

JOHANNESBURG DEVELOPMENT AGENCY (SOC)
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2026/27 JDA BUSINESS PLAN

IN TERMS OF SECTION 87 OF THE MUNICIPAL FINANCE MANAGEMENT ACT (2003) AND SECTION 46 OF THE MUNICIPAL SYSTEMS ACT (2000)

Submission

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1. EXECUTIVE SUMMARY

The Johannesburg Development Agency (JDA) plays a pivotal role in driving area-based developments that support the strategic vision and long-term objectives of the City of Johannesburg. As a key implementing entity within the Economic Growth Cluster, the JDA delivers programmes that advance the City's Growth and Development Strategy while contributing to an equitable, sustainable, and resilient urban environment. Through innovative and efficient project management, the JDA ensures that its interventions meaningfully support spatial transformation and inclusive economic growth.

The organisation's operations are underpinned by both substantive development programmes and essential cross-cutting functions that enable the JDA to execute its mandate effectively. The implementation of this Business Plan will be supported by assets valued at approximately R50 million. The JDA will be accountable for meeting the agreed programmes, performance indicators, and targets set out herein.

To fulfil this mandate, the JDA is supported by a staff complement of 107 employees and approximately 30 interns who contribute to the delivery of its strategic and operational objectives. This Business Plan has been prepared in accordance with the statutory disclosure requirements of the Municipal Finance Management Act (Act 56 of 2003). It is aligned with the City of Johannesburg's core strategic frameworks, including the Growth and Development Strategy 2040 (GDS 2040), the Integrated Development Plan (IDP), and the 2026/27 Service Delivery Budget Implementation Plan (SDBIP)

This JDA's 2026/27 Business Plan responds to the City of Johannesburg's eleven Mayoral strategic priorities informed by the Government of Local Unity (GLU) strategic direction. These strategic priorities are as follows:

- Financial sustainability
- Good governance

- Energy mix
- Sustainable service delivery
- Infrastructure development
- Job opportunity and creation
- Safer City
- Active and engaged citizenry.
- Sustainable economic development
- Green Economy
- Smart City

1.1. Development Context

Johannesburg, like many South African cities, is undergoing rapid and often unpredictable transformation. Accelerated urbanisation presents both significant development opportunities and complex challenges. Targeted, sustained interventions in urban planning and development are essential to ensure that these changes do not further entrench socio-spatial inequalities between affluent and marginalised communities. The momentum generated by rapid urbanisation, increasing global connectivity, and local economic growth represents an opportunity that must be strategically harnessed through purposeful public investment in the city's spatial fabric. Spatial transformation remains a central priority for South African cities as they work to redress the spatial and systemic inequities created by historical segregation. Achieving this transformation is crucial to ensuring that all residents have equitable access to opportunities, services, and urban amenities.

The City of Johannesburg is firmly committed to advancing spatial transformation to improve liveability, sustainability, and urban resilience. In support of this commitment, the Johannesburg Development Agency (JDA) grounds its development interventions in a

clear set of strategic objectives. The Agency's mandate aligns with the Growth and Development Strategy 2040 (GDS 2040), which emphasises resilience, liveability, and sustainability, and it contributes to the broader cross-cutting targets of the City's Economic Growth Cluster.

The JDA's overarching aim is to help create a resilient, sustainable, and liveable urban environment underpinned by infrastructure that supports low-carbon development and promotes a job-intensive, equitable, and competitive economy. A resilient city must be capable of responding to complex and unforeseen challenges by adapting development priorities to address critical needs and improve conditions for its residents. However, much of Johannesburg's existing urban form does not yet support these aspirations. The JDA plays a key role in addressing these shortcomings and driving positive spatial change. At the same time, the Agency must navigate persistent structural challenges that continue to shape the national and local development landscape. Low levels of education, high income inequality, chronic poverty, and widespread unemployment remain deeply entrenched across South Africa, with limited improvement over the past decade. Within this context, the JDA is required to pursue development pathways that strengthen resilience, enhance liveability, and promote long-term sustainability

2. STRATEGIC OVERVIEW

2.1. Vision

To be the leading development agency of choice within South Africa

2.2. Mission

The mission of the JDA is to plan, implement, manage and facilitate area-based developments in efficient, equitable, sustainable and innovative ways.

2.3. JDA Strategic Objectives

- To efficiently, effectively and economically deliver sustainable social and economic infrastructure projects
- To support the growth and development of strategic economic nodes into high-quality, investor friendly and sustainable urban environment
- To promote economic empowerment and transformation through the structuring and procurement of JDA development
- To strengthen and improve the JDA corporate governance and operation to ensure that it remains efficient, effective, sustainable and well governed entity

2.4. Values

The values that inform the work and approach of the JDA are:

- Accountability: To its shareholders, Board, and key stakeholders
- Innovation and creativity: Promoting an environment of fast-tracked decision-making and broader financial leverage to plan, lead, and manage implemented developments.
- Responsiveness: To market forces, operating where it can make a difference, in locales and sectors where shareholders and their partners have a concentration of assets and expertise.
- Results-driven and stakeholder-focused: With a 'user-friendly approach
- Seeking to empower: Through progressive procurement and work practices.
- Transparency and openness.

3. CORE MANDATE/PURPOSE

The Johannesburg Development Agency (JDA) was established, along with other municipal entities, through a Council resolution in the early 2000s. Its primary purpose is to promote socio-economic growth by developing and advancing efficient spatial environments within defined geographic areas. The JDA is mandated to regenerate declining urban areas to enhance their contribution to economic development and to improve the quality of life for residents. This mandate is executed on behalf of the City through the conceptualisation, design, facilitation, and implementation of both capital and non-capital projects and programmes.

Since its establishment, the JDA's role has evolved significantly. The Agency is now guided by key national, provincial, and municipal policy frameworks, including the National Development Plan, Gauteng Vision 2055, the Growth and Development Strategy 2040 (GDS 2040), and the City of Johannesburg's Spatial Development Framework (SDF). In particular, the JDA is driven by the GDS 2040's core principles of resilience, liveability, and sustainability, grounded in the belief that a resilient city must be adaptable and robust enough to confront complex and unforeseen challenges.

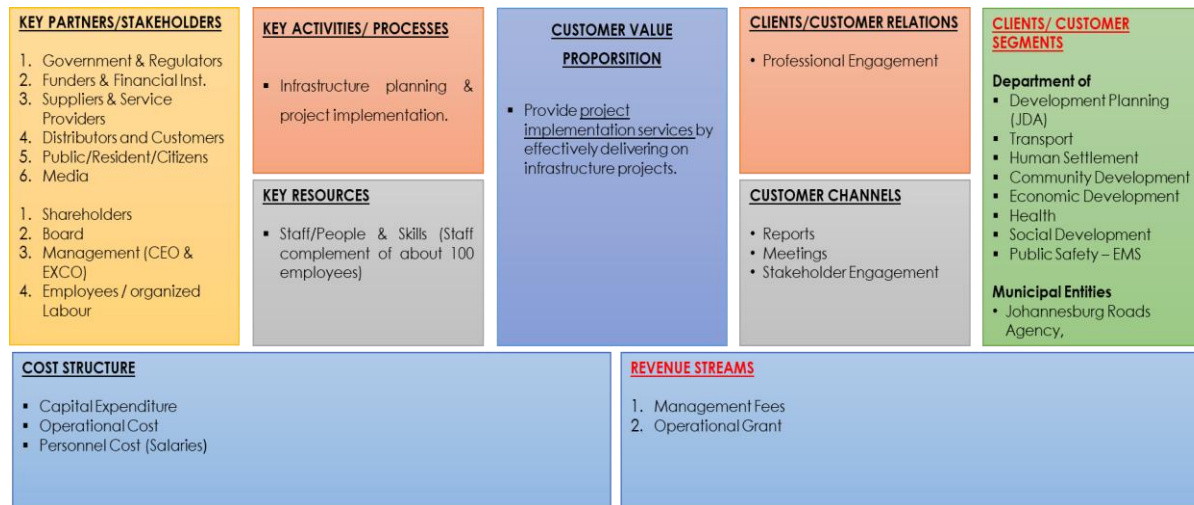
To effectively respond to the opportunities, challenges, and local needs of Johannesburg and its residents, the JDA has continually adapted its focus. The Agency has shifted from a traditional emphasis on triple bottom line outcomes (economic, social, and environmental) within the inner city and marginalised areas to a broader focus on creating resilient, sustainable, and liveable urban environments—specifically within strategic transit nodes and development corridors. As an area-based development agency, the JDA's role extends beyond that of a project management or economic development entity; it plays an integrated role in shaping spatial transformation and urban renewal.

All JDA area-based developments are supported by comprehensive development facilitation processes across the pre-development and post-development phases. These functions strengthen the impact of capital interventions and enhance the long-

term sustainability of investments. The Agency places significant emphasis on precinct-based development, working collaboratively with stakeholders to address local challenges, enhance urban environments, and create meaningful, sustainable improvements through targeted capital investment.

Over its 21 years of operation, the JDA has implemented more than 600 projects across all administrative regions of the City. Over the past five years, the Agency has nearly doubled in size—from 50 to 87 employees—accompanied by a substantial increase in both its capital budget and the number of projects implemented on behalf of client departments. During this period, the total capital expenditure (Capex) allocation exceeded R5 billion.

3.1 JDA Current Business Model Canvas



3.2 Strategic Areas of Focus

Operational Efficiency -Continuous process improvement / optimisation Deliver projects on time and within schedule and as per specified quality	
-Capacity Creation -Stabilize entity	
-Revenue Enhancement -Generate sufficient revenue for financial sustainability -Continuous Benchmarking.	

3.3 Guiding Principles & Objectives

The JDA has set five underlying principles and four strategic objectives for the medium term:



Figure 1: Objectives and Underlying Principles

The JDA has in turn aligned its activities and efforts to achieve expected results through the following log frame, which structures the main elements of our work and highlights the logical linkages between them:

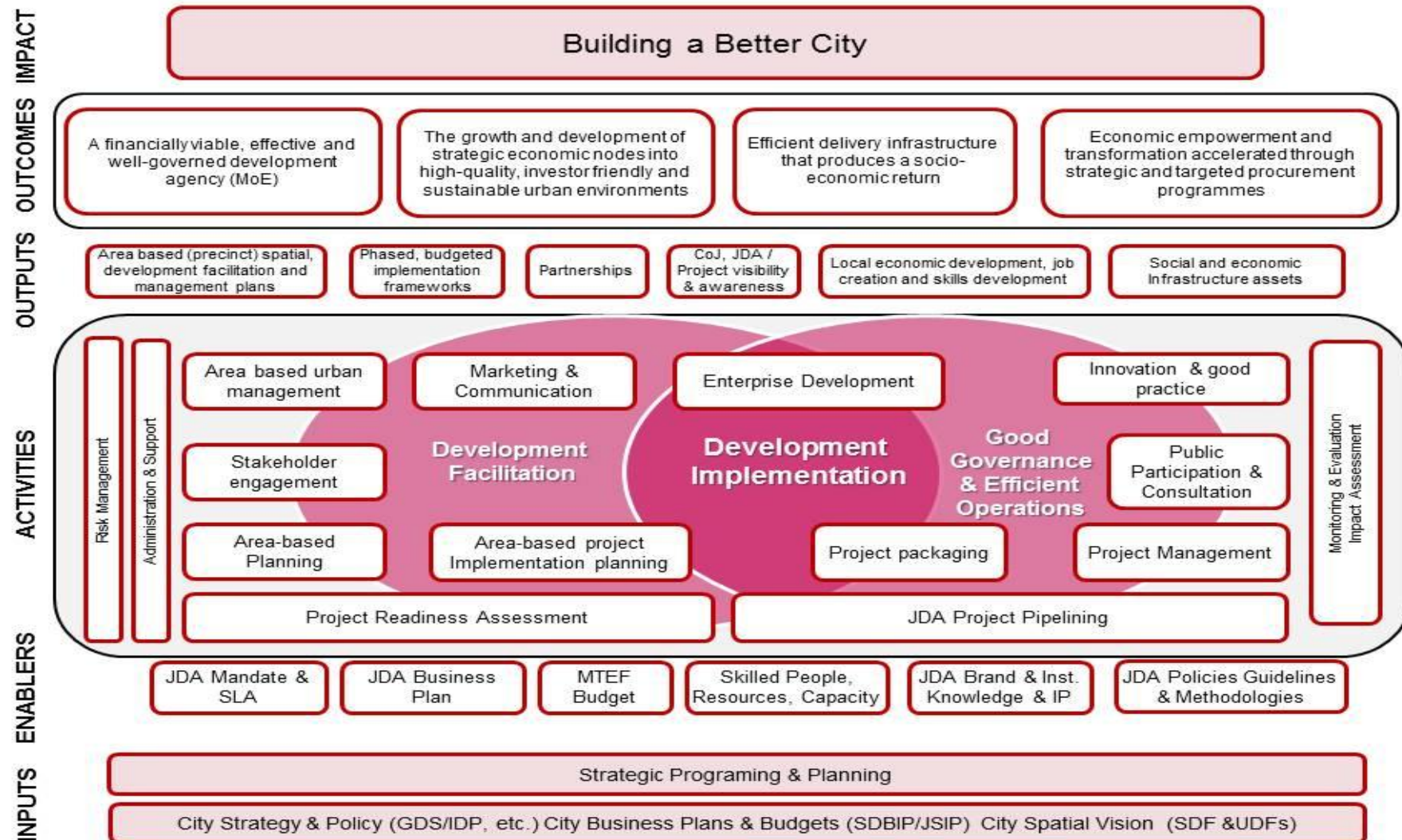
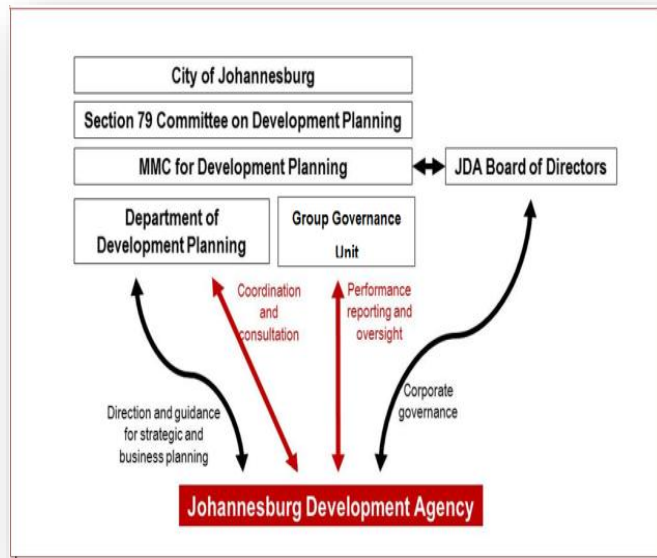


Figure 2 JDA Log Frame

3.3 JDA's Governance Arrangement



The JDA is accountable to the Department of Development Planning, which provides direction on contractual obligations and to the Member of the Mayoral Committee for Development Planning portfolio, which exercises political oversight. The JDA also falls under the Economic Development Mayoral Cluster Committee, which ensures that the work of departments/entities responsible for the city's spatial transformation and economic growth is integrated and coordinated. The Council's Section 79 Committee on Development Planning provides political oversight of the JDA's activities and functions.

The JDA's management is accountable for strategic and operational matters to the Board of Directors, which provides strategic direction and oversee its implementation. The JDA coordinates its area-based development activities

and other catalytic interventions with the Department of Development Planning and engages with client departments at the design and construction stages of the assets.

4. LEGISLATION AND POLICY ENVIRONMENT

As a municipal entity, the JDA was established in terms of section 86C of the Local Government Municipal Systems Act 32 of 2000, together with the Companies Act. Further to this, the JDA is subjected to a number of legislations that are applicable as shown in the table below. The entity complies with legislation that governs municipalities and those that are applicable to Municipal Owned Entities due to the nature of its business. Below is a list of legislation applicable to the JDA. The list includes both core and secondary legislation:

Table 1: Legislation applicable to the JDA

APPLICABLE LEGISLATION	
Municipal Finance Management Act, No. 56 of 2003	International Federation of Consulting Engineers- FIDIC Conditions of Contract for Plan and Design Build
Municipal Systems Act, No. 32 of 2000	Environmental Impact Assessment Regulations, 2014 under the NEMA: National Environmental Management Act, No. 107 of 1998
Municipal Structures Act	Labour Relations Act 66 of 1995 as Amended
Companies Act, No. 71 of 2008	Basic Conditions of Employment Act 75 of 1997 as Amended
Construction Industry Development Board Act, No. 38 of 2000	Employment Equity Act 1998 (act no. 55 of 1998)
Construction Industry Development Regulations, 2004 as Amended.	Skills Development Levies Act, 1999
National Building Regulations and Building Standards Act No. 103 of 1977	Engineering Professions Act, 2000

APPLICABLE LEGISLATION	
Joint Building Contract Committee –JBCC contract Document Manual	"No. 53 of 2003: Broad-Based Black Economic Empowerment Act, 2003."
Occupational Health and Safety Act as Amended no.181. of 1993	General Condition of Contract (GCC)for works of Civil Engineering Construction
Occupational Health and Safety Act (85/1993) Construction Regulations, 2014	"Protection of Personal Information Act, Act No. 4 of 2013 (POPI Act)"
Occupational Health and Safety Act (85/1993) - Electrical Installation Regulations	Unemployment Insurance Act; No 63 of 2001
Occupational Health and Safety Act (85/1993) - Electrical Machinery Regulations	"Unemployment Insurance Contributions Act, No. 4 of 2002"
Municipal Supply Chain Management Regulations	Value Added Tax Act, No. 89 of 1991
Preferential Procurement Regulations	Income Tax Act, No. 58 of 1962
Prevention and Combating Corrupt Activities Act 12 of 2004	Anti-Corruption Act, 1996
Protected Disclosures Act, 2000	National Archives and Record Service of South Africa, No. 43 of 1996
Electronic Communications and Transactions Act 25 of 2002	"PROMOTION OF ACCESS TO INFORMATION ACT 2 OF 2000 (PAIA Act)"
Promotion of Administrative Justice Act, Act 3 of 2000 (PAJA Act)	National Road Traffic Act of 93 of 1996

APPLICABLE LEGISLATION	
General Recognised Accounting Practices-GRAP and International Financial Reporting Standards-IFRS	General Condition of Contract (GCC)for works of Civil Engineering Construction
International Federation of Consulting Engineers- FIDIC Conditions of Contract for Plan and Design Build	Act (57/2002): Covid-19 Occupational Health and Safety Measures in Workplaces Covid-19 (C19 OHS), 2020 ~*~ Act (57/2002): Covid-19 Occupational Health and Safety Measures in Workplaces Covid-19 (C19 OHS), 2020
Spatial Planning and Land Use Management Act 16 of 2013	

5. STRATEGIC OBJECTIVES

The JDA Annual Business Plan is closely aligned with the City of Johannesburg's planning cycle and strategic instruments, including the State of the City Address, the Growth and Development Strategy 2040 (GDS 2040), the Integrated Development Plan (IDP), and the Service Delivery and Budget Implementation Plan (SDBIP). The development of the Business Plan is informed by ongoing engagements with the City, including bilateral consultations with the Executive Mayor, participation in Budget Panel hearings, and workshops with the Economic Growth Cluster and the Department of Development Planning.

