JOHANNESBURG ROADS AGENCY



FINAL-2026/27 BUSINESS PLAN

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JOHANNESBURG ROADS AGENCY

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Date: 20-05-2026

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ABBREVIATIONS

BMS	Bridge Management System
CBP	Community-Based Planning
CoJ	City of Johannesburg
CPD	Continuing Professional Development
CRM	Customer Relations Management
CRR	Cash Reserve Ratio
DDM	District Development Model
DSS	Decision Support System
EAP	Employee Assistance Programme
EMS	Environmental Management System
EMT	Executive Management Team
EPWP	Expanded Public Works Programmes
ERP	Enterprise Resource Planning (software)
GCR	Gauteng City Region
GDS 2040	Growth and Development Strategy 2040 (CoJ)
GIS	Geographical information system
GRCP	Gravel Roads Reconstruction Plan
GRMS	Gravel Road Management System
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
ISWMP	Integrated Storm Water Management Policy
ITS	Intelligent Transport Systems
JRA	Johannesburg Roads Agency
JSIP	Jozi Strategic Infrastructure Platform
KI	Kerb Inlets

KM	Knowledge Management
KPI	Key Performance Indicator
LED	Light Emitting Diode
MOE	Municipal Owned Entity
NEMA	National Environmental Management Act, No. 107 of 1998
OHSA	Occupational Health and Safety Act, No. 85 of 1993 as amended
OHS	Occupational Health and Safety
PESTEL	Political, Environmental, Social, Technological, Environmental & Legal
PMS	Pavement Management System
PPP	Public Private Partnership
RAMS	Road Assets Management System
RCP	Roads Reconstruction Plan
RRM	Routine Roads Maintenance Plan
RRP	Roads Rehabilitation Plan
SARTSM	South African Road Traffic Signs Manual
SCADA	Supervisory Control and Data Acquisition
SCM	Supply Chain Management
SDBIP	Service Delivery Budget Implementation Plan
SHEQ	Safety, Health, Environmental and Quality
SLA	Service Level Agreement
SLS	Service Level Standards
SWOT	Strengths Weaknesses Opportunities Threats
TDI	Technical Indicator Description
TOC	Traffic Operations Centre
TQMS	Total Quality Management System
UPS	Uninterruptible Power Supply
USDG	Urban Settlements Development Grant
VCA	Visual Condition Assessment
VCI	Visual Condition Index

GLOSSARY OF TERMS	Definition
Built Environment Performance Planning	A built environment investment prioritization approach where specific areas are prioritized for investment at a range of geographic scales, within an urban system, to achieve development outcomes.
Cities' Infrastructure Delivery and Management System	A management system for planning, budgeting, procurement, delivery, maintenance, operation, monitoring, and evaluation of infrastructure. It comprises a set of interrelating or interacting elements that establish processes which transform inputs into outputs.
District Development Model (DDM)	A collaborative government approach in South Africa that aims to improve service delivery and socio-economic development by coordinating efforts across national, provincial, and local government. The DDM organizes government planning and service delivery through "One Plan" and "One Budget" per district or metropolitan area, fostering integrated planning and more effective resource allocation.
Five-year term of office	The length of time a person(s) serves in a particular elected office.
Integrated planning	Joint planning that ensures participation of all stakeholders and affected departments. Its objective is to examine all economic, social, and environmental costs and benefits, to determine the most appropriate option and to plan a suitable course of action.
Inter-governmental	Between two or more governments, or between different levels of the same government.
Intervention logic	Defines the project objectives and expected results. A clear statement of the assumption of what results must be achieved through the interventions to achieve the outcome.
Joburg 2040 Growth and Development Strategy	A story of a city's future beyond the limitations of the medium-term focus of the IDP, SDF and the electoral cycle. It is a vision of the future built up from present and past experiences. It defines strategies and/or approaches that can be implemented through projects defined in medium-term plans such as the IDP and the SDF and realised in annual budgets. It is meant to be cross-cutting and integrate the key aspects of integrated sustainable urban development, as well as reflect the strategic development priorities of the City.
Logic model	Hypothesized descriptions of the chain of causes and effects leading to an outcome of interest. It links inputs, activities,

	outputs, outcomes, and impacts. This can be in a narrative or graphic form.
One-plan	A planning model for cooperative governance that seeks to be an integrated, district- or metro-based, service delivery approach aimed at fast-tracking service delivery and ensure that municipalities are adequately supported and resourced to carry out their mandate. It aims to accelerate, align, and integrate service delivery under a single development plan per district or metro that is developed jointly by national, provincial, and local government as well as business, labour and community in each district.
Outcome/impact-based	Refer to a changed state of being. Outcomes describe the effects, benefits or consequences that occur due to the outputs of programmes, processes, or activities. The realisation of the outcomes has a time factor and can be in either the medium or long-term.
Outcomes-led budgeting	Outcomes-led planning that is aligned to budgeting for interventions and investments in programmes that build towards transformation. Determined outcomes are used to inform decisions on budget levels.

Content

1. Executive Summary....9
   1.1 Introduction
   1.2 Sections-Brief Summaries
2. Strategic Overview....12
   2.1 Strategic Direction
   2.2 Our Vision
   2.3 Our Mission
   2.4 Our Values
3. Core Mandate....14
   3.1 JRA's Mandate
   3.2 Strategic Purpose (Why does JRA exist?) – Priorities & Key Interventions
   3.3 Areas of Focus for 2026/27 Financial Year
4. Legislation and Policy Environment.... 22
5. Strategic Objectives....24
   5.1 Alignment of GDS 2040 outcomes and outputs to the City's 11 strategic priorities
6. Entity's Response To....26
   6.1 IDP/CBP Community Issues & Response
   6.2 Public Safety Strategy
   6.3 Asset Management Governance
   6.4 Customer Satisfaction Survey & Response
   6.5 Improved Perception Management & Response
7. Strategic Analyses....55
   7.1 Service Delivery
   7.2 Infrastructure Planning & Rehabilitation
   7.3 Roads Infrastructure Programme
   7.4 SWOT Analysis
   7.5 PESTEL
8. Risk Assessment....74
9. Strategic Response-Implementation & Performance....77
   9.1 Key Performance Areas
   9.2 Past Performance
   9.3 Corporate Scorecard 2026/27
   9.4 Technical Indicator Descriptions
   9.5 Service Level Standards
10. Financial Impact....108
   10.1 Budget and Sources of Funding
   10.2 Operational Expenditure
   10.3 Capital Expenditure
11. Management and Organisational Structure.... 109
   11.1 High-Level Organisational Structure
   11.2 JRA's Executive Management Team
   11.3 Employment Equity
12. Communications and Stakeholder.... 112
   12.1 Stakeholder Matrix
   12.2 Communications Plan
13. Audit Resolutions.... 115
   13.1 Progress on Resolutions of Internal Audit Findings
   13.2 Progress on Resolutions for External Audit Findings