The JDA's strategic objectives are fully aligned with the eleven Mayoral Strategic Priorities and support both the Economic Growth and Sustainable Services Clusters. Central to the Agency's medium-term focus is the implementation of resilient city strategies, particularly through the restructuring of Johannesburg's spatial logic. The JDA Board of Directors will engage with the Business Plan throughout its drafting process. The final 2026/27 Business Plan will be approved by the Board before the conclusion of the 2025/26

financial year. The Member of the Mayoral Committee (MMC) for Development Planning will also endorse and sign off the final approved version.

5.1. The Context in which the JDA Operates

The spatial transformation of South African cities to correct the spatial and systemic inequalities created by past segregation is the foremost goal of urban development in the coming years. A more equitable and more than just City extends access to a range of opportunities and services to all its citizens.

The City of Johannesburg is like other South African cities and is changing rapidly and unpredictably. Rapid urbanisation in the City brings both challenges and opportunities for urban development. Targeted and consistent efforts in urban planning and development intervention are necessary to ensure that these rapid changes do not deepen socio-spatial disparities between the rich and poor, between people and opportunities, in a way that could further entrench communities in cycles of poverty and relative deprivation. The energy brought into the City from rapid urbanisation, global connectivity and local growth and development is an opportunity to be harnessed and directed through decisive government investment in the spatial fabric of the City.

5.2 JDA's Alignment aligned to Longer-Term Strategy, Mayoral priorities and strategic programmes,

The JDA's responses priorities and spatial polices against which it can be measured and held accountable, are outlined in the table below. while the JDA potentially respond to all City priorities considering the nature of its mandate

Table 2: Alignment to the Priorities

GDS Outcomes	GDS Output	Strategic Priorities	JDA Objectives	JDA Programme	Outcome
1. Improved quality of life and development-driven resilience for all.	1. Reduce poverty and increase productivity 2. Food security that is both improved and safeguarded 3. Access to knowledge and lifelong learning 4. A society characterised by healthy living for all 5. A safe and secure city 6. A city characterised by social inclusivity and enhanced social cohesion	Safer City Sustainable Economic Growth	To support the growth and development of strategic nodes into high quality, investor friendly and sustainable urban environment.	1. Strategic Economic Node Delivery Programme 2. Economic Empowerment Programme.	The growth and development of strategic economic nodes into high-quality, investor friendly and sustainable urban environments. Efficient delivery infrastructure that produces a socio-economic return.

GDS Outcomes	GDS Output	Strategic Priorities	JDA Objectives	JDA Programme	Outcome
2. Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy	1. Sustainable and integrated delivery of water 2. Sustainable and integrated delivery of sanitation 3. Sustainable and integrated delivery of energy 4. Sustainable and integrated delivery of waste. 5. Improved eco-mobility Sustainable human settlements. 6. Climate change resilience and environmental protection.	Sustainable service delivery Energy mix Infrastructure development and refurbishment	To efficiently, effectively and economically deliver sustainable social and economic infrastructure projects	1. Accelerated infrastructure Delivery Programme	Efficient delivery infrastructure that produces a socio-economic return.
3. An inclusive, job-intensive, resilient,	1. Job-intensive economic growth	Sustainable Economic Growth	To promote economic	1. Economic Empowerment	The growth and development of

GDS Outcomes	GDS Output	Strategic Priorities	JDA Objectives	JDA Programme	Outcome
competitive and smart economy that harnesses the potential of citizens	2. Promotion and support to informal and micro businesses 3. Increased competitiveness of the economy 4. A 'Smart' City of Johannesburg, that is able to deliver quality services to citizens in an efficient and reliable manner (cross-cutting output).	Job opportunity and creation Green Economy. Smart city	empowerment and transformation through the structuring and procurement of the JDA developments	Programme. 2. Good Governance, Management and Administration Programme	strategic economic nodes into high-quality, investor friendly and sustainable urban environments.
4. A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and	1. Partnerships, intergovernmental & international relations. 2. A responsive, accountable, efficient and productive metropolitan government. 3. Financially sustainable and resilient city.	Active and engaged citizenry. Good governance. Financial sustainability.	To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective,	1. Good Governance, Management and Administration Programme	A financially viable, effective and well-governed development agency.

GDS Outcomes	GDS Output	Strategic Priorities	JDA Objectives	JDA Programme	Outcome
globally competitive Gauteng City Region	4. Meaningful citizen participation and empowerment. 5. Guaranteed customer and citizen care and service.		efficient, self-sustained and well-governed organization.		

5.2.1 City's Integrated Development Plan (IDP)

The City has confirmed four GDS Outcomes with their accompanying Outputs and 11 strategic priorities to guide the strategic planning process leading to the development of 2026/27 Business Plans, Service Delivery and Budget Implementation Plan (SDBIP) and Integrated Development Plan (IDP). As an entity of the City, JDA ensures that the Business plans to drive progress in operational programmes and activities that form part of a strategic roadmap delivering GDS output interventions and political priorities.

The four overarching GDS 2040 outcomes and identified outputs are as follows:

Table 3: GDS 2040 Outcomes

GDS OUTCOMES	GDS OUTPUTS
1. Improved quality of life and development-driven resilience for all.	1. Reduce poverty and increase productivity. 2. Food security that is both improved and safeguarded. 3. Access to knowledge and lifelong learning. 4. A society characterised by healthy living for all.

	5. A safe and secure city. 6. A city characterised by social inclusivity and enhanced social cohesion.
2. Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy	1. Sustainable and integrated delivery of water. 2. Sustainable and integrated delivery of sanitation. 3. Sustainable and integrated delivery of energy. 4. Sustainable and integrated delivery of waste. 5. Improved eco-mobility. 6. Sustainable human settlements. 7. Climate change resilience and environmental protection.
3. An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens	1. Job-intensive economic growth. 2. Promotion and support to informal and micro businesses. 3. Increased competitiveness of the economy. 4. A 'Smart' City of Johannesburg, which is able to deliver quality services to citizens in an efficient and reliable manner (cross cutting output).
4. A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region	1. Partnerships, intergovernmental & international relations. 2. A responsive, accountable, efficient and productive metropolitan government. 3. Financially sustainable and resilient city. 4. Meaningful citizen participation and empowerment. 5. Guaranteed customer and citizen care and service.

To ensure the implementation of the four (4) GDS outcomes, the City of Joburg has further identified eleven (11) strategic priorities. These priorities will serve as a road map for the medium to short term towards the long-term goals in the long-term strategy.

The eleven priorities of the Government of Local Unity (GLU) government are as follows:

- Priority 1: Good Governance: Implement measures to improve transparency, accountability, and citizen participation in government decision-making, such as regular Community-Based Planning feedback and public SCM procurement reforms.
- Priority 2: Financial Sustainability: Develop a plan to improve the revenue collection and billing systems, prudent financial management practices, streamline expenditure, and prioritize investments in high-impact projects.
- Priority 3: Energy Mix: Develop a comprehensive plan for a more diverse and sustainable energy mix, including increased investment in renewable energy sources and energy efficiency initiatives.
- Priority 4: Sustainable Service Delivery: Focus on delivering high-quality and reliable services to all residents in historically underserved areas, and work to reduce waste and improve efficiency.
- Priority 5: Infrastructure Development and Refurbishment: Prioritize key infrastructure projects, such as road repairs, water and sanitation upgrades, and public transportation improvements, and work to ensure that all projects are completed on time and within budget.
- Priority 6: Job Opportunity and Creation: Develop a plan to create new jobs, particularly in sectors such as green energy, technology, and infrastructure, and ensure that all job creation efforts are equitable and inclusive.
- Priority 7: Safer City: Work to improve public safety through initiatives such as community policing, investment in technology and infrastructure, and increased resources for law enforcement.
- Priority 8: Active and Engaged Citizenry: Develop programs and initiatives to encourage citizen participation in government decision-making and co-producing service delivery, including community-based planning meetings, participatory budgeting, and improved feedback mechanisms.

- Priority 9: Sustained Economic Growth: Work to attract new businesses and investment, particularly in sectors such as green energy, technology, and infrastructure, and prioritize policies that promote inclusive economic growth.
- Priority 10: Green Economy: Develop a green economy plan to grow and increase the investment in green manufacturing and job creation, renewable energy, energy efficiency initiatives, and sustainable agriculture and food security.
- Priority 11: Smart City: Develop a plan to improve the use of technology to improve service delivery, reduce waste, and promote energy efficiency, including initiatives such as management systems, public Wi-Fi, and digital e-government services.

To coordinate effective responses to the eleven priorities, each functional Cluster of the City of Joburg has identified interventions to pursue and achieve these. The JDA forms part of the City's Economic Growth Cluster and has alignment with the cluster's implementation plans.

5.2.2 National Treasury Circular 88 Indicators

The circular 88 indicators are the new planning reforms that have been introduced by National Treasury. The anticipation of the circular is that it will serve as the new standardised reporting and planning reforms for all the metros. The intent is to monitor and assess the performance of the Metros using a common yard stick.

The following areas have been identified where the JDA plays a supporting role in making an impact:

Table 5: Circular 88 Indicators

FUNCTION	OUTCOME	OUTCOME INDICATORS	OUTPUT INDICATORS
Housing and Community Facilities	Increased access to and	Percentage of dwellings with access to public open spaces.	No output indicator proposed.

FUNCTION	OUTCOME	OUTCOME INDICATORS	OUTPUT INDICATORS
	utilization of social and community facilities.		Percentage of expenditure on the operations and maintenance of neighborhood parks and public outdoor spaces in poor and lower-middle-income neighbourhood.
Transport and Roads ¹	Improved access to public transport (incl. NMT).	The percentage of households less than 10 minutes' walk from closest public transport access point.	Number of scheduled public transport access points added
		Percentage of dwelling units within 500m of scheduled public transport service.	No output indicator proposed.
		NMT paths and lanes as a percentage of the total municipal road network length.	Length of Non-Motorised Transport (NMT) paths built.

¹ These are not yet prescribed indicators but that metropolitan municipalities should begin reporting on these indicators if they are able to.

5.2.3 Alignment with the Spatial Development Framework (SDF) 2040

The Spatial Development Framework (SDF) 2040 seeks to address four major issues in Johannesburg's spatial and social landscape; (1) Spatial inequalities and the job-housing mismatch; (2) Urban sprawl and fragmentation; (3) Exclusion and disconnection emanating from securitisation and gated developments, and disconnected street networks (high cul-de-sac ratios); (4) Inefficient residential densities and land use patterns. The SDF 2040 sets the guiding vision and then builds a concrete strategy for its realisation.

Table 6: Alignment with SDF Priority Transformation areas

SDF Priority Transformation areas	Priority transformation areas		Corresponding JDA Regional Classification
Strengthening the metro core (inner city) and secondary CBDs	Strengthening the metropolitan core – building on the opportunities of the CBD as a dense economic core of the city and tackling issues of fragmented developments, crime, bad buildings and lack of affordable housing. The strategy suggests consolidating the inner city through a public space/street network and expanding it towards the southern industrial area through redeveloping and intensifying underperforming	Regeneration of the Inner-city of Joburg and Central Business Districts of Randburg and Roodepoort through the release of derelict buildings to the private sector and universities for redevelopment and construction of the Government Precinct	- Inner City and the Old South (including Turffontein and Mining Belt). - Secondary Central Business Districts including Roodepoort.

SDF Priority Transformation areas	Priority transformation areas		Corresponding JDA Regional Classification
	buildings, strategic connector streets, and developing vacant space. The inner city will also be significant in bridging north-south discontinuities specifically. ▪ Consolidating a Public Transport Backbone – consolidating appropriate growth and development opportunities around existing and future public transport nodes in the Turffontein area. This will also include a focus on “Transit-oriented Development Nodes,” including Gautrain, Rea Vaya (BRT) and PRASA stations. ▪ Unlocking the Mining Belt – this spatial discontinuity presents opportunities for development and public open space that could integrate the north		

SDF Priority Transformation areas	Priority transformation areas		Corresponding JDA Regional Classification
	with the south. By identifying strategic interventions along the belt - road linkages, mixed use redevelopments, rehabilitation of degraded and damaged land – this fragmenting feature could become one of inclusion.		
Unlocking Soweto	Unlocking Soweto as a True City District – diversifying Soweto to address its largely residential nature by developing mixed land uses (particularly economically productive ones) and social services, making use of its good street pattern and public transport network. Develop it into a series of self-sufficient mixed-use nodes as drivers of economic growth and job creation, allowing Soweto to function as a liveable city district in its	- Intervening to stimulate development in the South. - Revitalising Township Industrial Parks and stimulating Township Economies (e.g. Soweto Empowerment Zone, Alexandra Industrial Parks etc.).	Greater Soweto (including Lenasia, Eldorado Park, Jabulani).

SDF Priority Transformation areas	Priority transformation areas		Corresponding JDA Regional Classification
	own right with access to jobs and the full array of urban amenities.		
Consolidating public transport backbone	Consolidating a Public Transport Backbone – consolidating appropriate growth and development opportunities around existing and future public transport nodes, starting from the Transit-Oriented Development Corridors linking Soweto to Sandton along Louis Botha Avenue and Empire-Perth. This will also include a focus on transit-oriented development nodes, including Gautrain, Rea Vaya (BRT) and PRASA stations.	Working closely with universities on the Braamfontein/Auckland Park Innovation Corridor.	The Transit-Oriented Development Corridors: Empire-Perth Corridor and Louis Botha Corridor.
OR Tambo / Airport Corridor	Developing an OR Tambo Corridor – establishing a strategic connection between the northern parts of the city (Randburg, Sandton and Alexandra)	Mega projects such as Lanseria and Alexandra.	Alex and the OR Tambo Corridor (includes Lanseria, Randburg, Sandton,

SDF Priority Transformation areas	Priority transformation areas		Corresponding JDA Regional Classification
	and the OR Tambo Corridor; incorporating the Modderfontein and Frankenwald areas; creating a regional logic for the development of strategic land parcels utilising current development dynamics to drive growth and reduce expansion pressure on the periphery.	Revitalising Township Industrial Parks and stimulating Township Economies (e.g., Soweto Empowerment Zone, Alexandra Industrial Parks etc.).	Cosmo City, Modderfontein, Frankenwald and Alexandra).
Addressing marginalization	Addressing Marginalization through (re)urbanisation – The areas of Diepsloot, Ivory Park and Orange Farm all have high population densities but are mostly residential and under serviced. In these areas mixed land use must be strategically included, to drive economic development and job creation. Social services should be improved to promote mixed-use areas where	Revitalising Township Industrial Parks and stimulating Township Economies (e.g. Soweto Empowerment Zone, Alexandra Industrial Parks etc.).	Marginalised Areas – Diepsloot, Ivory Park, Orange Farm.

SDF Priority Transformation areas	Priority transformation areas		Corresponding JDA Regional Classification
	people can not only live, but access city amenities such as jobs, schooling, healthcare and recreation.		

The JDA's current business plan represents a spatial response to specific Priority Transformation Areas outlined in the City of Johannesburg's Spatial Development Framework, Department of Development Planning will review it. In the year ahead, the JDA will need to focus on how its developments can serve the diverse needs of many people. It will also focus on how its interventions connect to the interventions of other municipal, state, and private-sector agencies to enhance the city's liveability, sustainability and resilience.

5.2.4 Alignment to the Mayoral Lekgotla Resolutions

The City Manager unpacked the medium to long term action plan during the Mayoral Lekgotla where emphasis was placed on the need for proactive infrastructure upgrades and maintenance to support city growth, amongst others. The CM further indicated that approximately R220 billion is needed for critical infrastructure in roads, electricity, and water/sanitation. In pursuit of addressing infrastructure challenges, Infrastructure Asset Management Programme was identified with core focus on the following:

Capital Delivery Improvements: Enhancing infrastructure investment processes.

Outcome-Led Planning: Ensuring projects align with long-term benefits.

Strategy-Led Budgeting: Aligning budget with infrastructure goals.

O&M (Operations & Maintenance) Improvements: Elevating maintenance practices.

Executive Backing: Supported by a five-year strategic programme for sustainable infrastructure management.

In response to the CM's Action Plan the JDA has identified the following priorities to be implemented in the medium to long term (within 18 Month, 3 years and 5 years).