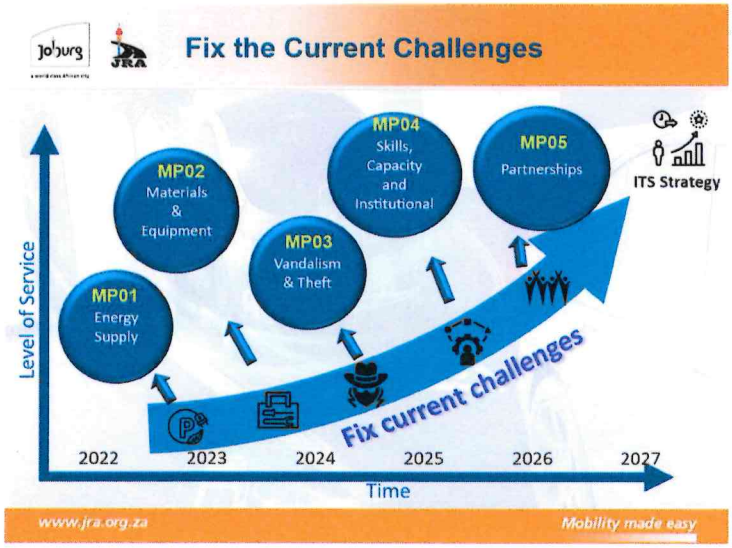
1. EXECUTIVE SUMMARY

1.1. Introduction

The Johannesburg Roads Agency (Pty) Ltd (JRA) is a private company established by the City of Johannesburg (CoJ) in 2000. The JRA mandate is derived from the Service Delivery Agreement (SDA). This agreement guides standards of service delivery and core deliverables by the JRA.

1.2 Intergovernmental Integration and Private Sector Engagement Partnerships. Focusing on Urban Mobility Technologies

Urban mobility systems are becoming increasingly complex due to rapid urbanization, population growth, and increasing vehicle ownership. Effective management of urban mobility requires strong collaboration between government institutions and the private sector to introduce innovative technologies, resilient infrastructure, and efficient data-driven decision-making



As part of the JRA Mobility Strategy 2027 several interventions to be undertaken, firstly to fix current challenges impacting on achieving the ideal state in relation to urban mobility. One of the focus areas identified is ***Partnerships*** with both government departments and, academia and private companies.

This framework therefore outlines an approach for intergovernmental integration and private sector engagement to support partnerships in the areas of urban mobility technologies, traffic signal power supply solutions, and traffic data sharing. The framework aims to improve mobility efficiency, reduce congestion, strengthen infrastructure resilience and protection, and support evidence-based planning

The framework promotes coordinated action between national, provincial, and the inter-entity collaboration within the City and technology providers, energy companies, telecommunications companies, Academic institutions as well as mobility service providers, and data analytics companies.

1.3 Strategic Focus Areas Impacting the Operations

Focus Area	Status	Key Observations
• **Operations Management**	•	**Predominantly reactive operations.** Operations are structurally reactive due to chronic capacity shortages, emergency escalation pressure, and loss of geographic accountability, preventing planned maintenance, root-cause resolution, and performance stability.
• **Governance & Compliance**	•	**Inconsistent documentation & use of SOPs and lack of policy embedment.** Governance is fragmented across centralised enabling functions and external entities, resulting in weak enforcement, poor coordination, at the depot-level decision making, particularly across procurement, wayleaves, and inter-agency work sequencing.

• Asset, Fleet & Plant	•	**Poor fleet availability and lack of preventative maintenance.** Fleet availability, operator certification constraints, and inconsistent preventative maintenance materially limit deployment capacity, with ageing infrastructure requiring rehabilitation rather than patch repairs, accelerating failure cycles.
• Facilities Management	•	**Aging infrastructure. Dilapidated Depot Buildings.** Depot infrastructure is degraded, unsafe, and under-resourced, directly affecting workforce productivity, morale, storage capability, and operational readiness, not merely an aging infrastructure issue but a performance constraint.
• Human Resources & Skills	•	**Critical skills shortages and poor succession planning.** Workforce capability exists but is critically constrained by staffing erosion, vacancy delays, certification barriers, and reliance on acting roles, resulting in supervision collapse, skills concentration risk, and reduced organisational resilience.
• ICT & Systems	•	**Fragmented & Obsolete systems.** Systems are fragmented and poorly integrated, limiting real-time planning, asset tracking, and data reliability, undermining resource allocation, accountability, and performance management rather than simply being obsolete.
• Health, Safety & Environment	•	**Weak HSE enforcement, resulting in poor working conditions and serious health issues**. Safety risk is structurally elevated due to unsafe facilities, crime exposure, fatigue from understaffing, and emergency work conditions, with enforcement and mitigation mechanisms inconsistently applied.
• Financial & SCM Controls	•	**Budget constraints and SCM operational delays.** Financial accountability is misaligned with operational responsibility due to centralised budget control, procurement rigidity, and revenue non-retention, reducing responsiveness and reinforcing reactive spending patterns.

1.4 Sections – Brief Summaries

Section	Summary
Executive Summary	• The introduction gives indication of the JRA formation guidelines and mandate. It also covers brief summaries of the contents
Strategic Overview	• This section defines our vision, mission, and core values of the company.
Core Mandate	• The core mandate is "*planning, design, construction and maintenance of roads and related road infrastructure*" guided by the GDS 2040 and IDP outcomes. Most importantly, this section indicates the purpose the JRA exists for and their short-term to medium-term focus areas and key interventions.
Legislation and Policy Environment	• This section lists all applicable legislations and our policy environment.
Strategic Objectives	• This section defines GDS 2040's outcomes and their alignment to the 11 CoJ's priorities.
Departmental/Municipal Entities Response to IDP/CBP, Customer Satisfaction Survey and Quality of Life Survey	• This section gives responses to the recent IDP/CBP issues raised by the community in different wards within the City of Johannesburg. In addition, the responses to outcomes of the customer satisfaction and quality of life surveys are articulated and linked to interventions.
Strategic Analyses	• This section gives detailed current data in relation to Road Asset Management Systems, status of the infrastructure and GIS information. The extent of the infrastructure backlog is covered with environmental overview including SWOT and PESTEL analyses.
Risk Assessment	• This section covers all aspects of risk management including the strategic risk profile with planned mitigations.

Section	Summary
Strategic Response	• This section highlights key performance areas and past performance achievement. In addition, it covers SDBIP, Entity Scorecard, Circular 88 Indicators, UISP Indicators and Service Level Standards and their respective technical indicator descriptions (TID's)
Financial Impact	• This section covers the capital budget as well as capital and operational expenditure plans for the 2026/27 financial year.
Management and Organisational Structure	• This section includes organisational structure, the current executive team and employment equity with capacity analyses.
Communications and Stakeholder	• This section covers communications and stakeholder management, i.e. stakeholder matrix and communications plan.
Audit Resolution	• This section highlights the internal and external audit resolution data.

2. STRATEGIC OVERVIEW

2.1 Strategic Direction:

In the City of Johannesburg, business planning operates at the intersection of two primary stakeholders: the residents and the political leadership (see diagram below). This alignment is primarily achieved through strategic, integrated, and community-based planning as per chapter four of the Municipal Systems Act, 2000 (MSA). Our strategic approach informs planning by enabling the City to address community needs effectively while ensuring that priorities remain aligned and cohesively integrated.

The Growth and Development Strategy 2040 (Joburg 2040)

The Joburg 2040 Growth and Development Strategy (GDS) underpin the City's long-term vision, providing a structured paradigm of four overarching outcomes to direct Johannesburg's growth:

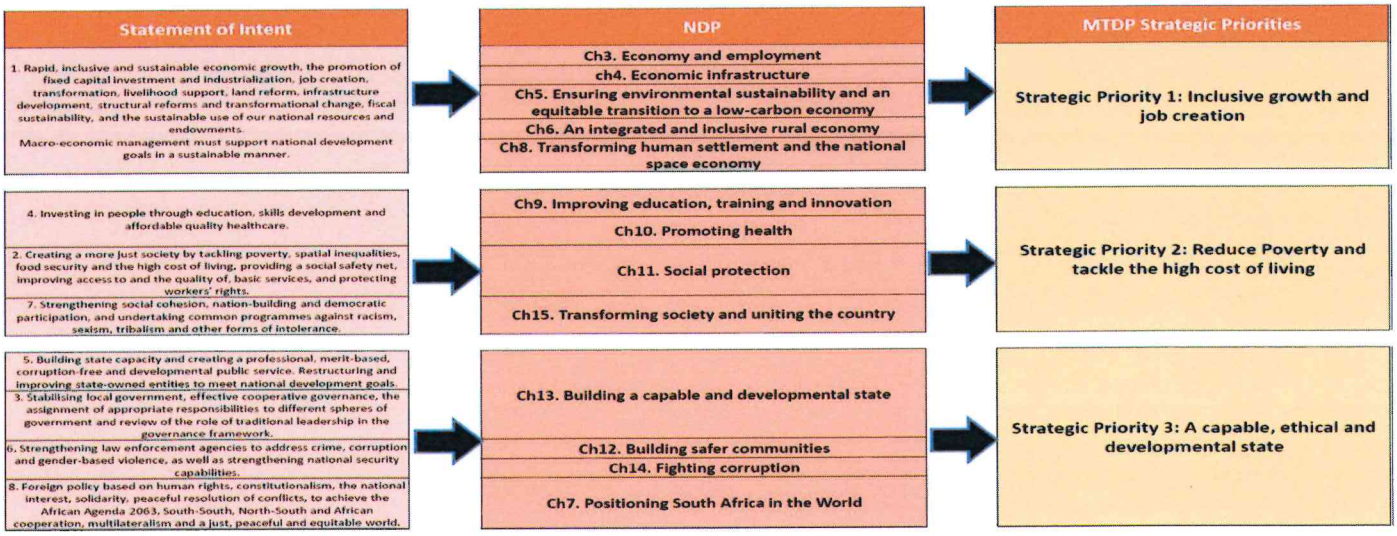
- Improved Quality of Life and Development-Driven Resilience: Focused on reducing poverty, enhancing productivity, ensuring food security, promoting lifelong learning, and fostering a secure and socially inclusive society.
- Resilient, Liveable, and Sustainable Urban Environment: Supported by smart infrastructure and low-carbon initiatives, this outcome targets integrated water, sanitation, energy, and waste management systems, alongside eco-mobility, and climate resilience.
- An inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of citizens: By fostering economic enterprises, and promoting spatial justice, this outcome seeks to harness citizen potential in building a thriving urban economy.
- High-Performing Metropolitan Government: Committed to responsive and accountable governance, this outcome aims for a financially sustainable, citizen-centric government. It prioritises intergovernmental partnerships, meaningful citizen engagement, and the deployment of smart city technologies for enhanced service delivery.

Guided by these outcomes, the City's business plans direct departments and municipal entities towards achieving specific targets that advance GDS outputs. This plan also aligns with the City's 11 mayoral priorities, including commitments to good governance, financial stability, a sustainable energy mix, efficient service delivery, infrastructure development, and active citizenry. The City's focus on resilience extends to addressing recent challenges, such as natural disasters and urban infrastructure risks, through improved disaster management and proactive risk mitigation measures.

To achieve cohesive and sustainable progress, business plans are aligned across national, provincial, and City priorities. By connecting these levels of governance and integrating climate change initiatives, high-impact area-based programmes, and economic recovery efforts, Johannesburg is poised to enhance service delivery, respond to resident needs, and sustainably support future growth and resilience.

The Medium-Term Development Plan (2024-2029) MTDP identifies three strategic priorities: (1) promoting inclusive economic growth and job creation, (2) improving living conditions and enhancing health and wellbeing, and (3) building a capable, ethical, and developmental state. By prioritising job creation and economic inclusion, reducing poverty, and enhancing state effectiveness, these plans lay the foundation for a unified and impactful approach to address the country's socio-economic challenges. Together, the National Development Plan (2030) NDP and MTDP form an integrated framework guiding government interventions to achieve sustainable development, reduce inequality, and improve quality of life.

Aligning the SOI, NDP & the MTDP Strategic Priorities



2.2 <u>Our Vision</u> is to be "The best city roads that enable economic growth and sustainability". The development of easy road access, improvement of road network including provision of public transport infrastructure are catalyst for economic growth and mobility in the City of Johannesburg. Thus, improving the quality of life for its citizens.

2.3 <u>Our Mission</u> is "We commit to provide quality roads that are accessible, safe and liveable for our communities".