Table 7: Alignment to the City Manager's Action Plan

INFRASTRUCTURE ROLE	JDA PROJECT/INITIATIVE	ACTION DESCRIPTION	TIMELINES
Mandate and Public Trust	Centre of excellence	Expansion of the JDA mandate to become an advisory team of the City on its service delivery role of infrastructure development.	Long Term
Economic Growth and Job Creation	Graduate and skills development program	Create a graduate program that provides participants with professional certificates Job creation through EPWP	18 months
	Economic growth Opportunities	Preparation of land pockets that are around mega projects to attract investment Development of urban development frameworks and master plans to bring economic growth Development of business models to support infrastructure development and bring about financial sustainability	

Green Economy	Smart Projects	Public environmental upgrade projects Building energy efficiency projects Conducting research and studies to reduce carbon emissions	18 month
Cost Efficiency	Infrastructure Project Cost	-JDA has appointed panel of service providers that are charging at standard rate. -Mechanism of value-engineering on bill of quantities before it goes out to tender for procurement. -JDA is funding strategic service delivery initiatives.	18 Month
	Employees	-Employees are not eligible to claim travel and subsistence within 10km radius from JDA offices. -JDA pays R1200 as subsidiaries as subsidiary for employees medical aids. -For external (National or International travel) JDA only hire class B cars	18 Months
Public Safety and Community well being	Construction programme	All projects comply with all COJ security standards and bylaws All JDA projects have guard houses and security features	18 Months

5.2.4.1 Kliptown Turnkey Programme

The JDA completed the Kliptown Turnkey Programme which consisted of the Review of the Kliptown Business Plan of 2009 into an Urban Development Framework (UDF). The UDF entailed a status quo analysis to assess and identify key precincts, development guidelines, and an implementation plan with key catalytic projects for implementation.

The Urban Development Framework was completed and approved as Council policy in September 2024. The Kliptown Multipurpose Centre was identified as one of the catalytic projects, that was taken further into project development sponsored by Development Planning.

A multidisciplinary team of service providers was appointed by the JDA for the planning, design, and construction of the MPC for a period of 36 months. The project has been on hold since June 2025 due to budget unavailability

5.2.5. Alignment to the Smart City Strategy Pillar

5.2.5.1. GIS Integrated Spatial Data Portal

The City of Johannesburg (CoJ) is preparing to build a new web-based citywide spatial data portal. The Directorate is managing the project: City Transformation and Spatial Planning (CT&SP) in conjunction with the Directorate: Corporate Geo-Informatics (CGIS), both part of the Development Planning Department together with the JDA. The aim of the project is to create a single, integrated, online spatial data portal (based on an online GIS mapping platform) for the City of Johannesburg and its entities.

The platform will be a tool to be used internally (by the City's officials) and externally (by other spheres of government, members of the public, the private sector, etc.) for:

a) Integrating relevant spatial data in the City.

- b) Accessing relevant spatial data in the City through a web-based portal or online mapping set of applications.
- c) Assisting in spatial decision making.
- d) Assisting in evidence-based policy making.
- e) Assisting in spatial analysis and spatial reporting of data for non-GIS-experts, and GIS experts alike

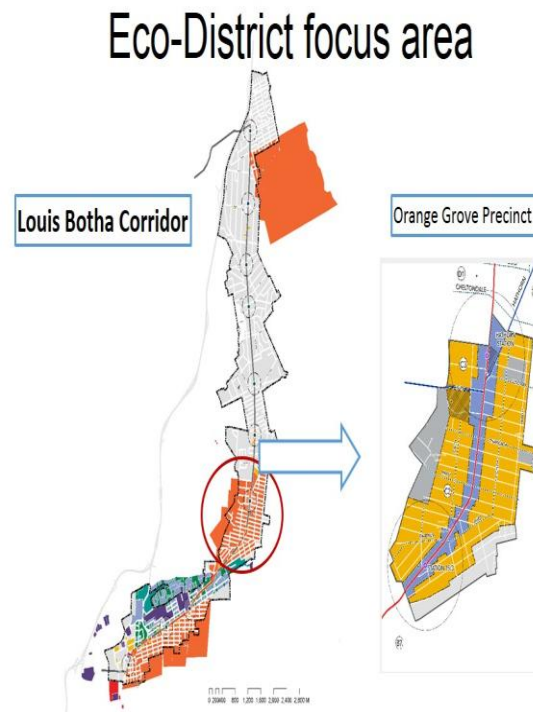
The project will also create a "Spatial Plan Management and Sharing System" for the Directorate: City Transformation and Spatial Planning (CT&SP) that will be integrated into the "Integrated Spatial Data Portal" mentioned above.

Eco-Districts

-The overall aim of the project focuses on reducing the carbon footprint of the city and to allow for better adaptation to the changing climatic conditions the world is facing. The project outcomes include testing the concept of eco-districts for optimized environmental resilience and sustainability and to ultimately set improved environmental standards for Transit Oriented Development (TOD) Corridors and influence new minimum City-wide standards.

- “Eco districts are the cutting edge of sustainability solutions that use a district scale to achieve greater impact. They link energy, transportation, water (and waste) and land use in an integrated, efficient resource system.”

- The project includes modelling carbon emissions for one eco-district at four urban scales (at site, block, precinct and neighbourhood scales).



- This project was focused on the Orange Grove Special Development Zone study area as potential eco-district.

5.2.5.2. Smart Citizen and Citizen-Centricity

“An institution that delivers services with its citizens’ needs and satisfaction in mind; and enables residents, businesses and visitors to access, exchange and share information and ideas through open platforms and knowledge sharing tools.”

The participatory practices of the JDA align and support the Smart Citizen Pillar. The JDA puts a great deal of effort and resources into the manner in which the public is able to engage via a number of digital platforms. The aim is to empower residents to closely participate in the City’s planning efforts and for residents’ voices to be heard through direct emails, online chats, social media, and surveys.

Participation Platforms

We need to reach as many people as possible, ensuring people have every opportunity to participate in the development so as to ensure community buy-in and participation into whatever the outcome may be.

This means using digital and face-to-face communication, both methods presenting challenges because not everyone has access to data and apps, and social distancing makes face-to-face risky.

So we propose a full toolbox of communication platforms and strategies to try and reach as many people as possible.



Figure 4: Example of a Participation Strategy from a JDA Project

5.2.5.3 The Empire-Perth Development Corridor

The JDA has collaborated with the office of the COO in the city with the aim to implement number of projects that contribute towards the SMART City programme. The empire – Perth is one of the projects with the below objectives:

- The purpose of the concept plan is to provide a road map and steps to be taken to realise the vision of establishing an innovation district on the Empire Perth corridor.
- To identify key internal and external stakeholders and their roles that the city can approach to partner for the establishment of this innovation district.

- Identify anchors for development which can fast track innovation.
- To propose boundaries for the area through a facilitated stakeholder process.
- Develop a high-level project implementation framework.
- To propose a vehicle for implementation.
- Define high level project resource requirements.

5.2.5.4 Smart Infrastructure Integration

Infrastructure development will incorporate embedded digital capabilities from inception, including:

- High-speed broadband connectivity (fibre and wireless)
- Internet of Things (IoT) sensors for real-time monitoring of utilities, traffic, and environmental conditions
- Smart grids and energy-efficient systems to optimise resource consumption

This ensures that infrastructure is not only functional but also adaptive, responsive, and future-ready.

The following projects are implementing solar lights and/or solar mast as part of smart city initiatives

- Orange Farm NMT- Upgrading of Non-motorized Transport
- Lake side
- Orlando NMT
- Solar panels on JITI

5.2.5.5 Precinct-Based Innovation and Testing

Designated precincts will serve as living laboratories for Smart City solutions. These precincts will:

- Pilot emerging technologies such as 5G networks, smart lighting, and intelligent transport systems

- Enable controlled testing of digital platforms and services before broader city-wide implementation
- Provide a collaborative environment for government, private sector, and research institutions to co-develop solutions

By adopting a precinct-based approach, risks are reduced while innovation is accelerated through iterative testing and refinement.

5.2.5.6 Digital Infrastructure and Broadband Expansion

Precinct developments will act as anchor zones for expanding digital infrastructure by:

- Establishing high-capacity broadband backbone networks that can be scaled across surrounding areas
- Supporting last-mile connectivity solutions to improve access in underserved communities
- Encouraging private sector investment through public-private partnerships (PPPs)

This model ensures equitable access to digital services and supports economic inclusion.

5.2.5.7 Data-Driven Urban Management

The integration of digital systems within precincts will enable:

- Real-time data collection and analytics to inform planning and operational decisions
- Improved service delivery through predictive maintenance and automated systems
- Enhanced transparency and accountability via digital dashboards and reporting tools

5.2.5.8 Economic Development and Innovation Ecosystems

Smart precincts will stimulate local economies by:

- Attracting technology firms, startups, and innovation hubs
- Creating opportunities for skills development in digital and ICT sectors
- Supporting entrepreneurship through access to digital platforms and infrastructure

5.2.5.9 Citizen-Centric Design and Inclusion

All Smart City initiatives will prioritise accessibility, inclusivity, and user experience by:

- Providing digital services that are easy to access and use
- Ensuring infrastructure supports persons with disabilities and diverse user needs
- Facilitating community engagement through digital platforms

5.2.6. JDA's Public Art, Place-Making and Co-Production Programme

The JDA remains committed to the continued roll-out of its Public Art Programme in partnership with the Department of Community Development (Directorate of Arts, Culture and Heritage), where great strides have already been made toward the creation of great places through Public Art. Creating great places is also about creating sustainable adaptable spaces that are robust and resilient to changes in their local context. Going forward we will interrogate the quality of design of public space to enhance the level of adaptability of the spaces we develop and the sustainability of our initiatives. place -making initiatives have long been integrated with the practice of JDA, with the development of public art serving to enhance and enrich the urban environment. This thrust has helped build memorable spaces which encourage the enjoyment of public space, contribute to civic pride, and build a positive identity. Place-making and public art can also help stimulate development and investment, through stirring interest, boosting confidence, attracting visitors and supporting cultural tourism.

The public art collection has grown tremendously since the first adoption in 2006 of the CoJ Public art Policy. A funding mechanism was introduced, known as the as the Percent for Art Policy. This provides that up to 1% of large capital projects (R 10 million or more) should be devoted to public art. The 1% for art was implemented across many JDA projects in cooperation with Community

Development (Arts, Culture and Heritage), leading to the creation many outstanding public artworks, enhancing precincts and neighbourhoods across many parts of the city.

Since 2016/17 the JDA re-imagined the public art programmes not as the production of iconic pieces of art but more importantly as an interactive, community rooted, place-making process that brings community co-production to life through art. It is JDA's intention that locally embedded and locally relevant forms of physical place-making be produced to enrich and enliven public spaces in local communities and along transit routes. Co-production is defined as the meaningful engagement of stakeholders such that local actors form part of designing interventions for the neighbourhood. This involvement means going beyond community meetings or one-on-one meetings to include for example design workshops, historic storytelling to share historic and future visions of the space, participatory budgeting forums, thematic workshops to look at specific solutions, use of social media to get input and share information about the space and use of multiple media platforms- art, theatre, radio, podcasts, infographics, videos etc.

To illustrate the JDA #ArtmyJozi project the focus has been on working on local creative place-making with local people in Noordgesig, Brixton, Orange Grove, and various points along the Louis Botha Corridor. What is most exciting about the Art My Jozi journey is that it has allowed JDA, as the city's development agency, to really engage with the expressions of local identity in each place, to elicit people's real and everyday stories about their neighbourhoods, to see what's important to them, and to offer a platform for them to express themselves through music, sport, art, dance, heritage and stories. This process has yielded a rich, fantastic collage of patterns, signs, symbols, narratives and feelings from local participants and community artists.

Community Development (Arts, Culture and Heritage) continues to work with JDA on the ongoing maintenance and refurbishing of existing artworks. On the other hand, the commissioning of new public artworks has tended to decrease in the last few years, and this is an area for renewed attention and investment.

5.2.7 Climate Change

Climate change touches all areas of life, including where we live, work and socialize. Natural disasters and extreme temperatures are destroying some structures and making others uninhabitable, resulting in staggering personal and economic loss. The JDA as a construction entity has an opportunity to contribute through its expertise in order to make changes for greater climate resilient and energy efficient City. The JDA is starting to realise the importance of considering the environmental impacts of building design, materials and onsite operations as well as making sure structures can withstand heat waves, torrential rain and other climate extremes. While the entity has taken cognisance of the climate change effects on the execution of its mandate, it has also identified number of limitations such as human resources and budget on how the entity would wish to confront these effects. However, these limitations do not derail the entity from putting non-financial attainable measures in place.

It has been acknowledged that the planning of the construction projects has to take cognisance of the temperature patterns that have changed drastically with time where rainy season is no longer easily predicted. Going forward, the entity will consider a strategic approach to scheduling a construction project will be critical as the entity pursues climate resilience.

6. MUNICIPAL ENTITY'S RESPONSE

6.1 JDA's Response to Community-Based Issues

The City of Joburg has embarked on a Community Based Planning process where the public was engaged to identify issues that the City could prioritise during the Integrated Development plan review process. A list of common issues that dominated the conversations is in the 2022/27 IDP. The 2024/25 CBP priority master list has number of projects that the JDA should implement. The

issues identified range from upgrades of clinics in different regions, upgrade of public facilities infrastructure, economic development in marginalised areas and unemployment and LED. JDA will contribute towards curbing unemployment through inclusion of SMMEs and creation of jobs for local labourers where projects are implemented.

As part of its Integrated Development Planning process, the City has allowed community to enhance the IDP through submission of pressing community-based services delivery requests. From this process the City has identified key wards across the City that have no allocated capex budget during the current budgeting cycle. To address this, the City has set a special budget to prioritise all the community requests (Community Based Projects). The nature of the projects varies from a request for security services to a provision for Community Hall. The JDA together with the City have agreed to focus on traffic calming measures and repairs of existing community facilities as a short to medium term response. Parallel to these few facilities, from the request list are being planned and packaged for long term implementation. The overall implementation of both the short-to medium term and long-term interventions are depended on the budget allocation.

The JDA will be completing a Pre-Feasibility Study on the proposals that emanated from the CBP process of 2022/23. The pre-feasibility study includes the assessment, evaluation and identification of potential and viable projects. An Urban Development Framework will also be completed for the Orlando Industrial precinct, to respond to the proposal for industrial and economic development in Region D. The project will be completed in close collaboration with Economic Development and Development Planning (City Transformation) departments of the City.

Below is a table with projects that reflect in the CBP for JDA implementation

Ward	Region	Community Project	Description	Township	Progress
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112	A	Formalization of informal illegal Taxi Rank	Multi-purpose center is requested at Betrams	Midrand	
114	C	Multipurpose Centre	Multi-purpose center is requested at Betrams	Zandspruit	
52	D1	Development of zola precinct-sidewalks at Oberta, Sthembiso, Buthelezi and khanyile, Mntungwa and Xuma Road		Zola	

6.2 Customer Satisfaction Survey

Customer satisfaction is the degree to which service delivery meets or exceeds the customer's expectations. The City of Johannesburg conducted quality of life survey, and service delivery and infrastructure are areas of concern. The City has noted a decline in satisfaction across all service areas. The JDA has a role in addressing infrastructure related concern through improving its effectiveness and efficiency in implementing infrastructure projects on behalf of the City departments and entities. The kind of capital projects that are implemented by the JDA contribute significantly towards the resilient of the City and giving citizens better life. In the 2026/27 financial year, the JDA will implement projects in the following areas that affect the socio-economic elements of the citizen of the City:

- Road including stormwater systems
- Health

The JDA will also embark on demolishing of dilapidated builds that are in the inner-city on behalf of the City. The clearing of dilapidated buildings will contribute towards addressing safety concerns that were raised through the satisfaction survey. The JDA already has a panel of expertise that will be appointed to assist this process.

6.3 Intergovernmental Relations (IGR)

The Johannesburg Development Agency (JDA) operates as the infrastructure arm of the City of Johannesburg, and its intergovernmental relations are embedded within the City's broader cooperative governance framework. This means the JDA works closely with national, provincial, and local government structures to align urban development projects with policy priorities and funding streams.

The JDA interact with its counterparts such as the Gauteng Human Settlement Development agency and Development Bank of Southern Africa on a best practice exchange basis. The entity is currently in collaboration with the Gauteng Growth Development Agency on the redevelopment of the Constitutional Hill. In the 2026/27 FY, the JDA will be focusing mainly of the development planning and development facilitation of the project. The City, through the JDA has been part of the project since the inception of the development and reuse of buildings in the Con Hill Precinct's four land parcels.

Role of IGR in the JDA

- Strategic Alignment: The JDA ensures its projects (roads, transport hubs, public spaces) are consistent with the City of Johannesburg's Integrated Development Plan (IDP) and provincial strategies like the Gauteng Intergovernmental Relations Framework (GIGRF)

- **Funding & Oversight:** Many JDA projects rely on joint funding agreements and oversight from provincial and national departments, especially in transport, housing, and economic development.

Some of the JDA Projects requiring IGR

- **Cosmo City Super Stops & Non-Motorised Transport Facilities:** Implemented in partnership with provincial transport authorities to improve mobility.
- **Elias Motsoaledi Gravel Road Upgrade (Soweto):** Coordinated with provincial infrastructure planning to enhance urban mobility.
- **Public Environment Upgrades (Moyane Drive & 16th Street):** Require alignment with both local ward priorities and provincial urban renewal strategies

Institutional Arrangements

The JDA participates in the structures that the City facilitates where the issues of infrastructure development, urban regeneration and spatial transformation are being deliberated. Some of these structures include provincial and national government and in some cases private sector.

Internally the JDA account to the MMC for Development Planning department with the shared responsibilities defined as follows:

1. Development Planning Department responsibilities

- Develops citywide spatial development strategies and policies (e.g., Spatial Development Framework, precinct plans).
- Provides strategic direction and oversight for urban development projects implemented by the JDA.
- Aligns projects with city strategies such as the Integrated Development Plan (IDP) and growth strategies.

- Identifies priority development areas and projects.

2. Johannesburg Development Agency

- Aligns its business plans and projects with the City's planning frameworks and strategic priorities.
- Supports the implementation of spatial transformation initiatives identified by Development Planning
- Acts as the lead implementing agency for infrastructure and capital projects.
- Manages project planning, procurement, construction, and delivery.