2.4 Values

Respect	*Caring for customers, prioritising communities, ensuring equity*
Accountability	*The man in the mirror, responsible actions*
Ubuntu	*Compassion for communities and road users, empathy, humility*
Cooperation	*Working together, integration, collaboration and pooling resources*
Honesty	*Ethics, transparency, doing the right thing.*

3. CORE MANDATE

3.1 JRA's Mandate

The Johannesburg Roads Agency (Pty) Ltd (JRA) is a private company established by the City of Johannesburg (CoJ) in 2000. The JRA derives its mandate from the Service Delivery Agreement (SDA) signed with the CoJ. The mandate can be summarised as "*planning, design, construction and maintenance of roads and related road infrastructure*".

3.2 Strategic Purpose (What is the JRA focus?) - Priorities and Key Interventions

Strategic Interpretation

The dynamics in South African cities are constantly changing and challenging, making it difficult to predict the future and how municipal governments should respond. New information on the economy, society, and the environment is constantly emerging, leading to different perspectives on development. Disruptions like economic downturns and pandemics further compound the challenges faced by cities. Additionally, policy and strategy experiences in other spheres of government and adjacent municipalities are continuously evolving, requiring the City to consider new strategic approaches.

Given these circumstances, no long-term City Strategy can withstand the test of time. Therefore, a five-year review cycle is important to capture rapid shifts and ensure the City's plans remain relevant. The 2011 Growth and Development Strategy (GDS) was aligned with the IDP, a medium-term plan subject to annual review. This practice continues, enabling the effective translation of the GDS into medium-term operational planning and budgeting. The IDP and GDS are assessed every five years before the start of a new term of office, including an evaluation of the outcomes of the previous GDS.

While the 2011 GDS outlined the right commitments, progress has been slow in many respects, leading to emerging challenges. The City's first-ever long-term GDS was introduced for the 2011 - 2016 term of office, alongside the medium-term IDP, through a single process. Although South African municipalities are legally obligated to develop medium-term IDPs and aligned annual plans and budgets, the City recognizes the value of long-term planning. The IDP serves as a tool for incremental five-year planning, supported by annual revisions, to achieve long-term goals. Departmental business plans provide detailed operational planning for the upcoming financial year. However, without a long-term perspective, delivery against far-reaching developmental goals could be jeopardized. The GDS frames the IDP by outlining long-term ambitions, strategies, and prioritized areas of focus.

Dynamics of Strategic Planning

The below presents the City's strategic planning process. As can be seen from the following process plan, the GDS led to the GDS Roadmap, which in turn informs the IDP. The IDP works in conjunction with Municipal Owned Entities (MOEs) and Business Plans from each department, also known as SDBIPs, which in turn inform Performance Management. Each of these components contributes to the overall strategic planning processes in the City of Johannesburg.