6.3.1 JDA involvement in the DDM

The Johannesburg Development Agency (JDA) has been actively involved in the District Development Model (DDM) as part of its broader commitment to urban development and economic growth. The JDA's involvement includes:

- Initiating and supporting development projects throughout the Johannesburg metropolitan area, with approximately 330 projects implemented since its inception.
- Providing development management services that stimulate and implement area-based initiatives involving both capital and non-capital developments.
- Coordinating and facilitating urban regeneration projects that drive spatial transformation and align investments in transportation, human settlements, and resilient infrastructure networks.
- Promoting the JDA's role as an implementing agent for line functions in the municipality, such as the busways and stations for the Rea Vaya Bus Rapid Transit service.

- The JDA's work is not just about basic service delivery but drives spatial transformation, which is essential for the development of urban local governments in an urbanizing South Africa. The agency's role includes area-based coordination and development facilitation, ensuring that the overall spatial vision and planning principles are met.

The JDA has a vision to be a leading development agency of choice in South Africa. This has resulted in the entity commencing to engage and on-board institutions that are outside the City of Johannesburg. The entity collaborates with all spheres of government in capital projects implementation. Going forward the JDA is envisaging to engage in Public Private Partnership model as a way of attracting investment in the City.

In terms of the DDM's living one plan, the JDA respond directly to the Spatial focal area. Johannesburg's spatial transformation agenda aims to redress historic segregation and create a connected, compact polycentric, and climate-resilient city. The City's spatial vision aligns with the Spatial Development Framework (SDF 2040), which promotes mixed-use nodes, inclusive housing, and efficient transport corridors that integrate people, jobs, and amenities. By 2040, Johannesburg seeks to achieve a balanced, well-connected metropolitan form — one that supports equitable access to services, economic opportunity, and environmental resilience.

DDM Catalytic projects for the JDA

DDM Level	Category	JDA Projects
		1.Inner City Eastern Gateway TOD and Movement Corridors
Level 3: Major Needs Projects	Community Projects	1.Global Environment Fund – Urban Agriculture

		2. Orange Farm Turnkey Programme – Drieziek Recreational Park

7. STRATEGIC ANALYSIS

7.1 JDA SWOT Analysis

The strategic issues that are expected to frame the JDA's operations in 2026/27 are our ability to implement capital works projects to achieve visible tangible impact especially in the Transit-Oriented Development Corridors; and our ability to work with stakeholders and communities to design and implement democratic spaces that can be created, managed and used by various people in various ways. The imperative is that we be sufficiently resourced to see multi-year projects through to completion in order to realise the desired catalytic impact of these.

An analysis of JDA's strengths, weaknesses, opportunities and threats provides a useful platform from which to prioritise our operations in 2026/27.

Table 8: SWOT Analysis

STRENGTHS	WEAKNESSES
Well experienced implementing agent of the City, with 22yrs track record.	- Long cash conversion cycle and overreliance on the City for Finances. - Organisational structure is not aligned with the current strategy.

▪ Diverse infrastructure delivery portfolio and capabilities (See Clients and Types of Projects). ▪ Ability to successfully prepare, package, plan and implement projects to achieve the City's strategy and vision. ▪ Established capacity and set of skills (in urban development and project implementation). ▪ Well established SCM processes which are anchored by good governance.	▪ Operational inefficiencies (e.g. Poor project delivery, project readiness, contractor performance, digitalization, record management). ▪ Lack of client relations and no standard operating procedure to measure customer satisfaction. ▪ Lack of adherence to the contractual obligations that affect projects (Contractors, SMME's and Business Forums).
OPPORTUNITIES	THREATS
▪ Diversification of service offering and value proportion to expand our client base. ▪ Unlocking value through expansion of client base. ▪ Improving debt collection strategies. ▪ Attracting of various grants and leveraging on partnerships. ▪ Ability to play a strategic role in facilitating and determining future development (e.g., Lanseria, Southern Farms and any other mixed development).	▪ Dependency on and vulnerability to the City's Cash Flow challenges. ▪ Poor performing service providers result in loss of budget and revenue (management fees). ▪ Single/undiversified client base and limited revenue streams. ▪ Changes in the Political leadership and direction. ▪ Treat of vandalism on sites of the JDA's infrastructure. ▪ Human Capital safety risks due to non-payment of contractors and SMME's that leads to protests (compromise safety). ▪ Cyberattacks.

▪ Digitized and modernized systems for efficiency and keep up with technological advancements. (e.g., project management, procurement, financial and governance) ▪ Enhance clients service and public relations to improve the JDA's reputation through constant communication. ▪ Well established SCM processes that result in quicker turnaround time for implementing projects.	▪ Unstable socio-economic environment that affects project implementation and the business ability of the JDA. ▪ Litigation / Legal action (by interested stakeholders).
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7.2 JDA PESTLE Analysis

The JDA carried out a situational analysis which helps to identify the key external environment that might affect JDA operations. A PESTLE analysis is an acronym for a tool used to identify the macro (external) forces facing the JDA. The letters stand for Political, Economic, Social, Technological, Environmental and Legal.

The external factors may change in the future. JDA will keep track of these external factors while implementing this business plan.

Table 9: PESTLE Analysis

POLITICAL	ECONOMIC
▪ Change in local government priorities and strategies (IDP). ▪ Service Delivery Protests.	▪ Slow Economic Growth. ▪ Construction Inflation.

▪ Business Forum interference.	▪ Lack of infrastructure investments in deprivation areas.
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LEGAL	SOCIAL
▪ Compliance with NEMA. ▪ Compliance with the Universal Regulatory Compliance Framework. ▪ City By-Laws. ▪ MFMA (New Powers of the AG). ▪ SHE Regulations. ▪ Active Citizenry. ▪ Labour Volatile Environment (LRA) ▪ CIDB Regulations.	▪ Spatial Injustice. ▪ High Rates of Urbanization. ▪ Land Invasions. ▪ Poverty. ▪ Inequality. ▪ Fraud. ▪ High Youth Unemployment. ▪ Active Citizenry. ▪ Community Expectations.
TECHNOLOGICAL	ENVIRONMENT
▪ Innovative Construction Methods. ▪ Smart City Alignment. ▪ CoJ SAP Roll Out.	▪ Climate change (increasing floods and natural disasters). ▪ Carbon emissions.

▪ e-Business. ▪ Cyber Security. ▪ Electricity (Load shedding).	▪ Green Technology.
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8. RISK MANAGEMENT

The JDA's Board monitors risk through the Audit and Risk Committee, which ensures an effective risk management process and system. The committee recommends risk strategies and policies implemented and monitored. The JDA Board is responsible for identifying, assessing, and monitoring the risks of the Audit and Risk Committee.

The JDA has a risk management strategy, which follows an enterprise-wide risk management system in which all identified risk areas are managed systematically and continuously on an ongoing basis at the departmental level. The risk register is a working management document that keeps risk records. Management monitors and evaluates the implementation and efficiency of controls and actions to improve controls in the risk register.

The JDA submits its risk management reports to the City of Johannesburg's Group Risk and Governance Committee. The committee assesses all risks affecting the City of Johannesburg and its municipal entities and makes recommendations to the City Manager and Council on the general effectiveness of risk management processes.

8.1. Risk Management Process

Risk identification and assessment is an ongoing process. The JDA's management conducts an annual strategic and operational risk assessment workshop. This process is a risk management process at the departmental level, and all employees take ownership of risks that fall within their respective responsibilities. For example, the risk management programmes and activities include:

- Strategic Risks Management and Monitoring.
- Operational Risks Management and Monitoring.
- Universal Regulatory Register (URR) and Compliance Monitoring.
- Fraud Risk Register reviewed by EXCO.
- The Code of Ethics Policy reviewed by EXCO.
- Strategic Risk Register reviewed and aligned to the Business Plan.

The Executive Committee and the Audit and Risk Committee will continue to monitor the implementation of the documents listed above to ensure that the organization is proactive in addressing risks and strengthening its internal control environment.

8.2. Strategic Risk Register

The JDA risk management strategy is a document guided by an enterprise-wide risk management system. The JDA's strategic risk register is a working document of identified risks monitored by the risk team. Management monitors and evaluates the implementation and efficiency of controls.

Effective risk management is fundamental to the JDA's business activities. The organization is committed to achieving its strategic goals and increasing shareholder value by facilitating, developing, and implementing infrastructure projects for the City of Johannesburg. The JDA seeks to achieve an appropriate balance between risk and reward in the business. It continues to build and enhance the risk management capabilities to achieve these goals in a controlled environment.

The JDA conducts an annual strategic risk assessment workshop to ensure a link between risk management and the business planning processes.

A total of six (6) strategic risks were identified for monitoring in the 2026/27 financial year. The table below plots the risks in the short, medium and long term: The six (6) strategic risks identified are:

1. Poor Project Performance.
2. No/insufficient working capital for JDA operations.
3. Failure to achieve JDA economic development related targets.
4. Inability to ensure financial sustainability.
5. Fraud and corruption.
6. Inadequate institutional governance.

9.STRATEGIC RESPONSE – IMPLEMENTATION, PERFORMANCE

9.1 Key JDA Performance Areas / Programmes

In response to the CoJ Priority Programmes the JDA has organized its activities through three substantive programmes with four sub-programmes and one administrative programme that support the good governance and optimal performance of the substantive programmes.

Table 10: Summary of JDA Substantive Programmes

JDA Substantive Programme	JDA Programme	Sub-Purpose	Areas / Nodes
1. Strategic Economic Node Delivery Programme	1A: Inner city transformation Programme	The JDA will focus on strengthening the position of the inner city as a critical business and residential node and the primary gateway to transit networks for the city; financial services networks for the City Region; and cross-border trade networks for the African continent. The JDA will continue to implement a phased plan to strengthen inner city precincts, address movement challenges, and improve the quality of the built environment across the inner city. The activities include managing the development of the Johannesburg inner city through capital investments in selected precincts, by overseeing integrated investments by other departments and entities, and by facilitating partnership initiatives.	Inner City
	1B: Economic Node Sub-Programme	The objective is to develop nodes that are compact, walkable, liveable, mixed use and mixed income areas and centres around which to densify. They should be areas where people can live, work and play and have good access to public transit. Guided by the CoJ policy ² on the categorising of the current city nodes with prospects for growth, the work of the programme is	Orange Grove, Jabulani, Brixton, Orchards, Marlboro, Alexandra / Balfour Park, Randburg, Lenasia,

² A thorough nodal review was approved in 2019 in which the boundaries of existing nodes in the city and new nodes where appropriate were defined.

		to promote densification, diversification and development in these nodes. The main categories of nodes are mixed-use/key urban nodes (under various categories), industrial nodes, Transit Oriented Development (TOD) nodes and neighbourhood nodes.	Pennyville, Melville, Roodeport.
2. Accelerated Public infrastructure Delivery Programme	2A: Deprivation Areas Revitalisation Sub-Programme	Investment is specifically required to eradicate backlogs and deficiencies of engineering and social infrastructure related to the revitalization of deprivation areas. Investment in these areas also needs to address the structural and built form aspects that have been raised in the SDF. Infrastructure investment is therefore targeted at resolving problems specifically related to the deprivation areas and at the same time create sustainable and liveable settlements as an outcome. A number of deprivation area programmes are already in place (previously referred to as marginalised area programmes) including Orange Farm, Diepsloot, Ivory Park/Kaalfontein and Alexandra	Across all seven regions of the City
	2B: Urban Infrastructure Delivery Programme	The objective is to effectively and efficiently deliver on the City's priority social and/or economic infrastructure programmes. This work includes managing capital investments on behalf of other departments and entities. This programme includes Rea Vaya BRT infrastructure, taxi and transport facilities, community centres primary healthcare clinics and fire-stations.	Across all seven regions of the City

3.Economic Empowerment Programme		A cluster of the JDA's economic development programmes that aims to (i) Develop skills and capacity within the construction industry in Johannesburg (ii) Optimise the JDA's contribution to inclusive economic growth and empowerment, and the transformation of the construction industry; and (iii) establish a monitoring and reporting system to measure the impact of the JDA's managing contractor development programme.	
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Table 11: Summary of the JDA Administrative Programme

JDA Programme	Programme Purpose
4: Good Governance, Management and Administration	This programme manages the governance, administration and operational functions and improves efficiency through Finance, Governance, Risk and Compliance, Supply Chain Management and IT.

9.2 Past Performance Highlights

In 2023/24, the JDA implemented just under 50 capital projects across five programmes and continues to support the City of Joburg in transforming the spatial economy by "Building a Better City".

The JDA' work is needed to achieve the spatial and economic goals as well as the seven strategic priorities for the City to drive, leading to the end of term, including financial sustainability, good governance, sustainable economy; job opportunities and creation, Integrated human settlements, sustainable service delivery, safer City, active and engaged citizenry.

The JDA supported these priorities in the Inner City, in the transport station or TOD precincts, in public transit and mobility infrastructure along the corridor routes and ongoing investments in marginalized areas like Alexandra, Ivory Park and Noordgesig. The JDA also contributed to job creation in the construction sector in Johannesburg, local SMMEs' development and BBBEE.

Other milestones include the confirmation that the JDA received an unqualified audit opinion from the Auditor General. The entity will continue to strive towards reclaiming back our clean audit opinion. This increased confidence in the agency's capacity to implement projects shows an increased capital expenditure budget outlined in the table below.

Table 12: Performance of the JDA over the past five years

Performance Indicator	2019/20	2020/21	2021/22	2022/23	2023/24
Number of Projects in the Implementation Phases	80	98	56	54	31
Number of Employees	93	95	94	91	89
SMME Share of expenditure	R 289,250,899	R340,780,737	R 481,358,153.	R415,836,847.13	R284 680 744,70
BBBEE share of expenditure	R 924,345,147	R1,043,557,899	R1 124 402 962.	R932 219 066	R788 679 546,20
Operating Budget	R 108,217,000	R120,900,000	R118,249,0000	R111 385 000	R132 364 000
Operating Expenditure	R 107,881,000	R117,600,000	R126,151,000	R121 862 000	R205 369 000
Capital Budget	R1,303,987,755	R1,477,568,000	R1,361,000,000	R1 165 478 051	R976 498 925
Capital Expenditure	R 913,759,400	R1,236,053,000	R1,096,000,000	R 879 233 534	R885 100 577
No. of EPWP Work Opportunities	339	290	412	368	534
Number of Media Releases Marketing Projects	379	458	410	363	488
Audit Outcome	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified

9.3. JDA 2026/27 Entity Scorecard

The 2026/27 Scorecard responds to the Mayoral strategic priority programme, KPIs and one day-to-day Programme.

MFMA Circular No. 88 - Municipal Finance Management Act No. 56 of 2003³.

Municipal Circular No. 88 refers to Rationalization Planning and Reporting Requirements of indicators that Cities are expected to report on. Included are a set of city transformational indicators agreed for inclusion in metropolitan Built Environment Performance Plans (BEPPs) as per the National Treasury Guidance Note for the BEPP 2018/19-2021/22. While in the course of its activities the JDA supports the T1 outcome of "Targeted investments in integration zones", the JDA is not directly responsible for any of the city transformational indicators (BEPP) or Circular No. 88 indicators.

Table 13: Entity Scorecard

GDS OUTCOME: Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy.

MAYORAL PRIORITIES: Infrastructure Development and Refurbishment

JDA STRATEGIC PROGRAMME: Accelerated Public infrastructure Delivery Programme

³ <http://mfmamirror.s3.amazonaws.com/Circulars/Documents/MFMA%20Circular%20No%2088/01.%20MFMA%20Circular%20No.%2088%20-%2030%20November%202017.pdf>

NO	KEY PERFORMANCE INDICATOR	BASE LINE 2024 /25	2026/27	2027/28	2028/29	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS F VERIFIC ATIO N	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Ca pex	Opex	Q1	Q2	Q3	Q4				
1.	Number of feasibility studies conducted.	3	4	6	6	-	1	2	4		-	15%	40%	65%	95%	Signed and dated report of Dev Com	DPF ⁴	Finance	Economic Growth
2.	Number of Strategic Frameworks Developed	New	4	8	8	-	1	-	4							Signed and dated report of Dev Com	DPF	Finance	Economic Growth
3.	Number of projects reached contract award stage.	11	8	10	10	1	3	5	8							Approved BAC Report	Finance	DI ⁵	Economic Growth
4.	Number of projects reached practical completion stage.	12	7	10	10	-	1	6	7							Practical completion certificate	DI	Finance DPF	Economic Growth

⁴ DPF = Development Planning and Facilitation Department in the JDA

⁵ DI = Development Implementation Department in the JDA

5	Number of completed projects with safety measures.	New	3	5	5	-	-	-	3			15%	40%	65%	95%	Safety Audit report from the JDA Security Supervisor or Principal Agent	DI	Finance DPF	Economic Growth
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GDS OUTCOME: Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy.																			
MAYORAL PRIORITIES: Infrastructure Development and Refurbishment																			
JDA STRATEGIC PROGRAMME: Strategic Economic Node Delivery Programme																			
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2026/27	2027/28	2028/29	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS F VERIFI CATION	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
6.	Number of projects in detailed design phase in improving mobility and economic activities.	New	4	10	10	-	2	-	4		-	15%	40%	65%	95%	Signed and dated report of DevCom	DPF	DI	Economic Growth

GDS OUTCOME: A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region																			
MAYORAL PRIORITIES: Good Governance																			
JDA STRATEGIC PROGRAMME: Good Governance, Management and Administration																			
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2026/27	2027/28	2028/29	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS F VERIFI CATIO	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
7.	External Audit Opinion	Unqualified	Unqualified opinion without material findings	Unqualified opinion without material findings	Unqualified opinion without material findings				Unqualified opinion without material findings	-	R3m	-	-	-	R3m	AG Report	Finance	All	Economic Growth
8.	Percentage implementation of the Communication Strategy/Plan.	New	100%	100%	100%	25%	50%	75%	100%	-		25%	50%	75%	95%	EXCO approval resolution	Corporate Services	All	Economic Growth

GDS OUTCOME: A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region MAYORAL PRIORITIES: Financial sustainability JDA STRATEGIC PROGRAMME: Good Governance, Management and Administration																	
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2026/27	2027/28	2028/29	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000				MEANS F VERIFI CATIO	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4		
9.	Percentage of capital budget spent on JDA infrastructure budget. ⁶	109%	95%	100%	95%	15%	40%	65%	95%		-	15%	40%	65%	95%	Quarterly report	Economic Growth
10.	Percentage of valid invoices paid within 30 days.	63%	100%	100%	100%	100%	100%	100%	100%	-		25%	50%	75%	95%	Quarterly report	Economic Growth
11.	Percentage vacancy rate on funded positions.	7.41%	10%	10%	10%	10%	10%	10%	10%	-		25%	50%	75%	95%	Quarterly report	Economic Growth