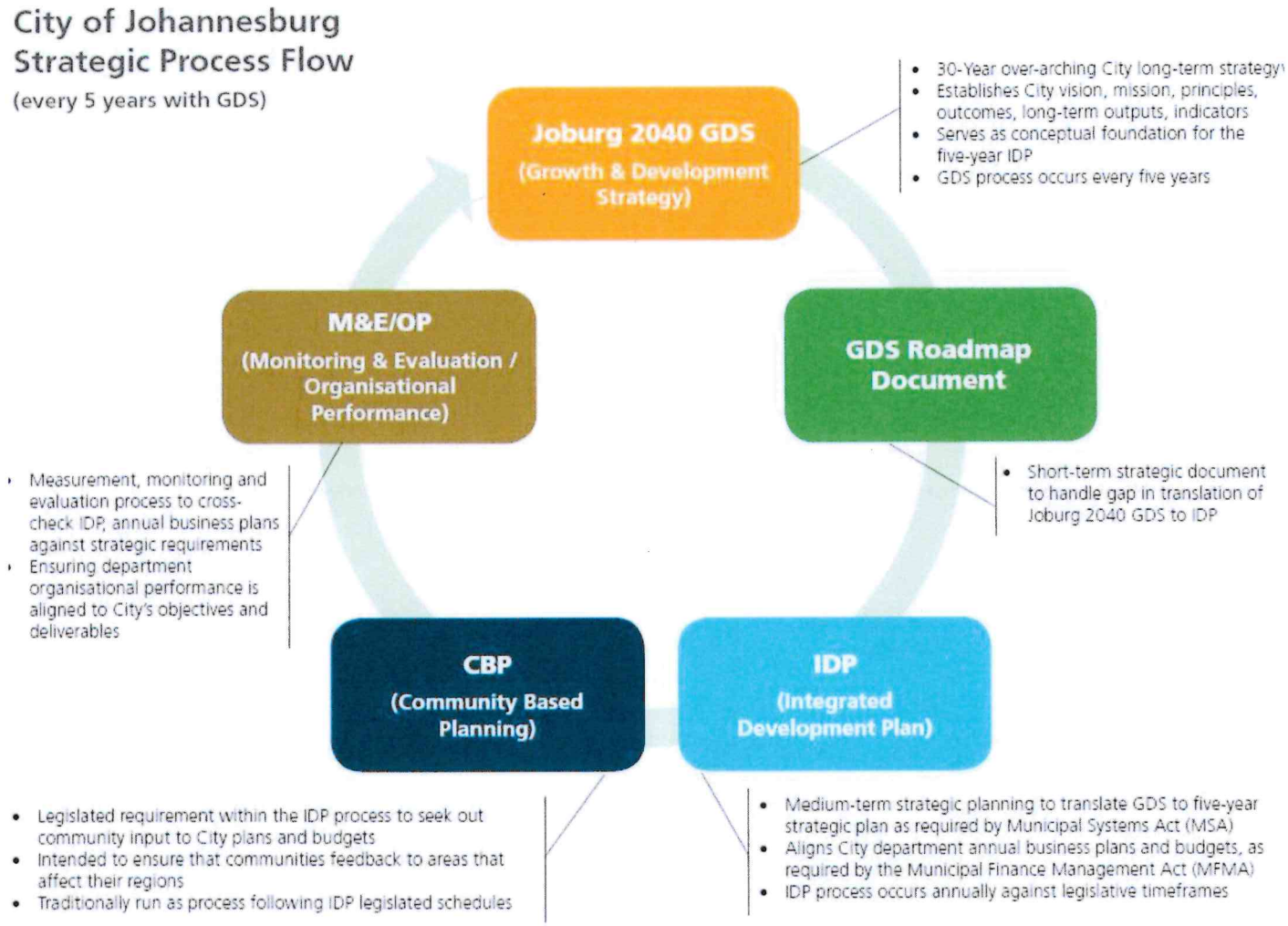


Diagram 1: CoJ's Strategic Process Flow

3.3 Areas of Strategic Focus for 2026/27 Financial Year

The areas and interventions are indicated in the table below: Region	Areas	Interventions
Region A	Ivory Park, Ebony Park, Rabie Ridge, Mayibuye, Kaalfontein and Diepsloot	Infrastructure upgrades (sewer, water), tarring of roads, improving the public environment (pedestrian walkways, open spaces, street lighting), new housing development, ECDs, and Gender Based Violence centres
Region B	Riverlea	Housing development, infrastructure upgrades (water, sewer & stormwater), ECDs, and Gender Based Violence centres
Region D	Kliptown, Soweto	Infrastructure upgrades (water, sewer & stormwater), public environment upgrades, ECDs, and Gender Based Violence centres
Region G	Orange Farm, Eldorado Park, Drieziek	Focus on incomplete housing projects, new housing development, tarring of roads, infrastructure upgrades (sewer, water & stormwater), public environment upgrades (pedestrian walkways, open spaces, street lighting), ECDs, and Gender Based Violence centres.

Region G	Southern Farms	Focus on investment in bulk, transport, and social infrastructure; delivery of housing including site and service schemes with due consideration of environmental and geotechnical conditions; championing and implementing an economic development strategy to develop a local economy and specifically job creation initiatives and managing environmental threats and further degradation of critical biodiversity networks.

3.3.1 Alignment of GDS 2040 Outcomes with CoJ's Priorities & JRA Programmes

GDS OUTCOMES	GDS OUTPUTS	CITY PRIORITIES	JRA PROGRAMMES
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	- Awareness campaign to combat vandalism and theft of road infrastructure. - Use of alternative materials for metal and copper. - Traffic signals partnership programme
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	Sustainable service delivery Energy mix Infrastructure development and refurbishment	- Repairs of potholes, stormwater and replacement of manhole covers. Repair of traffic lights - Recycling of asphalt - Implementation of the Energy Supply mix to traffic signals network. - Alternative power sources & ITS - Replacement of LEDs with modern technology - Third Party Traffic Lights back-up power Programme - Adaptive control programme - Strategic partnerships with the private sector and academia - Road Network Upgrades - Road Resurfacing - Road Rehabilitation & Reconstruction - Traffic Lights (Mobility) - Bridges Rehabilitation, Reconstruction & New - Stormwater Rehabilitation & Catchments
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, that can deliver quality services to citizens in an efficient and reliable manner (cross cutting output)	Sustained Economic growth. Job opportunity and creation Smart city	- EPWP programme - SMME's support programme - Implement an Adaptive Control Signaling prioritising public transport and critical intersections. - Collection, Analysis of road network data and Dissemination of traffic information. - Implement Infrastructure Standards to maximal support Advanced Driver Assistance Systems (ADAS) - Smart procurement apps to facilitate service delivery: - ✓ High-tech roads infrastructure

GDS OUTCOMES	GDS OUTPUTS	CITY PRIORITIES	JRA PROGRAMMES
			maintenance methodologies ✓ Smart traffic management app ✓ Traffic signal monitoring system
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	Active and engaged citizenry. Good governance Financial sustainability	- Media Relationship programme. - Community-based planning - IDP/Ward based communication. - Road users/public relations programmed

3.3.2 Strategic Partnerships to ensure implementation of strategic direction of City of Johannesburg

Strategic Partnerships, diverse partnerships with entities across the public and private sectors, civil society, and academia were identified as key driver for innovation whilst bringing the necessary expertise and financial resources essential for implementing the City's strategic objectives effectively.

Key focus areas included:

- **Public-Private Partnerships (PPPs)**: The need to deepen PPPs was reiterated, particularly for infrastructure development projects. By leveraging the strengths of private entities—such as efficiency, capital, and technology, the City can more effectively bridge service delivery gaps in critical areas such as transport, energy, and housing.
- **Institutional Collaborations**: The session also stressed the importance of partnerships with universities and research institutions to foster knowledge-sharing and support evidence-based policymaking. Collaborative research and pilot projects can serve as a basis for scaling successful models city-wide.
- **International Cooperation**: Johannesburg aims to position itself as a global city, and the City's leadership acknowledged the value of international partnerships in achieving this goal. Participants discussed engaging with international development agencies to secure funding for large-scale infrastructure projects, as well as exchanging best practices with other global cities tackling similar urban challenges.

- **Community-based Planning**

  The emphasis of importance of community-based planning reinforced the City's commitment to inclusive development, recognizing that sustainable growth must be driven by, and benefit, the people with diverse priorities.

Key aspects include:

- **Localized Engagement Forums**: Establishing structured platforms for residents to participate in planning and decision-making processes. These forums would focus on gathering community input for neighbourhood-level projects, ensuring that development reflects local priorities.
- **Empowering Communities**: Ensuring that residents are not only consulted but are also empowered to drive projects through community-led initiatives. The goal is to foster a sense of ownership and accountability among communities, thereby improving project sustainability.
- **Integrated Development Plans (IDPs)**: Participants discussed enhancing the role of communities in the **Integrated Development Plan** process, which is a key planning tool for local government. The aim is to make IDPs more responsive to the real needs of communities, creating a direct link between community aspirations and municipal resource allocation.

- **Sustainable Energy Security**

The energy challenges, has a negative impact on quality of life for residents and business growth. Therefore, the City of Johannesburg and its entities have a major role not only in improving energy supply and reliability also energy conservation.

Key points include:

- Energy Diversification: Encouraging the City to diversify its energy mix by investing in **renewable energy projects**, such as solar and wind, to reduce dependence on the national grid. The Minister stressed that these initiatives are essential not only for securing energy but also for advancing the Just Energy Transition and mitigating climate change.
- Mine Dumps to Solar Energy: The Minister proposed an innovative use of the **mine dumps in Soweto**, suggesting their conversion into solar energy generators. This would provide both productive use for these large expanses of land and contribute significantly to Johannesburg's renewable energy capacity.
- Public-Private Collaboration in Energy: This collaboration could facilitate the development of distributed energy systems, particularly in areas that are most vulnerable to electricity shortages. Example: Traffic Signals Partnership
- Energy Efficiency Initiatives: Emphasising energy efficiency as a low-cost and impactful approach to improving energy security. The Minister encouraged the City to implement energy-saving measures across municipal facilities and promote these practices among residents and businesses to help alleviate the overall demand pressure.

3.3.3 Smart City's Approaches (Interventions) and Areas of focus for 2026/27

The Johannesburg Roads Agency (JRA) adopts Smart City as a cross-cutting approach to infrastructure delivery, mobility management, and service optimisation, aligned to the City of Johannesburg's 2040 vision.