GDS OUTCOME: An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens MAYORAL PRIORITIES: Job opportunity and creation and sustained economic growth JDA STRATEGIC PROGRAMME: Economic Empowerment

⁶ JDA allocated budget only

NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/23	2026/27	2027/28	2028/29	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS F VERIFI CATIO	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
12.	Percentage spent on Specific goal through local procurement as a share of total expenditure.	103%	100%	100%	100%	100%	100%	100%	100%	-	R	25%	50%	75%	95%	Quarterly report	Finance	All	Economic Growth
13.	Number of Expanded Public Works programmes (EPWP) work opportunities created.	563	320	600	600	80	160	240	320	-		25%	50%	75%	95%	Quarterly report	DI/ED	All	Economic Growth
14.	% of EPWP participants supported through skills development and training on-site programmes	New	2%	2%	2%	2%	2%	2%	2%	-		25%	50%	75%	95%	Quarterly report	DI/ED	All	Economic Growth
15.	Percentage of SMME expenditure as a share of total expenditure.	38%	30%	30%	30%	30%	30%	30%	30%	-		25%	50%	75%	95%	Quarterly report	Finance	All	Economic Growth

Table 14: 2026/27 GATEKEEPING INDICATORS AND TARGETS

NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2026/27	2027/28	2028/29	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS F VERIFI CATIO	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Cape x	Opex	Q1	Q2	Q3	Q4				
1.	Percentage of operating budget spent against approved operating budget.	191%	95%	95%	95%	25%	50%	75%	95%	-		25%	50%	75%	95%	Approved Quarterly Report	Finance	All	Economic Growth
2.	Percentage of budget spent on repairs and maintenance to property, plant and equipment.	15%	5%	5%	5%	0%	2%	3.5%	5%	-		25%	50%	75%	95%	Approved Quarterly Report	Finance	Facilities	Economic Growth
3.	Percentage resolution of Internal Audit findings.	99%	95%	95%	95%	10%	30%	70%	95%	-		25%	50%	75%	95%	Approved Quarterly Report	Finance	Internal Audit	Economic Growth
4.	Percentage resolution of AG findings.	100%	95%	95%	95%	75%	95%	50%	95%	-		25%	50%	75%	95%	Approved Quarterly Report	Finance	Internal Audit	Economic Growth

5.	Percentage implementation of the strategic risk mitigation plan.	100%	80%	80%	80%	80%	80%	80%	80%	-		25%	50%	75%	95%	Quarterly Risk Report	SM: SPRA	All	Economic Growth
6.	Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred by JDA.	90%	50%	50%	50%	10%	30%	40%	50%	-		25%	50%	75%	95%	Approved Quarterly Report	SM: SPRA	All	Economic Growth

9.4. Technical Indicator Description

Table 15: Scorecard Summary and KPI Definitions

KPI NO.	KPI	SHORT DEFINITION	PURPOSE/IMP ORTANCE	SOURCE/C OLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIO N	CALCULATI ON TYPE	REPORTING CYCLE	NEW INDICAT OR	DESIRE D PERFOR MANC E	INDICATOR RESPONSIBILI TY
1.	Number of feasibility studies conducted.	These are studies intended to assess the practicality and viability of projects	To evaluate the practicality and viability of the proposed projects.	Signed and dated Feasibility studies produced by professionals or inception report produced	Simple Count	Late submission of feasibility/r eport studies from consultants	Cumulative	Quarterly	No	4	Development Planning and Facilitation
2.	Number of Strategic Frameworks Developed.	These are strategic documents that conceptualise the projects that JDA intends to implement	To measure completion of strategic documents such as, Urban Development Framework, Masterplans, Precinct Plans and Research Studies.	Signed and Dated Strategic Framework developed	Simple Count	Non-responsive Stakehold er engagement or Late submission of Strategic Framework Develope d.	Cumulative	Quarterly	No	4	Development Planning and Facilitation

KPI NO.	KPI	SHORT DEFINITION	PURPOSE/IMPORTANCE	SOURCE/COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
3.	Number of projects reached contract award stage	Conclusion of the main contractor to implement the scope of work.	To track projects that are ready for implementation	Signed and dated letter of intent or signed offer. Approved BAC Report	Simple Count	None	Cumulative	Quarterly	None	8	Finance/Development Implementation
4.	Number of projects reached practical completion stage	Projects complete and fit for purpose as per scope of work	To ascertain the practical completion work of the appointed contractor	Practical Completion certificates of Appointed contractor on a phase signed 3rd Party.	Simple Count	Unavailability of completion certificate from consultant	Cumulative	Quarterly	None	7	Development Implementation
5.	Number of completed projects with safety measures.	This indicator measures the projects that are at practical completion to ascertain the implementation	To ascertain the safety of projects	Safety Audit report from the JDA Security Supervisor or Principal Agent	Simple Count	Unavailability of safety audit reports	Non-cumulative	Quarterly	Yes	3	Development Implementation

KPI NO.	KPI	SHORT DEFINITION	PURPOSE/IMP ORTANCE	SOURCE/C OLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIO N	CALCULATI ON TYPE	REPORTING CYCLE	NEW INDICAT OR	DESIRE D PERFOR MANC E	INDICATOR RESPONSIBILI TY
5.	Number of projects at details designs phase in improving mobility and economic activities	Projects that are ready to move and commence with implementation	To measure progress on Stages of the Project Delivery Cycle	Signed and dated detailed designs or Stage 3 Report	Simple Count	None	Cumulative	Quarterly	None	4	Development Planning and Facilitation
6.	External Audit Opinion	This indicator refers to the achievement of unqualified audit opinion by an independent auditor (AGSA).	It assesses improvement of the control environment in the organization	Final AG Report. AG Finding Action Plan Progress. Progress Report on the AG finding	Simple read of the AG Report	None	Non-Cumulative	Annually	None	Unqualifie d Audits Opinion without material finding	CFO: Finance

KPI NO.	KPI	SHORT DEFINITION	PURPOSE/IMP ORTANCE	SOURCE/C OLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIO N	CALCULATI ON TYPE	REPORTING CYCLE	NEW INDICAT OR	DESIRE D PERFOR MANC E	INDICATOR RESPONSIBILI T Y
7.	Percentage Implementation of JDA Communication Strategy/plan	Mechanism used to assess how the entity is communicating its messages to specific audience	To measure the effectiveness of JDA Communication strategy.	Source documents of the implemented activities. Signed report by the EM: Corporate Services	Number of implemented activities divided by total number of activities in the Communication strategy/plan multiply by 100	None	Cumulative	Quarterly	None	100%	Marketing, Communication & PR/ EM Corporate
8	Percentage of capital budget spent on JDA infrastructure ⁷ .	This indicator measures the percentage of the approved budget spent on infrastructure.	To assess the effectiveness of capital projects delivery	Invoices received and processed.	JDA Capex expenditure divided by the JDA capital budget *100	None	Cumulative	Quarterly	None	95%	CFO: Finance

⁷ JDA capital budget only

KPI NO.	KPI	SHORT DEFINITION	PURPOSE/IMPORTANCE	SOURCE/COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
9.	Percentage of valid invoices paid within 30 days⁸.	This indicator measures the percentage of valid invoices paid within the maximum prescribed period of 30 days.	To assess efficiency of payments and adherence to MFMA	Invoices received, processed and paid. Payment List Report	Number of invoices paid within 30 days/Total number of valid invoices for the quarter *100	None	Non-Cumulative	Quarterly	None	100%	CFO: Finance
10.	% Vacancy Rate on funded positions	It shows the percentage of unoccupied position in the organisational structure	The purpose is to assess the capacitation effectiveness of entity.	JDA' Organisational Structure. Spreadsheet reflecting head counts, funded and Unfunded positions.	Vacant Funded positions/ total funded positions in the organogram X 100	Unavailability of records	Non-Cumulative	Quarterly	None	10%	EM: Corporate

⁸ The invoice is valid from the date it is uploaded on ERP system.

KPI NO.	KPI	SHORT DEFINITION	PURPOSE/IMPORTANCE	SOURCE/COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
11.	Percentage of specific goal expenditure as a share of total expenditure	Measuring actual expenditure against empowered service providers	To assess contribution to empowerment and adherence to National Policy	SCM verified BBEE certificate Expenditure Report	BBEE expenditure divided by Total Expenditure Multiply 100	None	Cumulative	Quarterly	None	100%	CFO: SCM

KPI NO.	KPI	SHORT DEFINITION	PURPOSE/IMPORTANCE	SOURCE/COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
12.	Number of EPWP opportunities created	EPWP aims to provide poverty and income relief through temporary work for the unemployed.	To assess contribution to poverty alleviation and adherence to National Policy.	Valid contract, Clear ID Copies, signed timesheets, Proof of payment.	Simple Count	None	Cumulative	Quarterly	None	500	Development Implementation/ Enterprise Development

KPI NO.	KPI	SHORT DEFINITION	PURPOSE/IMP ORTANCE	SOURCE/C OLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIO N	CALCULATI ON TYPE	REPORTING CYCLE	NEW INDICAT OR	DESIRE D PERFOR MANC E	INDICATOR RESPONSIBILI TY
13	% of EPWP participants supported through skills development and training on-site programmes	EPWP training focuses on capacitating participants to acquire on the job skills	The purpose is to support the EPWP participants with skills that will assist them transition to the formal job sector	Copy of training certificate	Number of EPWP participants trained divided by total number of EPWP participants multiply by 100	Unavailabil ity of certificates	2% on cumulative EPWP	Quarterly	None	2%	Development Implementatio n/ Enterprise Development
14	Percentage of SMME expenditure as a share of total expenditure	Measuring actual expenditure against empowered service providers	To assess contribution to empowerment and adherence to National Policy	SCM verified BBBEE certificate Expenditure Report.	SMME Expenditure divided by Total expenditure multiply by 100	None	Cumulative	Quarterly	None	30%	CFO: SCM

Table 16: Technical Indicators Description for Gate Keeping KPIs

KPI NO.	KPI	SHORT DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
1.	Percentage of operating budget spent against approved budget.	Operational costs spent by the organization against the allocated budget. The objective is to improve, stabilize and sustain a positive financial position	The purpose behind this indicator is to measure the effectiveness of the spend of the operating budget.	Finance report	Actual cost/Allocated budget * 100	None	Cumulative	Quarterly	No	95%	CFO: Finance

KPI NO.	KPI	SHORT DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
2.	Percentage of budget spent on repairs and maintenance to property, plant and equipment.	It measures the level of Repairs & Maintenance to prevent breakdowns and interruptions to service delivery	To ensure that the entity operates at its optimal level	Finance Report or Maintenance completion report	Total Repairs and Maintenance Expenditure/Property, Plant and Equipment and Investment Property (Carrying value) x100	Non identified	Cumulative	Quarterly	No	5%	CFO: Finance
3.	Percentage resolution of Internal Audit findings.	It measures the number of audit findings resolved against the total number of audit findings issued by the internal audit	Intends to improve the control environment	Internal Audit Reports. IA Finding Action Plan Progress.	Total number of internal audit findings resolved/total number of internal audit findings (excluding findings that are less than 60 days) *100	None identified	Cumulative	Quarterly	No	95%	CFO: Finance

4.	Percentage resolution of AG findings⁹	It measures the number of audit findings resolved against the total number of audit findings issued by the AGSA.	Intends to improve the control environment	Internal Audit Reports. AG Finding Action Plan Progress.	Total number of Auditor General findings resolved/total number of Auditor General findings (excluding findings that are less than 60 days) *100	None identified	Cumulative	Quarterly	No	95%	CFO: Finance
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KPI NO.	KPI	SHORT DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
5.	Percentage implementation of the strategic risk mitigation plan	The percentage of strategic risk mitigation plans implemented compared to total number of strategic risk mitigation	To strengthen the control environment.	Quarterly Risk Report; Strategic Risk Progress; Strategic Risk Register	Number of implemented strategic risk mitigation plans divided by total number of strategic risk mitigation plans multiply by 100	None identified	Non-Cumulative	Quarterly	No	80%	SM: SPRA
6.	Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred by JDA.¹⁰	Percentage reduction on UIFWE compared to the previous financial year AG finding	To assess contribution to empowerment and adherence to National Policy	Board write off resolution or signed letter to the Shareholder Audited notes of the previous FY or any declaration of the UIFW	Closing Balance/Opening balance minus 1	None	Non-Cumulative	Quarterly	No	50%	SM: SPRA

⁹ Quarter 1: 75% of the previous AG letter must be resolved. Quarter 2: 95% of the previous AG findings must be resolved as we only getting a new AG letter in November every year while tracking the previous AG letter. Quarter 3: 50% of the Current/NEW AG letter finding must be resolved. Quarter 4: 95% of the AG findings must be resolved as the new AG letter would have been with management for period of + 6 months

¹⁰ Important to indicate that the FY where there is zero UIFW, the entity will continue to monitor the implementation of the UIFW preventative Strategy

10. FINANCIAL IMPACT

10.1. JDAs Operating Expenditure Estimates

The annual operating budget for the 2026/27 financial year will be confirmed in due course.

Table 17: JDAs Operating Expenditure Estimates

	2026/27	2027/28
Programmes	Draft	
	Budget	
	R 000	
Other Programmes		
Day-to-Day Programmes	159 229	
Total	159 229	

10.2. JDA's Capital Budget Estimates

The table below reflects the JDA's budget submitted on the JSIP system and still waiting for approval by the City. The budget outlined in the table below includes the JDA's funded portion of the Capital Budget.

Table18: Capex Projects by Funding Source

	Total 2026/27
Capex by Funding Source	R000

Community Development	
Health	
Transportation	
Human Settlements	
JDA	R162 000
Social Development	
Development Planning	
Pikitup	
City Manager Office	
Grand Total	R162 000

10.3. JDA's Budget Summary Overview

The summary of operating expenditure allocated to programmes 2026/27 will be included in due course.

Table 19: Budget Summary

	2026/27	2027/28
Programmes	Draft	Draft
	Budget	Budget
	R 000	R 000
Other Programmes		
Day-to-Day Programmes	159 229	166 147
Total	159 229	166 147
APPROVED CAPITAL BUDGET: 2026/27 – 2026/27	-	

Difference		
SUMMARY OF THE JDA ALLOCATION PER FUNDING SOURCE		
DRAFT CAPITAL BUDGET	R162 000	199 000
External Loan	5 000	0
Cash CRR	0	0
Nat. Grant	157 000	199 000
Prov. Grant	0	0
USDG		46 000
Other	0	0

11. MANAGEMENT AND ORGANISATIONAL STRUCTURES

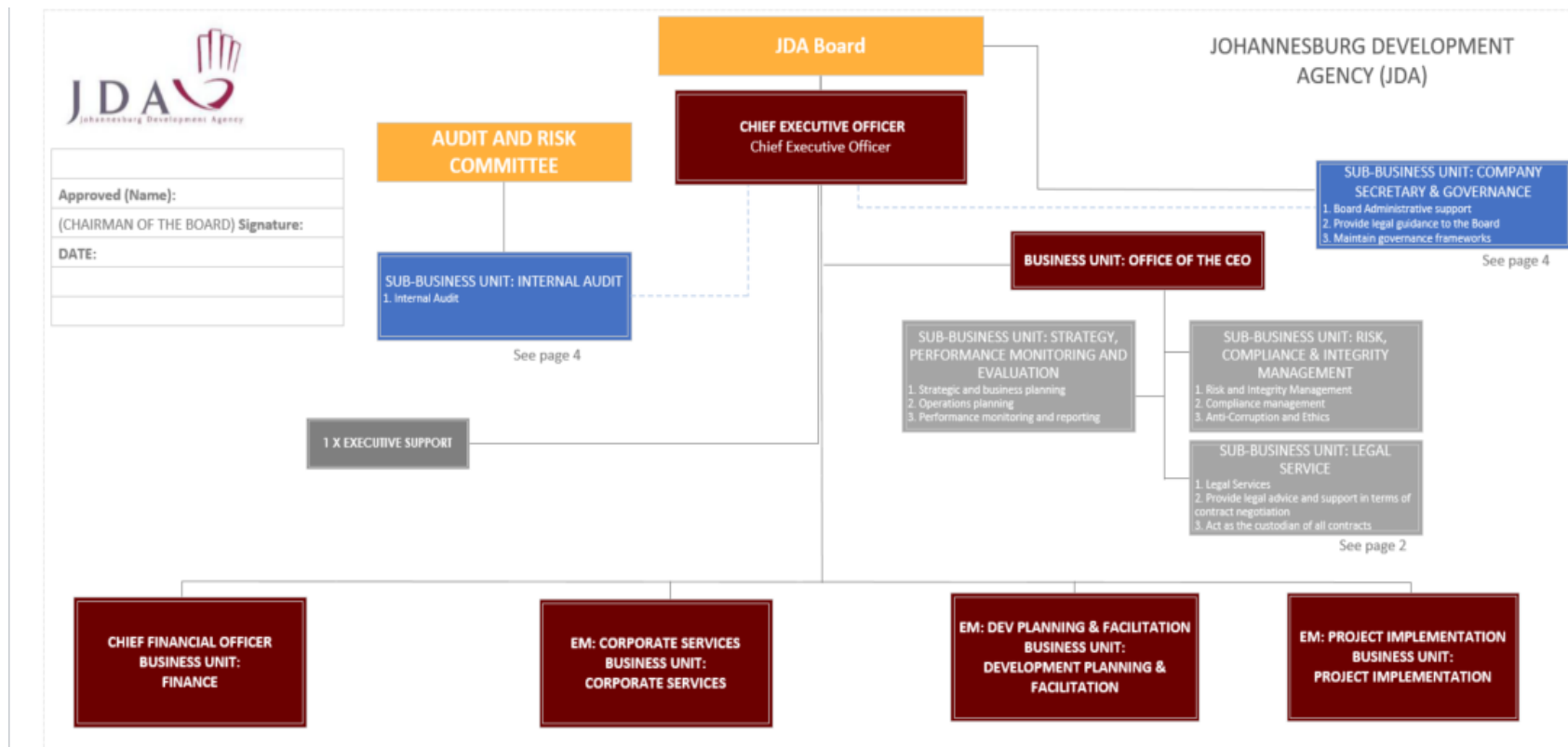
11.1. Organisational Structure

The JDA's structure is a response to the business model, which focuses on the development of strategic capital, works projects as well as development facilitation to optimise the impact of the catalytic public investments, and the establishment of urban management partnerships to ensure the sustainability of the catalytic public investments. The current organisational structure during the reporting period is presented below.

The JDA has completed an Organisation Development (OD) process in the 2020/21. The purpose of this was to align the current functions to the strategic objectives and mandate. The JDA has grown over the years since its inception and organisational processes and structures have not evolved with time, to align to the demands of the growing business operations and Shareholder. This OD

process will ensure each component has its defined purpose, functional processes and activities while enhancing co-ordination and cooperation within the organisation. This process will cluster similar functions based on strategic objectives and mandate of JDA, linking them all together in an integrated manner. The below Organisational Structure has been presented and approved by the Board.

Figure 5: Overarching Structure of the JDA



11.2. Management Team

The JDA prides itself on appointing leaders in the field to bring fresh new ideas and vast experience in transforming specific geographic areas within the city.

Table 20: Profiling of EXCO Team

Position	Name	Experience
Chief Executive Officer	Themba Mathibe	Mr. Themba Mathibe is responsible for the overall company strategy and all executives including the CAE reports to him. He has experience in Municipal Governance and Project Management. He has worked as a deputy director in the CoJ Group Governance department. He further acted as a Head of Department at the Joburg Road Agency. He was substantively appointed as a Chief Operations officer where he is responsible for housing development and housing management as well as ICT and stakeholder Management. He holds a Bachelor of Arts (Law), Bachelor of Laws (LLB), Master of Law in commercial & business transaction law, a Master of Management degree in development and economics from Wits University, a second Master of Law in public procurement and policy regulation from Stellenbosch University and Municipal Finance Management certificate from University of Pretoria.
Chief Financial Officer	Sinovuyo Mpakama	Mr. Mpakama is an accomplished Chief Financial Officer who retains over 15 years of progressive experience across financial roles, with over 5 years being at Executive Management level. Beginning his career as a Graduate Trainee in the financial services sector in 2008, Sinovuyo advanced through the ranks to hold various positions

Position	Name	Experience
		in the private sector before joining National Treasury in 2013. With over 10 years' experience in the Public Sector and an intimate knowledge of the Public Finance Management Act and National Treasury Regulations, his current role is that of Chief Financial Officer at the Johannesburg Development Agency (SOC) Ltd, an entity of the City of Johannesburg (City). He has previously served as Acting Group Chief Financial Officer at the City. Mr. Mpakama's academic accomplishments include holding a Master of Commerce degree in Finance from the University of the Witwatersrand, a Bachelor of Commerce (Honours) degree in Finance from the University of Cape Town and a Bachelor of Economics from the University of Fort Hare.
Chief Audit Executive	Tshepo Maota	Dr. Tshepo Maota is an audit and risk management professional with over 18 years of diverse industry experience. He holds a Doctor of Philosophy in Management Studies from the University of KwaZulu-Natal (UKZN) and is a Certified Information Systems Auditor (CISA) accredited by ISACA. Renowned for his expertise in IT, finance, operational, and ESG auditing, he plays a critical role in strengthening governance, compliance, and risk management frameworks. As the Chief Audit Executive (CAE) at the Johannesburg Development Agency (JDA), Dr. Maota provides strategic leadership in internal auditing, ensuring a proactive approach to risk mitigation and regulatory adherence. His experience spans multiple geographies and multicultural environments, equipping him with a global perspective

Position	Name	Experience
		on audit best practices. He specializes in integrating risk management processes with evolving business needs, leveraging data analytics and technology-driven audit solutions to enhance transparency and efficiency. A respected thought leader, Dr. Maota has contributed to numerous scholarly publications on governance, ICT, and management innovation. His academic rigor, combined with hands-on industry expertise, enables him to drive strategic initiatives that foster operational resilience and long-term stakeholder value.
Company Secretary	Thembeke Msane	Ms. Thembeke Msane is an accomplished legal professional with 15 years of experience as a General Counsel, specializing in legal risk management, corporate governance, and company secretarial services. She began her career at Savage Jooste & Adams, where she gained expertise in drafting, regulatory risk management, transaction advisory, contract negotiation and drafting, and dispute resolution. Her distinguished career encompasses senior and executive management roles across South Africa's listed, private, and public sectors. She has held key positions at South African Express Airways, Clover Industries Limited, Nestlé South Africa, KTVR Bus Service (Ekurhuleni BRT operating company), and the Unemployment Insurance Fund. These experiences have strengthened her proficiency in board advisory, commercial contract negotiation and drafting, regulatory compliance, and dispute resolution.

Position	Name	Experience
		She holds an LLB from the University of Fort Hare and is an admitted attorney of the High Court in South Africa. Additionally, she has completed the Executive Development Programme at Wits Business School.
Executive Manager: Development Planning and Facilitation	Thuthuka Ntuli	Mr. Thuthuka Ntuli is heading one of the two core business units within the JDA. He is responsible for Development Planning and Facilitation team at the JDA. Thuthuka's role is primarily for project packaging, structuring, planning, and conducting project feasibility studies. Prior to assuming the role of Executive Manager at the JDA, Thuthuka was the Senior Manager for Development Planning and Facilitation at the JDA, and a General Manager at JOSHCO prior to that. Thuthuka has a master's in finance and Investments from Wits University, PGDip in Development Finance from Stellenbosch University and a BCom Economics from University of Zululand.
Executive Manager: Corporate Services	Margaret Mazibuko	Ms. Margaret Mazibuko is responsible for providing shared corporate support to all business units. Margaret holds a Master of Public Administration, Honour's Degree in Education, Training and Development, Diploma in Education and Project Management, Skills Development Facilitator Certificate. She further obtained the following certificates in HR Strategic Planning, Executive Management. Margaret has extensive experience in the public sector. Prior her joining the JDA she worked as Chief Director Corporate Services from Department of Labour, Chief Director Provincial Operations in the Department of Labour, Chief Director Human Resources Planning & Recruitment in the Office of Justice of SA, Director Human Resources Planning from Organisation of Water and Sanitation, Director of Human Resource Administration

Position	Name	Experience
		from Gauteng Organisation of Infrastructure Development, Manager (Director) Human Capital from Merafong City Local Municipality, Deputy Director HR from Gauteng Organisation of Education, and Deputy Principal from Gauteng Organisation of Education.
Senior Manager: Strategy, Performance, Risk and Administration	Thembekile Ntshakala	Dr. Thembekile Ntshakala is responsible for the compilation of the JDA's Business Plan, Performance Monitoring, Risk Management and Administration. She has more than ten (10) years' management experience and possesses diverse knowledge of strategy, performance management, public finance, stakeholder engagement and coordination. Her previous work experience includes working at the Financial and Fiscal Commission (FFC) where she was responsible for Intergovernmental Fiscal Relations (IGFR). She also worked in three (3) different municipalities in South Africa (Polokwane, West Rand and Ugu). Her qualifications are as follows: Doctor of Administration (Public Administration) (UKZN), Master of Business Administration-MBA (University of Birmingham), Master of Town and Regional Planning (UKZN) (among others).

11.3. Capacity Analysis

The revised JDA staff establishment and organogram was approved by the Board on the 31 July 2020. It has a total of 131 positions.

The structure includes:

- Top Management consists of level 1 and 2 which accounts for the CEO and Executive Management Committee team i.e., the Chief Executive Officer, the Chief Financial Officer, the Executive Manager: Project Implementation, the Executive Manager: Planning and Facilitation and the Executive Manager: Corporate Services, the Chief Audit Executive and the Company Secretary, who report to the Board.
- Senior Management consists of level 3 and 4 comprising Senior Project Managers, Manager: Stakeholder Engagement and Relationship Management, Manager: Enterprise Oversight and Manager: Project Quality & Support, Senior Manager: Project Planning & Development Facilitation, Senior Manager: Spatial/Urban Planning & Business Development, Senior Manager: Strategy, Performance, Risk and Administration, Senior Manager: Financial Management, Manager: Management Accounting, Senior Manager: Supply Chain Management, Senior Manager: Human Capital Operations and Talent Management, Senior Manager: Marketing, Communications and Public Relations, Senior Manager : Information, Communication & Infrastructure Management, Manager: Facilities, Senior Manager: Internal Audit.
- Professional and Middle Management consists of level 5 and 6, comprising Risk and Integrity Manager , Strategy & Performance Monitoring Manager, Manager: Legal Services, Project Managers, Stakeholder Engagement Specialists, Enterprise Development Specialists, Development Facilitation Specialists, Planning and Facilitation Specialists, Senior Internal Auditors , Communications and Marketing Manager, Public Relations and Social Media Specialist , Demand and Acquisition

Specialists, Contract Management Specialist, Information and Document Management Specialist, ICT Administrator (Infrastructure Engineer), HR Business Partners, Performance and OD Specialist, Employee Relations Specialist.

- Skilled technical, academically qualified and junior management are level 7 and 8, comprising Technical, Academically Qualified and Junior Management, Project Quality Management Officer, Spatial/Urban Planning Officer, Business Development Officer, Executive Support , Legal Services Assistant, Assistant Company Secretary, Strategy Officer, Risk and Compliance Officers, Accountants, Budget Officer, Accounts Payable Officer, Internal Auditor, Corporate Social Responsibility Officer, ICT Network and Security Officer, ICT Governance Officer, ICT Support Officer, ICT Coordinator and Help Desk, SHE Officer, Administrator and Data Capturers, Facilities & Security Officer, Maintenance Specialist, Security Supervisor, Coordinator and Events Coordinator.

The JDA remains committed to developing strategies to mitigate resignations through various initiatives, which seek to make the JDA an employer of choice by way of offering competitive market related remunerations structures to promote staff retention as follows:

- Structured interventions for employee development.
- Periodic Salary Benchmarking to ensure alignment and best practice with industry remuneration packages along with participation with CoJ initiatives on pay parity.
- Accelerated interventions targeted at continuous improvement of employee relations and employee engagement.

11.4. Employment Equity

The JDA is committed to the principles of equity, non-discrimination and diversity enshrined in the Constitution and the Employment Equity Act (1998) as amended. It aims to employ a diverse staff complement which is of a geographical representation of our society and create equal employment opportunities for all.

The JDA's Employment Equity Policy and Plan aims to advance and protect previously disadvantaged individuals by providing opportunities for career advancement, growth, training and development. The Executive Committee and Human Resources and Remuneration Committee provide regular input into the organisation's employment equity, practices strategies direction and initiatives.

The Employment Equity Plan which was developed previously will be re-evaluated by the newly established EE Committee to promote an environment and culture that supports open communication, where everyone is encouraged to express their views without fear of being victimized, and to ensure fair and consistent application and implementation of all employment practices and procedures. Structures such as an Employment Equity Committee and Nominated Shop Stewards have been put in place to coordinate and monitor employment equity implementation across the organisation.

The JDA Human Resources undertakes an annual review of its employment equity processes and general employment practices to inform the implementation of the Employment Equity Plan.

The JDA Human Resources plans its annual employment equity targets in terms of its Employment Equity Policy and reports to the Department of Labour in accordance with the provisions of the Employment Equity Act and within legislated timeframes.

Table 21: Employment Equity Breakdown (end of December 2024)

Occupational Level (Below EAP row)	Age Group	Male				Female				Foreigner		Total
		A	C	I	W	A	C	I	W	M	F	
Top Management	18-34	1	0	0	0	0	0	0	0	0	0	1
(Level 1-2)	>35	4	0	0	0	1	0	0	0	0	0	5
	Total	5	0	0	0	1	0	0	0	0	0	6
Senior Management	18-34	0	0	0	0	0	0	0	0	0	0	0
(Level 3-4)	>35	6	0	0	0	8	0	0	0	0	0	14

	Total	6	0	0	0	8	0	0	0	0	0	14
Professional Qualified	18-34	4	0	0	0	5	0	0	0	0	0	9
(Level 5-6)	>35	11	0	0	0	17	1	0	0	0	1	30
	Total	15	0	0	0	22	1	0	0	0	1	39
Skilled Technical	18-34	4	0	0	0	3	0	0	0	0	0	7
(Level 7-8)	>35	4	0	0	0	12	0	1	0	0	0	17
	Total	8	0	0	0	15	0	1	0	0	0	24
Semi-Skilled	18-34	1	0	0	0	2	0	0	0	0	0	3
(Level 9-10)	>35	2	0	0	0	5	0	0	0	0	0	7
	Total	3	0	0	0	7	0	0	0	0	0	10
Unskilled	18-34	1	0	0	0	0	0	0	0	0	0	1
(Level 11)	>35	2	0	0	0	4	0	0	0	0	0	6
	Total	3	0	0	0	4	0	0	0	0	0	7
Temporary	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	0	0	0	0	0	0	0	0	0	0	0
	Total	40	0	0	0	57	1	1	0	0	1	100

The JDA is committed to the principles of equity, non-discrimination and diversity enshrined in the Constitution and the Employment Equity Act (1998) as amended. It aims to employ a diverse staff complement which is of a geographical representation of our society and create equal employment opportunities for all.

JDA EE Targets

The JDA's Employment Equity Policy and Plan aims to advance and protect previously disadvantaged individuals by providing opportunities for career advancement, growth, training and development. The Executive Committee and Human Resources and Remuneration Committee provide regular input into the organisation's employment equity practices, strategies, direction and initiatives.

The JDA Human Resources undertakes an annual review of its employment equity processes and general employment practices to inform the implementation of the Employment Equity Plan. The JDA Human Resources plans its annual employment equity targets in terms of its Employment Equity Policy and reports to the Department of Labour in accordance with the provisions of the Employment Equity Act and within legislated timeframes.

12. COMMUNICATION AND STAKEHOLDER MANAGEMENT

Living in higher-density areas and competing to access and increase scarce resources will require a new social compact between South African city dwellers and the City of Johannesburg. There is a need for alternative views of public behaves and how to interact with spaces and what we regard as private space.

Given the challenges highlighted here, the JDA's 2026/27 Business Plan focuses on making meaningful progress towards spatial transformation and creatively pursuing ways its capital works can address these challenges.

The JDA communications efforts in 2026/27 will aim to:

- Provide stakeholders with information regarding matters of interest or concern to them.
- Ensure that stakeholders are engaged regularly to provide information and receive feedback and action appropriately.
- Enhance internal commitment to the JDA performance.
- Build awareness of the financial, economic, and environmental factors affecting the performance of the JDA.
- Inform stakeholders (as appropriate) of the financial, economic, and environmental factors affecting the performance of the JDA.
- Raise awareness of the JDA and its achievements.
- Promote and enhance the reputation of the JDA amongst stakeholders and the public.

- Promote a culture of openness wherein information about current issues can be shared and feedback provided back to the JDA. Ensure communication of consistent messages to all JDA stakeholders. JDA has introduced customer satisfactory surveys to establish how customers and stakeholders in general view the services rendered by JDA. The survey will be electronically based and the responses will be monitored and reported on a monthly basis.

The communication efforts using the following tools:

Visibility – Using online and offline communication tools like social media and generic media to reach the communities we serve.

Media Engagement – Interact with the media and measure the sentiment out there.

Positioning – To define JDA services and activities to the media and communities we serve.

Reputation/Perception Management - Develop and implement a plan whereby we engage with media players to better understand JDA and its role in developing the City of Johannesburg. The entity also utilises the service provider that provides media sentiment. Automated sentiment algorithm is utilised to determine sentiment across the analysed data set. The algorithm references digital libraries of positive and negative words – and assigns a score to the negative, neutral or positive words identified in the text of the media items.

Frequently Asked Questions – To give answers to frequently asked questions about JDA and translate to languages used by the communities we serve.

Storytelling - Using a narrative to communicate JDA messages. To inspire. For the public to understand why they should care about structures implemented by JDA.

Stakeholder Engagement – interact more with our departments and stakeholders and communicate with our communities in a single voice.

Partnerships: Establish relationships with businesses with whom we can share our skills, ideas, space, and communities.

CSI Revitalisation - Align our CSI Initiatives with projects developed by JDA to enhance their function in communities and avoid the White Elephant label.

Escalations – Involve more departments within JDA when responding to external issues to improve service and protect our reputation.

South African Calendar – Align with activities and events happening in South Africa and be relevant to our community and their needs.

12.1. Stakeholder Engagement

The JDA always seeks to engage the public at every stage of development within that particular community. The public participates in the project planning stage, consultations with communities and affected parties during the design stage, and value-adding activities involving community members in projects such as the peoples' history, heritage exhibitions and public art projects that tell stories of the neighbourhood.

In 2026/27, more methods of engaging with local stakeholder communities to better respond to the needs and lifestyles of city users in the 21st century. The use of social media platforms, electronic communication and other more engaging and relevant forms of sharing knowledge and ideas between professional teams and local communities.

While the JDA's Development Facilitation division is engaged in enhancing how the institution engages communities in all its development areas, there is always room for improvement.

To this end, the JDA will strive to:

- Enable the City to keep stakeholders informed, and there is an accurate understanding of the impact of City developments in their area.
- To ensure that stakeholders are actively engaged from the very inception of the project concept and play a meaningful role in shaping the development outcomes and future custodianship of the development.

- Enable the City to manage expectations and perceptions of all stakeholder groups throughout the project by providing regular communication, mobilising activities, and explaining the purpose, scope and outcomes to minimise misunderstanding and misinformation.
- Enable the City stakeholders to understand, support and develop buy-in and ownership of the City Project.