This approach integrates technology, data, and digital systems into core operations to improve efficiency, resilience, and service delivery outcomes.

Smart Mobility (Intelligent Transport Systems – ITS)

JRA is advancing smart mobility through:

- Adaptive traffic signal control systems
- Upgrading and modernisation of traffic signal infrastructure
- Installation of new traffic signals
- Establishment of Traffic Management Centres (TMCs)
- Real-time traffic monitoring and incident management

These initiatives enable reduced congestion, improved travel times, and enhanced road safety

Data-Driven Planning & Decision-Making

JRA is strengthening data capability through:

- Collection and analysis of road network and traffic data
- Remote monitoring systems (UTC)
- Development of performance monitoring platforms

Supports evidence-based planning and proactive infrastructure management

Energy Resilience & Smart Infrastructure

To address energy instability, JRA is implementing:

- Uninterruptible Power Supply (UPS) systems for traffic signals
- Solar and alternative energy solutions
- LED energy-efficient signal upgrades

Ensures continuity of operations and reduced downtime

Digital Transformation (Digitisation Programme)

JRA's Digitisation Programme enables internal efficiency and supports Smart City delivery through:

Key initiatives:

- Operational Dashboards (real-time performance monitoring)
- Fleet Management System (asset and cost optimisation)
- Intranet Portal (internal communication and collaboration)
- E-Learning Platform (staff capability development)
- Digital Archiving – M-Files (records management and compliance)
- Work Smart Mobility Hub (mobile and integrated working environment)

These systems enable real-time visibility, improved productivity, and better governance

Digital Infrastructure & System Integration

- Recabling of traffic signal networks
- Upgrading signal controllers and systems
- Integration of smart systems across platforms

Improves network reliability and system performance

Strategic Partnerships & Innovation

JRA is leveraging:

- Public-Private Partnerships (PPPs)
- Collaboration with academic and research institutions
- Engagement with technology providers

Enables innovation, funding leverage, and accelerated implementation

Mobility Infrastructure Optimisation

- Geometric improvements at high-risk intersections
- Integration of smart technologies into infrastructure upgrades

Improves road safety and traffic efficiency

Implementation Approach

JRA's Smart City initiatives are implemented through a phased model:

- **Phase 1: Stabilisation** – Strengthening infrastructure and core systems
- **Phase 2: Integration** – Aligning systems, data, and platforms
- **Phase 3: Optimisation** – Scaling smart technologies and analytics

Ensures sustainable and realistic transformation

Key Outcomes

JRA's Smart City and Digitisation initiatives will deliver:

- Improved traffic flow and reduced congestion
- Enhanced road safety and incident management
- Increased infrastructure reliability and resilience
- Reduced operational inefficiencies
- Strengthened data-driven decision-making
- Improved service delivery and customer experience

JRA's Smart City programme represents a transition from traditional infrastructure management to a technology-enabled, data-driven, and integrated service delivery model.

The integration of ITS, digital platforms, energy solutions, and data systems positions JRA to deliver efficient, resilient, and future-ready infrastructure services in support of COJ's Smart City vision.

SMART CITY ALIGNMENT MATRIX (2026/27)

Smart City Pillar	Intervention / Initiative	Programme / Project	Budget (R'000)	KPI Link	Outcome
Smart Mobility (ITS)	Adaptive traffic signal control	Upgrading Signal Controllers & Phasing	6,000	Signalised Intersections	Improved traffic flow
	Traffic signal modernisation	Traffic Signal Infrastructure Replacement	3,500	Signalised Intersections	Reduced signal failures
	Traffic signal expansion	Installation of New Traffic Signals	3,000	Signalised Intersections	Increased network coverage
	Intelligent Transport Systems	ITS Programme Implementation	1,800	Mobility KPI	Data-driven traffic management
	Traffic monitoring & control	Traffic Management Centre (TMC)	1,200	Mobility KPI	Real-time monitoring & response
Data & Analytics	Urban traffic control systems	Remote Monitoring (UTC Systems)	900	Mobility KPI	Improved decision-making
Digital Infrastructure	System integration & optimisation	Recabling of Traffic Signals Network	6,000	Mobility KPI	Improved network reliability
	System upgrades	Signal Controller Upgrades (Operational Capex)	3,600	Mobility KPI	Increased system efficiency
Energy Resilience	Alternative power supply (UPS)	UPS Deployment for Traffic Signals	2,820	Infrastructure KPI	Reduced downtime during outages
	Energy-efficient infrastructure	LED Traffic Signal Upgrades	1,200	Infrastructure KPI	Improved energy efficiency
Mobility Improvements	Intersection optimisation	Geometric Improvements Programme	1,800	Mobility KPI	Safer intersections & reduced accidents
Digital Transformation	Operational performance monitoring	Operational Dashboard System	Internal	Governance KPI	Real-time performance tracking
	Fleet optimisation	Fleet Management System	Internal	Efficiency KPI	Improved fleet utilisation & cost control
	Skills development	E-Learning Platform	Internal	HR KPI	Improved staff capability
	Internal communication	Intranet Portal	Internal	Governance KPI	Improved collaboration
	Records management	Digital Archiving (M-Files)	Internal	Compliance KPI	Improved audit & document control
Partnerships & Innovation	PPPs & smart mobility ecosystem	Traffic Signal Partnerships / ITS Integration	Internal	Strategic KPI	Innovation, funding leverage, scalability

4. LEGISLATION AND POLICY ENVIRONMENT

Table 1:

No:	Relevant Act / Section	Activity
1.	Financial Statements Sec 30	Ensure that these are submitted to Registrar of companies (CIPC) together with the annual returns.
2.	Directors, company name, registered office, registration number Sec 70	Ensure that letter heads, website (and records with the Registrar) are up to date and that all official communication reflects this information.
3.	Register of directors and Officials	Register of directors and officials to be maintained. Consent to act as director to be kept on record
4.	Annual Returns to be submitted in terms of Sec 30	Ensure that annual return (comprising full details of company: directors; auditors; company secretary and financial year end) is submitted to CIPC within 30 days of anniversary date of registration.
5.	Auditor been appointed	Auditor be consent to appointment and same to be lodged with CIPC
6.	Labour Relations Act No. 66 of 1995	Ensure that Act is adhered to.
7.	Basic Conditions of Employment Act No. 11 of 2002	Ensure that Act is adhered to.
8.	Employment Equity Act No. 55 of 1998	Ensure that Employment Equity plan is followed and adhered to.
9.	Occupational Health and Safety Act No. 85 of 1993 including Construction Regulations	Ensure execution that safe working environment is maintained and that the Act is displayed in the workplace. Ensure that JRA employees meet requirements as contemplated in Construction Regulations.
10.	Code of Conduct for Municipal Staff Members, (schedule 2 to the Municipal)	Facilitate 100% submission of employee declaration forms.
11.	Skills Development Act No.97 of 1998 as amended by the Skills Development Act, 2003	Ensure ongoing execution and compliance.
12.	Unemployment Insurance Act No.32 of 2003	Ensure that all returns are submitted to the Commissioner (by the 26th of each month).
13.	Promotion of Equality and Prevention of Unfair Discrimination Act No.52 of 2002	Ensure that requirements are met and that JRA Code is adhered to.
14.	Compensation for Occupational Injuries and Diseases Act No. 130 of 1993 ("COID")	Ensure that Act is adhered to - Return of Earnings (W.As.8) and Act is adhered to - lodgement of employee claims
15.	Value Added Tax No. 89 of 1991	Ensure that relevant returns are submitted to the Receiver by the 25th of every month. (If submitted by EFT the due date is the 31 of each month.)
16.	Income Tax Act No. 58 of 1962	Ensure that relevant returns are submitted to the Receiver
17.	Income Tax Act No. 58 of 1962 PAYE	Ensure that monthly payments are made.
18.	Financial Intelligence Centre Act, No 38 of 2001	All service providers FICA'ed
19.	S 111	SCM Policy and implementation thereof
20.	S 116(1)	All contracts concluded after compliance with SCM processes and in writing
21.	S 87	Submit proposed Budget to City
22.	S 88	Mid-term report By 20th January each year submit a report on the assessment of the entity to Board and City
23.	S 106	All delegations reduced to writing

No:	Relevant Act / Section	Activity
24.	S 121 /122 / Co Act	Annual Report to City – ensure AR meets minimum reporting requirements of MFMA and Co Act.
25.	S 126	Submit annual financial statements to AG for auditing
26.	S 165 / 166	Internal Audit Unit and Audit Committee
27.	S 104	Any non-compliance with MFMA responsibilities reported to City
28.	S 85 86	Open and operate at least one bank account and submit details to City
29.	SCM National Treasury Circular - payment of suppliers	payment of suppliers and contractors within 30 days from the date of submitting a valid invoice to the relevant Organ of State
30.	Waste Act 59 of 2008	Waste Act 59 of 2008 – Regional Depots to store waste in compliance with the Waste Act.
31.	Air Quality Act 39 of 2004,	Asphalt Plant compliance with Air Quality Act
32.	Environmental Regulations in relation to Asphalt Production and Transportation; Road Maintenance and Road Construction	Asphalt Plant compliance with Air Quality Act NEMA (National Environmental Management Act)
33.	Prevention and Combating of Corrupt Activities Act No 12 of 2004 (Anti-corruption Act)	Ensure corruption is managed effectively
34.	Protected Disclosures Act, No 26 of 2000 (Whistleblowing Act);	Management of whistleblowing hotline – reports received and addressed in line with policy
35.	Promotion of Access to Information Act No. 2 of 2000	Ensure that policy is adhered to and that JRA's Code/Procedures on access to information are adhered to.
36.	National Credit Act	Staff Loans previously granted were not issued in line with prescribed Regulations.
37.	Road Traffic Act	Ensure that all vehicles' licenses and traffic fines are paid.
38.	Women Empowerment	Both public and private entities will be required to precede all organisational decision and activities with a gender equality analysis, as well as achieve at least 50% representation of women in decision making structures. The WEGE Bill has not been promulgated yet. However, the JRA has obligations under the EEA and in accordance with Government's commitment towards ensuring a 50/50 gender split, mainly in decision making levels
39.	National Archives and Records Services of South Africa Act	Ensure there is a records management system, and documents are stored in the manner, and for the required time frame, as per legislation
40.	National Road Traffic Act 93 of 1996 and chapter VIII of National Road Traffic Regulations of 2000	Transportation of dangerous goods as classified in terms of SABS code of practice (SANS 0228:2012);
41.	Roads / signals Road Traffic Act	Road signals compliant with legislation
42.	Roads / signals Road Traffic: SARTSM guideline	Road signals support staff compliant with legislation
43.	ITC Governance	Implementation of Government approved ITC governance framework

5. STRATEGIC OBJECTIVES

The **Joburg 2040 Growth and Development Strategy** (GDS) provide a clear guideline whilst framing paradigm, principles, alongside outcomes, outputs and indicators. The four overarching outcomes mentioned below are the basis of the Business Planning formulation. The GDS outcomes are as follows:

Outcome 1: Improved quality of life and development-driven resilience for all.

Outcome 2: Provide a resilient, liveable and sustainable urban environment - underpinned by smart infrastructure supportive of a low-carbon economy.

Outcome 3: An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens

Outcome 4: A high-performing metropolitan government that pro-actively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region.

5.1 Alignment of GDS outcomes and outputs to City's 11 priorities

Table 2:

GDS OUTCOMES	GDS OUTPUTS	CITY PRIORITIES
1. Improved quality of life and development-driven resilience for all.	Reduce poverty and increase productivity. Food security that is both improved and safeguarded Access to knowledge and lifelong learning A society characterised by healthy living for all. A safe and secure city A city characterised by social inclusivity and enhanced social cohesion	**-Safer city**
2. Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy	Sustainable and integrated delivery of water Sustainable and integrated delivery of sanitation Sustainable and integrated delivery of energy Sustainable and integrated delivery of waste Improved eco-mobility. Sustainable human settlements Climate change resilience and environmental protection	**-Sustainable Service Delivery** **-Energy mix** **-Infrastructure Development & Refurbishment**
3. An inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of citizens	Job-intensive economic growth Promotion and support to informal and micro businesses Increased competitiveness of the economy A 'Smart' City of Johannesburg, that can deliver quality services to citizens in an efficient and reliable manner (cross cutting output)	**-Sustained Economic growth.** **-Job Opportunity and Creation** **-Smart city**
4. A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region	Partnerships, intergovernmental & international relations A responsive, accountable, efficient, and productive metropolitan government Financially sustainable and resilient city Meaningful citizen participation and empowerment Guaranteed customer and citizen care and service	**- Active and Engaged Citizenry.** **-Good Governance** **-Financial Sustainability**

Furthermore, each outcome is driven by several strategic outputs. The GDS outputs represent intervention areas where the city plans to intervene now to achieve our desired long-term outcomes. Our Business Plan drives progress in operational programmes and activities that seek to deliver on the GDS output interventions in the short to medium term. These strategic directives are represented as outputs below:

Outcome 1 related outputs: The following outputs are critical ingredients for this outcome to be realised:

- Reduce poverty and increase productivity
- Food security that is both improved and safeguarded
- Access to knowledge and lifelong learning
- A society characterised by healthy living for all
- A safe and secure city
- A city characterised by social inclusivity and enhanced social cohesion.