12.2 Managing Stakeholder Relationships

The JDA engages with various external State Organs and community stakeholders. The stakeholders in the JDA projects involve people and organisations impacted by JDA plans, interventions, and projects.

Internal stakeholders of the JDA include employees, organized labour and management. The employees and managers are the ones who create and deliver services that support the organisation's mandate and objectives. To look after them and attract and retain top talent at all levels. Organized Labour engages with management on issues of mutual interest pertaining to its members.

The City of Johannesburg Stakeholders

As a Municipal Owned Entity (MOEs), the JDA has linkages and relationships with the City of Johannesburg and other MOEs. These relationships are vital to ensure alignment between the COJ vision and policies for Johannesburg. Some critical stakeholders and the relationships that JDA departments have with them are listed below:

Table 22: Stakeholders Management Matrix

Category	Name of Stakeholder	Specific Interest in our Business	Interest	Power	Impact
Shareholder representatives	Office of the Mayor	The JDA engages with the Office of the Mayor to ensure strategic engagement on city priorities, key decisions and formal oversight committees and steering groups. It ensures internal JDA priorities, policies and frameworks are in line with the Growth and Development Strategy (GDS) 2040 and other plans and policies of the city, and the JDA keeps the Office of the Mayor well informed of JDA project progress. The JDA highlights public addresses, site visits and mayoral priorities to the general public.	High	High	V High
	Office of the MMC for Development Planning	The JDA engages with the MMC for Development Planning to ensure both strategic and operational engagement on city priorities, key decisions and formal oversight committees. The JDA keeps the Office of the MMC well informed of JDA project process, and where possible, involves the MMC in stakeholder engagement where political intervention is sought.	High	High	V High
	Members of the Mayoral Committee (MMCs)	The JDA has representation on and reports regularly to oversight committees, as well as to key fora with MMCs from particular client departments. The JDA also provides engagement and support to MMCs in external stakeholder engagement. On particular projects	Medium	High	High

Category	Name of Stakeholder	Specific Interest in our Business	Interest	Power	Impact
		the JDA works with specific portfolios for political support. The JDA also highlights public addresses, for and site visits to the general public.			
	Office of the Speaker of the City of Johannesburg	As an agency of the City of Johannesburg, the JDA is bound by the rules on public participation as set out by the Office of the Speaker. The Speaker has to ensure public consultation, involvement and participation in the affairs of the municipality. As chairperson of the council's public participation and petitions committees, the Speaker must ensure that the public participates in city matters wherever possible and facilitates the process whereby community requests and complaints are heard and ensures that there are appropriate responses from Council. In order to fulfil the role of building democracy, the Speaker manages community participation in local government.	High	High	V High
	City of Johannesburg Development Planning (City	Planning roles in the JDA are integrally linked with planning in the city. Local area planning and implementation is undertaken in partnership between the JDA and City Transformation (CT). The JDA reports to City Transformation where it acts as implementing agent for planning projects. The JDA also provides strategic	High	Medium	High

Category	Name of Stakeholder	Specific Interest in our Business	Interest	Power	Impact
	Transformation) (CT)	planning input on decision making for planning initiatives. The JDA collaborates with CT on providing input to the Integrated Development Plan (IDP) and associated Spatial Development Framework (SDF) as well as other key strategic planning initiatives. Through its relationship with CT, the JDA influences prioritisation and budgeting for infrastructural development to maximise impact. In terms of Development Facilitation, the JDA collaborates closely with CT on spatial planning, precinct/ area research and planning and project prioritisation and budgeting. Development Implementation collaborates with CT on the Capex requirements and scope of work for particular projects, and the DI teams provide critical feedback to the Planning Department for accurate budgeting for development projects.			
Business Partner	Municipal owned entities (MoEs) and Departments	The entities and departments act as project clients, co-implementers and operators in different projects. They are integral to any JDA development process. The JDA's engagement includes soliciting input into strategic planning initiatives underway by all relevant departments and development of linkages between overall planning at city level and the JDA business plan. At a local planning and project level it means bringing relevant	High	High	High

Category	Name of Stakeholder	Specific Interest in our Business	Interest	Power	Impact
		departments together to coordinate between existing opportunities and to generate plans for new area-based development. It is important to ensure that the adequate complimentary infrastructure is in place (e.g., stormwater, water and electricity reticulation) as well as complementary services (e.g., small cooperatives, social services) to schedule and bring projects to completion. Development Implementation teams interact with relevant MoEs and departments on project specific requirements. Marketing and Communications work with relevant departments, particularly where JDA acted as implementing agent, to share process and completion details as part of ensuring smooth implementation and to publicise the work of the City. The JDA engages with these entities individually as well as in joint forums. Technical forums are established by the DF team. They bring together the various City departments and entities working on specific investments/ projects to ensure that there is smooth communication between parties, that development blockages are unblocked and that opportunities in the particular precincts are realised. DI teams utilise these forums to resolve project			

Category	Name of Stakeholder	Specific Interest in our Business	Interest	Power	Impact
		specific issues and ensure smooth coordination with other departments for development and handover processes.			
	Housing Agencies of the City	These include the City's Housing Department and Johannesburg Social Housing Company (JOSHCO), integral partners to ensure the provision of affordable housing. The JDA provides input into strategic planning initiatives, prioritisation and budgeting for housing in the City. It also provides input into strategies for the provision of adequate housing and related social amenities in particular precincts. The JDA provides a service of implementation of refurbishment and development of housing when requested by JOSHCO or Housing Department.	Medium	Medium	Medium
	Private investors and developers	The JDA engages with private investors to share information about the City's work and vision and encourage private investment. It further works with the private sector in conveying the city's vision, policy and processes and assessing and establishing partnerships for achieving this vision. At a local area, the DF team engages with private investors and developers to highlight key opportunities for increasing private investment in areas where there is State investment. It also works with these stakeholders to understand the market dynamics and	Medium	Medium	High

Category	Name of Stakeholder	Specific Interest in our Business	Interest	Power	Impact
		inhibitors to investment as well as to carve area-based investment approaches that will enhance the public good within those areas.			
	Researchers and urbanists	The JDA works with these groups at a strategic planning level as well as at project level. At a strategic level, the JDA works with researchers to inform evidence-based policy development and to gain insight into particular dynamics in areas or particular development issues. It is important that JDA Planning and Facilitation staff keep abreast of critical research and discussions into various aspects of the city from demographics to new policies, reports and publications. It is valuable to shaping thinking about area-based development, and Development Implementation staff are required to keep abreast of new methodologies, design approaches, materials etc. to ensure best practice implementation of projects.	Medium	Medium	Medium
	Heritage Foundations	The National Heritage Resources Act (NHRA) stipulates due process to protect our city's heritage. The Johannesburg Heritage Foundation (JHF) plays that role in Johannesburg. The JDA will work within the NHRA framework and with the JHF and secure all	Low	High	High

Category	Name of Stakeholder	Specific Interest in our Business	Interest	Power	Impact
		the necessary heritage approvals when dealing with heritage assets.			
	Environmental Groups	Many of the activities undertaken by government departments, at the national, provincial and local level, have impacts on the environment. The JDA will work with the City's framework with regards to environmental compliance with the requirements of the NEMA Regulations.	High	High	High
	The JDA Board	The JDA is accountable for strategic and operational matters to the Board of Directors, which controls the JDA and maintains a fiduciary relationship with the company.	V High	V High	V High
National and Provincial government	National departments and entities include National Treasury, South African Police Services (SAPS) and Department of	These departments play key roles in developments across the City of Johannesburg in planning, implementation and sustainability of key developments. The various JDA departments engage with national and provincial departments at several levels, including the Department of Employment and Labour regarding the prescriptions of the Occupational Health and Safety (OHS) Act of 1993 and the Department of Cooperative Governance and Traditional Affairs (COGTA) is to ensure that with Province the JDA carry out their service delivery and development mandate. The JDA collaborates with departments on larger scale planning	Medium	High	High

Category	Name of Stakeholder	Specific Interest in our Business	Interest	Power	Impact
	Public Works (DPW) as well as other critical Departments (Labour, Health and COGTA) in terms of budgeting and urban management on key projects.	initiatives and on the finalisation of national or provincial programmatic grants for infrastructural development. It utilises national or provincial programmes for area-based development initiatives. From time to time the JDA may implement projects for national or provincial client departments and from provincial grant schemes.			

Category	Name of Stakeholder	Specific Interest in our Business	Interest	Power	Impact
	Provincial Departments include Departments of Human Settlements, Education, Economic Development, Safety and Security, Social Development, Department of Environmental Affairs and Water Affairs etc.				
Community Stakeholders	City Improvement Districts (CIDs)	These are key stakeholders in terms of the conceptualization, implementation and maintenance of area-based development. CIDs and Urban Management Partnerships are important	Medium	Medium	Medium

Category	Name of Stakeholder	Specific Interest in our Business	Interest	Power	Impact
	and other Urban Management Partnerships	stakeholders in the long-term urban management of investments made by the JDA and others in local neighbourhoods.			
	Local area-based stakeholder committees	These committees are established by the JDA Development Facilitation team and are representative of community interests in areas. They may include ward councillors, ward committee members, religious leaders, school governing bodies, business representatives, NGOs and community members, amongst others. These committees are integral for the approval and shaping of investments as well as for catalysing community efforts as a key resource for the development of local areas. These committees provide feedback on projects. They are also the platforms for resolving project specific issues, for identifying local opportunities (including employment) and for discussing project schedules.	High	High	High
	Small and Medium Enterprises (SMMEs)	The JDA's mission directs the JDA to create a conducive environment for economic empowerment and makes use of programmes for the development of SMMEs (e.g., BBBEE and Enterprise Development).	High	High	High

Category	Name of Stakeholder	Specific Interest in our Business	Interest	Power	Impact
		SMMEs are an essential stakeholder group to be engaged on local area projects both for determining the economic conditions and opportunities within areas and for identifying opportunities for enhancing opportunities for small business in development areas and directly in JDA projects.			
	Local residents and business owners	These stakeholders are the people who will benefit from key investments through job opportunities. Engagements focusing on how these benefits can be capitalised on and best utilised are key to ensuring responsive development that will be well utilised.	High	High	High
	Women and Youth	These groups may be vulnerable in various ways or have unique needs that must be taken into account in projects. Engagements are directed at improving the responsiveness of developments to meet particular needs of these groups to improve living conditions and optimise economic outcomes for them.	High	High	High
	Organised Labour	It is necessary to engage workers on their needs in the environment (transport, access, safety etc.) as well as on the development of enterprise and employment opportunity through project interventions.	High	Medium	Medium

12.3 Communication & Stakeholder Management in the Inner City and key identified nodes and Corridors.

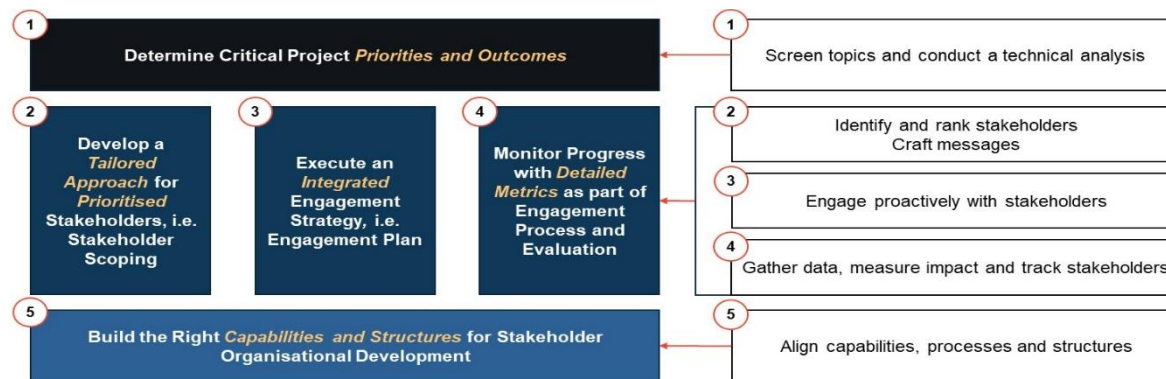
The JDA's development interventions in strategic locations in the city, especially in the Inner-city in strategic nodes and along the Transit-Oriented Development Corridors, continue to create valuable public spaces, infrastructure, and amenities for city users. The agency aims to enhance the ability of each person in Johannesburg to access learning, employment, health, recreation, government, and social networks. Its work in area-based development will continue to unlock latent potential or create new potential for growth in the city. In the year ahead, the JDA will need to focus on how its developments can serve the diverse needs of many people. It will also focus on how its interventions connect to the interventions of other municipal, state, and private-sector agencies to enhance the city's liveability, sustainability and resilience.

12.4 Stakeholder Engagement Framework

One of the JDA's strategic goals is to co-produce solutions with local stakeholders to meet local needs and mitigate challenges as an essential component of development intervention in cities. The JDA's Stakeholder Engagement Framework represents the JDA's ongoing commitment to working effectively with its stakeholders through plans and interventions it designs and the projects it implements. To includes learning from past stakeholder and community engagement experiences and performance.

The Stakeholder Engagement Framework guides how the JDA supports productive development partnerships and cooperation between all stakeholders in these areas. The framework outlines how the JDA should engage with the people and organisations in various JDA plans, interventions and projects which seek to fulfil the City of Johannesburg's development policy objectives. The Framework does the following:

- Ensure a coherent approach to stakeholder engagement across JDA plans, interventions, and projects.
- Enable better-planned projects and programs.
- Facilitate effective collaboration with all affected and interested parties.



The Stakeholder Engagement Framework that the JDA utilise ensures sustainability through continuous monitoring with relevant enhancement to maintain impact

For the financial year under planning and beyond, the JDA has developed a multi-channel communication plan to ensure stakeholders receive comprehensive information about city priorities and JDA projects, which allows for better engagement, partnership and transparency.

Here are some potential partnerships that are targeted to benefit the Johannesburg Development Agency (JDA) and its key projects:

1. Local Businesses:

- **Local Businesses:** Collaborate with local businesses to update promotions in the JDA projects.
- **Construction Companies:** Collaborate with construction firms for project development and sponsorship opportunities.

2. Educational Institutions:

- **Universities and Colleges:** Work with local universities for research projects, internships, and educational programs related to urban development.
- **Schools:** Engage with schools for educational workshops and field trips to project sites.

3. Government Agencies:

- **City of Johannesburg:** Coordinate with client departments for project approvals, funding, and community outreach.
- **Transport Authorities:** Work with transportation agencies to integrate the BRT system with other public transport networks.

5. Non-Profit Organizations:

- **Community Groups:** Partner with local non-profits for community engagement and volunteer programs.
- **Environmental Organizations:** Collaborate on sustainability initiatives related to the BRT system and other projects.

6. Media Outlets:

- **Local Newspapers and Magazines:** Establish media partnerships for regular coverage and feature stories on JDA projects.
- **Radio and TV Stations:** Collaborate on special programs, interviews, and live broadcasts from project sites.

PR PLAN DELIVERABLES

Positioning the City of Johannesburg and JDA projects:

- **Infrastructure Renewal and Service Delivery:** Highlight the city's commitment to revitalizing infrastructure and improving service delivery. Emphasize the R83.1 billion budget allocated for the 2024/25 financial year, which prioritizes these investments.
- **Economic Development:** Showcase the JDA's role in developing South Africa's economic hub. Mention the over 1300 projects implemented by the JDA, which contribute to the city's growth and development.
- **Community Impact:** Stress the positive impact of JDA projects on local communities. This includes creating complete nodes where people can live, work, and play, efficiently connected by public transport.
- **Transparency and Accountability:** Communicate the JDA's commitment to transparency and accountability. Share information about the agency's performance reports, business plans, and integrated development plans.
- **Sustainability and Innovation:** Highlight the city's focus on sustainable and innovative solutions. This includes projects that promote environmental sustainability and leverage new technologies to improve urban living.
- **Public Engagement:** Encourage public participation and feedback. Emphasize the importance of community involvement in shaping the city's future and the JDA's projects.

MEDIA TO TARGET

The media houses target directing messages to reach specific audiences to ensure that the right message reaches the right audience for the effectiveness of the campaign.

Table 23: Media Target

MEDIA	SHOW	DETAILS
BROADCAST		
ENCA	Power to the Truth	Hosted by Prof JJ Tabane a seasoned communication strategist, political commentator.
SABC	Morning Live	Early morning breakfast show on SAC 2 hosted by Leanne Manas and Sakina Kamwendo.
CNBC Africa	Power Lunch	Fifi Powers
Metro FM	Talk with Faith Mangope	Hosted by Faith Mangope a broadcaster and Businesswomen
Power FM	Power Business	Noluthando Mthonti Mlambo
Joburg Pulse	News hour	The City of Johannesburg digital radio station
702	Clement Manyathela's Show	Midday Show hosted by Clement Manyathela
Jozi FM	Moshe Maswangayi	Station producer
MacG & Sol Phenduka	Chill with MacG	YouTube channel
LivingInSA	David Ferreira	YouTube showcasing Joburg landmarks and infrastructure

ONLINE		
TechCentral	Podcast Show with Daniel McLeod	Podcast show hosted by Daniel MacLeod
MyBroadband	Jan Vermeulen	A seasoned technology and innovation journalist
Engineering News	Nadine Ramdass	An infrastructure journalist
IMIESA Magazine	Alastair Currie	Specialized magazine on infrastructure and construction
PRINT		
Mail and Guardian	Aarti Bhana	M&G journalist specializing in news affecting heritage/ cultural institutions
The Star Metro	Hope Mafu	A metro journalist covering news about metros

12.5 Integrated Planning Framework

The JDA will adopt a unified approach to project planning that aligns all JDA projects with the City's Integrated Development Plan (IDP), ensuring that all developments reflect the City's strategic objectives and community needs.

- As part of the JDA's project onboarding and project acceptance, the JDA will analyse and ensure that projects being taken on and being implemented are aligned either to the City's Strategic Priorities and Objectives or emanate as a result of community engagements that have been had by the City and Client Departments.

- All projects being implemented by City will be attached to a specific Strategic Priority – the JDA's Due Diligence and Project acceptance framework is being augmented to incorporate this.

13 AUDIT RESOLUTION

13.1. Progress on Resolution of Internal Audit Findings

Internal Audit conducts follow-up reviews monthly on the status of unresolved findings and then provides these monthly reports on the status of unresolved findings to the chairperson of the Operation Clean Audit (OPCA) Committee and the Group Risk Assurance Services for discussion with the City Manager. Quarterly Internal Audit, also conducts a follow-up on the implementation of Internal and External audit recommendations. These reports are presented to the Audit and Risk Committee, who monitors the progress made by management on the implementation of recommendations and action plans.

TABLE 24: INTERNAL AUDIT FINDINGS

Financial Period	Total Unresolved Findings	Total Resolved Findings	Total Findings
2022/23	0	60	60
2023/24	1	72	73
2024/25	4	57	61
30 March 2026	5	189	194
Percentage	2.58%	97.42%	100%

Progress on Resolution of External Audit Findings

The table below provides a summary of AG findings raised in the past three financial period:

TABLE 24: Auditor General Findings

Financial Period	Total Unresolved Findings	Total Resolved Findings	Total Findings
2022/23	0	28	28
2023/24	0	34	34
2024/25	1	26	27
Total number as of 31 March 2026	1	88	89
Percentage	1%	99%	100%

Appendices A: JDA's Project Schedule (separate document)

CAPITAL PROJECTS
Randburg CBD regeneration Renewal Precinct Redevelopment FERNDALE B Regional
Orlando East Station Precinct New Precinct Redevelopment ORLANDO EAST D Ward
Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional
CORR - Louis Botha Transit Oriented Development (TOD) corridor Traffic Impact Assessment (TIA) Stormwater Masterplan and New CONstriction and Upgrading Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional
Pennyville Precinct Renewal Precinct Redevelopment PENNYVILLE EXT1 B City Wide
Operational Capex New Operational Capex NEWTOWN F City Wide
Revitalisation of Pageview and Vrededorp
Melville Activity Street_Neighbourhood Development_ CoF_Upgrade
Roodeport CBD regeneration Renewal Precinct Redevelopment REGION C
Watt Street Precinct Wynberg
Inner City Eastern Gateway_TOD and Movement Corridors
Klipfontein View Wellness centre
23775_Ivory Park Urban Renewal Programme
23705_Orange Farm Urban Renewal Programme

Appendices B: JDA's 2026/27 Strategic Risk Register (separate document)

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness		Residual Risk		Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
1	To efficiently, effectively and economically deliver sustainable social and economic infrastructure projects.	Poor Project Performance.	1.1. Change in City Priorities.	1. Service Delivery Protests. 2. Inability to spend capex. 3. Reputational damage/ loss of shareholder trust. 4. Loss of project funding i.e grants and client department funding. 5. Extended contract period resulting in budget over spend therefore JDA incurring UIFWE. 6. Creates a volatile working environment for JDA	1.1.1. Service Level Agreement between JDA and Client Departments 1.1.2 Progress report on projects timelines and cashflows and consolidated progress report on budget 1.1.3 .Stakeholder Engagement Framework. 1.1.4 .Dedicated resource in business facilitation. 1.1.5. Develop one universal system of onboarding projects 1.1.7. Develop a planning matrix for each project. 1.1.8. Crisis Management policy and Plan 1.1.9. Compliance to NEMA	Reasonable	60	High	15	CEO	1.1.2.1 Progress report on projects timelines and cashflows by DI team and 1.1.2.2.Consolidated expenditure progress report by budget. 1.1.9 Ensure all JDA projects comply to NEMA.	DPF & DI	1.1.2.1. 1.1.2.2 and 1.1.9 30 January 2027

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness	Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
			1.2.1. Work Stoppages by SMMEs. 1.2.2. Lack of subcontract agreements with SMMEs 1.2.3 Lack off oversite by contractors on SMME work 1.2.4 Inadequate NEMA awareness and implementation	and officials 7. Non compliance to NEMA resulting in penalties and work stoppages.	1.2.1. SMME SOP 1.2.2. Sub contractual Agreement between the Contractor and SMMEs (SMME work packages). (Its kept by main contractor) 1.2.3. Contract between JDA and the Contractor (contract includes a provision that states that contractor to pay SMMEs within 7 days upon submission of invoice). 1.2.4. Enforcement of contracts between JDA and the Contractors. 1.2.5. KPI included in HoDs and PMs scorecards to ensure that service providers are paid within 30 days. 1.2.6. SMME briefing meeting. 1.2.8. SMME Mentor as an when required. 1.2.9. Stakeholder issue log to quickly resolve stakeholder issues. 1.2.10. Universal email system. 1.2.11. Ensure training for SMMEs on SCM				1.2.10. Implementation of e-mail universal system.		1.2.10 31 Decem ber 2026

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness		Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
					processes and contracts before start of projects.							
			1.3. Service Delivery Protests.		1.3.1. Project due diligence (readiness assessment/ consultation with ward councillors). Town Planning meetings on projects 1.3.2. Appointment of Project Community Participation Consultants/ Social Facilitator. 1.3.3. Project community participation meetings /stakeholder engagement.					1.3.1.Project Duedeligence Form completion (Q1 September)		Wednesd ay, 30 Septemb er 2026

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness	Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
					1.3.4. Request the intervention of the MMC as and when required. 1.3.5. Community Liaison Officer for every project. 1.3.6. Councillor Capex meetings on issues. 1.3.7. Rulani to update.						
			1.4. Service providers that are not able to resource projects post appointments.		1.4.1. Where a service provider does not have capital or resources JDA puts them on terms applicable contract. 1.4.2. Implementation of the risk tolerance objective criteria in every bid evaluation. 1.4.3. Confirm at project inception stage that the resources (human & capital) are still available and the same or better as at tendering stage. Replace resource with similar calibre 1.4.4 Contractors are required to have a valid guarantee at time of contract award, equivalent to 10% of				1.4.1 to 1.4.6 Project managers to produce site visit reports and submit to DI senior managers		Wednesday, 30 September 2026

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness	Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
					contract value. 1.4.5. Confirm that the financial resources of the service provider at the inception stage are still the same or better as at tendering stage (amendment of contract). 1.4.6. Prio to appointment conduct a financial risk analysis to ascertain that the recommend contractor has financial resources. 1.4.7. Site project progress meeting and technical meetings. (to ensure robust contract administration and management of the project.)						
			1.5. Internal resource incapacities and in-abilities. 1.6 City cahflow constraints resulting cashflow constraints. 1.7 Suspension work by service providers		1.5.1. Reviewed and Approved Organogram. 1.5.3. Recruitment Policy. 1.5.4. Individual Learning Plans (Training and Development). 1.5.5. Performance management policy. 1.5.6. Disciplinary code and greviance procedure- Management of discipline				1.5.5. leave policy- Surrogacy policy update		Friday, 30 October 2026

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness	Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
					1.5.7. Wellness Programs per quarter						
			1.6. Procurement inefficiencies (delays).		1.6.1 SCM policy 1.6.2 Finance Policy				No further mitigation plans required (current controls are adequate).		Ongoing monitorin g of controls
			1.7. Construction industry economic decline.		1.7.1 KPI included in HoDs scorecards to ensure that service providers are paid within 30 days. 1.7.2 Sage intergration system 1.7.3 Contractors added onto register for non performing contractors.				No further mitigation plans required (current controls are adequate).		Ongoing monitorin g of controls
			1.8. Due diligence not contacted on project planning (poor project planning)		1.8.1 Project acceptance form for all projects required for project planning				1.8.1 Project Acceptance form completed for all JDA projects		Monday, 31 August 2026
			1.9. Ineffective bid evaluation criteria.		1.9.1. Revised SCM Risk Tolerance Framework. 1.9.2. Revision of SCM Manual.				No further mitigation plans required (current controls are adequate).		Ongoing monitorin g of controls

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness		Residual Risk		Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
2	To support the growth and development of strategic economic nodes into high-quality, investor friendly and sustainable urban environment	2. No/insufficient working capital for JDA operations.	2.1 COJ is not generating sufficient cash flows to enable CoJ to fund JDA's capital expenditure requirements. 2.2 Inadequate project contract management	2.1.1 Delayed implementation of projects. 2.1.2 Inability to spend Capex. 2.1.3 Inability to meet revenue target. 2.1.4 Poor Performance by contracted Service Providers. 2.1.5 Not paying contractors on time. 2.1.6 Financial: Increased costs to re-procure skills in future no skills with JDA to replace contractor skills 2.1.7 Strategic: Weakening of JDA's delivery capability	2.1.1. Contract between JDA and Service Providers. 2.1.2. KPI included in HoDs scorecards to ensure that service providers are paid within 30 days. 2.1. On Going engagement with group treasury to meet operational commitments. 2.1.4 JDA to focus on grant funded projects.	Well	40	Medium	6,4	CEO	No further mitigation plans required (current controls are adequate).	DI	Ongoing monitoring of controls

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness		Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale	
3	3.To promote economic empowerment and transformation through the structuring and procurement of JDA developments.	3. Failure to achieve JDA economic development related targets.	3.1. Insufficient level 1 Accredited BBBEE service providers that are in the construction industry.	3.1. Failure to meet targets on jobs created. 3.2. Under-reporting on EPWP jobs created	3.1.2. SMME SOP and it is enforced. 3.1.3. Training offered by accredited Servicers Providers to assist in upskilling SMMEs on selected programmes.	Well.	30	Medium	7,5	CEO	3.1.2 Review SMME SOP to include addressing of people with disability challenges and launguage bearears	DI	Friday, 30 October 2026
			3.2. Insufficient evidence collated to support contractor jobs created.		3.2.1. Contract between JDA and the contractor (contract clause between JDA and the contactor to be more stringent in terms of incorporating evidence provision for jobs created both at contractor and SMME level). 3.2.2. Contract between contractor and SMMEs. 3.2.3. Community Liaison Officers are appointed on the projects that report on labour issues. 3.2.4 Attendance of citywide steering committee meetings on a quarterly basis.					No further mitigation plans required (current controls are adequate).	Ongoing monitoring of controls		

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness		Residual Risk		Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
					3.2.5 EPWP S.O.P and is enforced. 3.2.6 Monthly report should cover EPWP issues as a mandatory item (SCM to add more clauses as per SCM tender documents)								
4	To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective, efficient, self sustained and well-governed organization.	4. Inability to ensure financial sustainability.	4.1 Reduction of budget for operations and implementation of capital projects.	4.1. Late payments of service providers 4.2. Non-Compliance with MFMA. 4.3. Irregular expenditure 4.4 Budget cuts leading cashflow problems thus resulting in incomplete projects 4.5. Inability to pay operational expenses as they arise. 4.6 Impairment of amium that overstated on the AFS	4.1.1. Service Level Agreement with client departments specifying budget allocations and on annual basis budget is confirmed via a confirmation letter. 4.1.2. Business Plan with clear budget and number of projects to be implemented. 4.1.3. Adherence to the Mid-Year Budget Adjustment allocations. 4.1.4 Look for more capex projects with pickup or EISD entities 4.1.5 Expand the business and incorporate other	Reasonable.	50	High	12,5	CEO	4.1.1 Annual Budget confirmation of all JDA projects via confirmation letter in July for all JDA projects		Wednesday, 30 September 2026

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness	Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
				4.7 Incorrect deferred tax amount on the AFS	clients outside CoJ. 4.1.6. Conduct a compliance test on the feasibility for scope and mandate expansion: - With the principle being on the projects within the City of Joburg Boundaries. - Engage Provincial Government to test the appetite for joint partnership on project planning and implementation. 4.1.3. Contribute towards the review of the Service Development Agreement.						
			4.2. Failure to spend Capex Budget.		4.2.1 Project due diligence (readiness assessment) by completing an on boarding form and signoff of the form by Planning specialist, senior manager or EM: Planning 4.2.2 Contract between JDA and the Contractor (contract includes a provision that states that, contractor to pay SMMs within 7 days upon						Ongoing monitoring of controls

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness	Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
					submission of the invoice). 4.2.4 Panel of professional service providers. 4.2.5 Panel of contractors categorised at various CIBD grading levels. 4.2.6 Project Procurement Plans.						
			4.3. Late settlement of claims.		4.4 All VAT refund will be supported by SARS assesemnt letter which is within 5 year period				4.4 Reconciliation of Vat 217		Thursday, 30 July 2026
			4.4 SARS denied VAT refund which over 5 years		4.5 There will be adequate reviwng for submission of tax rerurns and tax computation				4.5 Reconciliation internal tax submission (IT 14)		Thursday, 30 July 2026
			4.5 Incorrect tax computation		4.3.1. Service Level Agreements to highlight the payment terms. 4.3.2. Inclusion of Finance Unit/Officials (DF/DI and Communication) in the Monthly meetings as the key stakeholder. 4.3.4. Inter-company confirmations. 4.3.5. Issue letter of demand to client				No further mitigation plans required (current controls are adequate).		Ongoing monitorin g of controls

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness		Residual Risk		Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
					department or levy interest.								
5		Fraud and corruption.	5.1. Weak internal control/procedures.	5.1 Financial Loss to the JDA 5.2. Employees unduly benefitting from service providers. 5.3. Legal disputes from unsuccessful bidders, reputational damage, 5.4 Reduction in service delivery 5.5 Rise in UIFWE resulting in misuse of scarce state resources. (Ice-berg effect)	5.1.1. Fraud Policies and Procedures. 5.1.2. Delegation of authority framework. 5.1.3. Process and compliance checklists. 5.1.4. Built in internal controls in application software/system. 5.1.5. Policy training and awareness. 5.1.6. Resolution of Audit Findings. 5.1.7. Implementation of Risk Mitigations 5.1.8 Implementation of the fraud strategy 5.1.9.Ensure that performance agreements and employee code of conduct are signed by every employee at the beginning of each financial year	Reasonable.	50	Medium	7,5	CEO	No further mitigation plans required (current controls are adequate).	CFO, SPRA and CoSec	Ongoing monitoring of controls

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness		Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
			5.2. Collusion between and amongst Employees and Service Providers which requires ethical conduct.		5.2.1. Whistle Blowing Policy. 5.2.2. Internal Audit reviews. 5.2.3. Code of ethics. 5.2.4. Declaration of business and financial interest annually. 5.2.5. Fraud detection reviews. 5.2.6. Training and awareness on Anti-Fraud and Anti-Corruption. 5.2.7 Training on UIFWE 5.2.8 Declaration of conflict of interest 5.2.9. Quarterly preparation and review of Financial Statements.					5.2.3 Conduct Code of ethics awareness		Wednesday, 31 March 2027

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness		Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
			5.3. Conflict of Interest.		5.3.1. Bidders are required to declare interests in the bid document. 5.3.2. Bid Specification, Bid Evaluation and Bid Adjudication committee members are required to declare interests at every sitting. 5.3.3. SCM officials and end users are required to declare interests per Request For Proposal. 5.3.4. Declaration of business and financial interest is done annually. 5.3.5. EXCO and Development Coordination Forum declare business/ financial interest at every meeting. 5.3.6. Completeness verification of employees' Declaration of Business and financial Interest and to determine whether employees are doing business with the State is conducted on an ad-hoc basis. 5.3.7. Training on conflict					No further mitigation plans required (current controls are adequate).	SM:SCM	Ongoing monitoring of controls

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness		Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
					of interest conflict and anti fraud and corruption matters conducted							
					5.3.8. Conduct probity audits as and when bids are approved. 5.3.9. A committee to monitor and track the commitment register formed reports back to CEO. 5.3.10. Monthly UIFW declarations and timely investigation of UIFWe 5.3.11. Review UIFW strategy					5.3.11UIFW awareness workshops	Internal Audit Office of the CEO SCM	Due date: July 2026

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness	Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
6	To strengthen and improve the JDA corporate governance and operation to ensure that it remains efficient, effective, sustainable and well governed entity	6. Inadequate institutional governance.	6.1 Inadequate ICT Governance.	6.1. Poor organisational performance 6.2. Financial loss 6.3. Poor organisational culture 6.4. Non Compliance with applicable laws and regulations 6.5. ICT strategy not supporting the organisational objectives 6.5.1 Data integrity issues 6.5.2 Inaccurate reporting to management and Board 6.5.3 Increased audit exposure 6.6. Lack of business resiliency 6.6.1. Inability to provide audit evidence 6.6.2. Legal exposure (labour disputes) 6.6.3. Non-compliance with POPIA and records	6.1.1. ICT Steering Committee. 6.1.2. EXCO Committee. 6.1.3. Audit and Risk Committee. 6.1.4. ICT Governance Charter. 6.1.5. ICT Strategy and Plan. 6.1.6. ICT Governance Framework. 6.1.7. Disaster Recovery Plan & business resumption plans. 6.1.8. Cyber Security strategy. 6.1.9. DR Tests are scheduled quarterly, 6.1.10. Policies and strategy are reviewed every 3 years. 6.1.11 Intergrated ICT system 6.1.12 Implement digital personnel file system 6.1.13 Conduct full business units file audit and clean-up 6.1.14 Introduce standard document checklist per employee 6.1.15 Enforce records	Reasonable 60	Medium 9,6		6.1.11 Full use of SAGE system across all JDA departments	EM: Corporate Services & Finance	Wednesday, 31 March 2027

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness		Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
				legislation 6.6.4.Loss of institutional knowledge	management policy compliance							
			6.2. Non-compliance.		6.2.1. Universal Regularity Register. 6.2.2. Compliance obligation awareness. 6.2.3. Compliance verification and assessment. 6.2.4. Compliance audits. 6.2.5. Compliance Management Framework. 6.2.6 Tracking and monitoring of SCM compliance risk maturity (CRAM TOOL) 6.3.1. Control					6.2.4 Conduct Compliance audit- Internal audit 6.2.5 Implementation of CRAM tool -SCM and Risk Management	CAE SM:PSRA & SCM	Due date: 30 September 2026

No	Strategic Objectives	Risk Name	Root Causes/ Background to the risk	Consequences	Current Controls	Control effectiveness		Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
					Environment Review. 6.3.2 Compliance monitoring and awareness workshops.(NEMA, POPIA,MFMA,MSA, OHS,BCE)							