Outcome 2 related outputs: The following outputs are critical ingredients for this outcome to be realised:

- Sustainable and integrated delivery of water
- Sustainable and integrated delivery of sanitation
- Sustainable and integrated delivery of energy
- Sustainable and integrated delivery of waste • Improved eco-mobility
- Sustainable human settlements
- Climate change resilience and environmental protection

Outcome 3 related outputs: The following outputs are critical ingredients for this outcome to be realised:

- Job-intensive economic growth
- Promotion and support to informal and micro businesses
- Increased competitiveness of the economy
- A spatially just and integrated City

Outcome 4 related outputs: The following outputs are critical ingredients for this outcome to be realised:

- Partnerships, intergovernmental & international relations
- A responsive, accountable, efficient and productive metropolitan government
- Financially sustainable and resilient city
- Meaningful citizen participation and empowerment
- Guaranteed customer and citizen care and service
- A 'Smart' City of Johannesburg, which can deliver quality services to citizens in an innovative, efficient and reliable manner (cross cutting output)

6. ENTITY'S RESPONSE TO:

6.1 IDP/CBP Issues Raised & Response

The Johannesburg Roads Agency (JRA) incorporates Community-Based Planning (CBP) as a key input into its infrastructure planning, prioritisation, and delivery processes. Through structured IDP and ward-level engagements, communities identify critical service delivery challenges, which are assessed alongside technical evaluations and available funding to inform the development of the annual capital and operational programme.

For the 2026/27 financial year, CBP inputs have directly influenced the prioritisation of key infrastructure interventions, particularly in relation to road rehabilitation and resurfacing, gravel road upgrades, stormwater infrastructure, and bridge rehabilitation and construction. These interventions are aligned to community-identified needs across multiple regions, ensuring that service delivery responds to local priorities and improves accessibility, safety, and resilience.

For example, in Region G, community requests for the upgrading of gravel roads have informed the allocation of funding toward tarring programmes in Orange Farm, Diepsloot, and surrounding areas. Similarly, stormwater challenges raised in Regions D and G have been incorporated into the stormwater capital programme, including drainage upgrades and flood mitigation interventions in areas such as Protea Glen, Naledi, and Alexandra.

Bridge infrastructure concerns raised through CBP engagements, particularly relating to flooding and safety, have been addressed through the inclusion of bridge rehabilitation, replacement, and disaster-response projects within the 2026/27 capital budget.

JRA further ensures that CBP inputs are integrated into project planning and implementation through ongoing collaboration with ward councillors, regional offices, and community structures. Progress on identified priorities is communicated through IDP platforms and stakeholder engagements, enabling continuous feedback and strengthening accountability.

Through this approach, JRA seeks to move beyond policy alignment and demonstrate practical implementation of CBP principles, ensuring that community priorities are reflected in tangible infrastructure delivery outcomes.

CBP PRIORITIES → PROJECT LINKAGE MATRIX (2026/27)

The table below demonstrates the alignment between Community-Based Planning (CBP) priorities raised through ward engagements and the 2026/27 capital programme, indicating how community inputs have directly informed project prioritisation and budget allocation.

Region / Ward	CBP Priority / Issue Raised	JRA Response / Intervention	Linked Project (2026/27)	Budget (R'000)	Status
Region G – Ward 3	Gravel roads difficult to access	Gravel road upgrade (tarring)	Orange Farm Gravel Roads Programme	45,513	Planned
Region G – Multiple Wards	Poor gravel road conditions	Area-based tarring programme	Multi-Ward Gravel Roads Programme	100,000	Planned
Region G – Diepsloot	Gravel roads and access issues	Road construction and surfacing	Diepsloot Gravel Roads Programme	20,000	Planned
Region G – Kaalfontein	Poor road conditions	Road upgrade and surfacing	Kaalfontein Gravel Roads Programme	26,249	Planned
Region G – Mayibuye	Poor accessibility	Road construction and upgrades	Mayibuye Gravel Roads Programme	10,000	Planned

Region / Ward	CBP Priority / Issue Raised	JRA Response / Intervention	Linked Project (2026/27)	Budget (R'000)	Status
Region D – Ward 13/14	Lack of stormwater drainage	Stormwater infrastructure development	Protea Glen Stormwater Programme	15,000	Planned
Region D – Naledi	Flooding and poor drainage	Stormwater upgrades and drainage systems	Naledi Stormwater Interventions	Included	Planned
Region D – Alexandra	Flooding and erosion	Flood mitigation interventions	Far East Bank Flood Intervention	3,000	Planned
Region F – Multiple Wards	Poor road conditions	Road resurfacing programme	City-wide Resurfacing Programme	108,837	Planned
Region F – Major Routes	High traffic deterioration	Freeway resurfacing	M1 & M2 Resurfacing Projects	106,700	Planned
Region E – Ward 32	Road deterioration	Road upgrades and reconstruction	Klipfonteinview Road Upgrade	23,500	Ongoing
Region F – Ward 60	Major road failure	Full reconstruction	Lillian Ngoyi Reconstruction	125,000	Ongoing
Multiple Wards	Unsafe bridges & flooding	Bridge rehabilitation	Bridge Rehabilitation Programme	30,000	Planned
Naledi (Ward 13/14)	Lack of safe crossing	New bridge construction	Naledi/Ndaba Bridge	10,000	Planned
Multiple Wards	Flood-damaged bridges	Disaster reconstruction	Disaster Bridge Programme	35,380	Planned

Ward	Region	CBP Priority	Motivation for Priority	Proposed Location	Dept / Entity's response
1	Region G	Resurfacing and upgrading of roads entire ward	Residents are requesting the resurfacing and upgrading of all roads in Ward 1. The current roads are being damaged by water flowing from neighbouring areas, and the existing road markings have faded and need to be repainted. There is also a need for proper stormwater drains, as well as the maintenance of existing drains, to prevent flooding during heavy rains. Additionally, the roads are often covered in sand after heavy rains, which makes them unsafe and difficult to use, so Skoffeling is needed to restore them. Upgrading and maintaining the roads will improve safety, accessibility, and the overall quality of life for residents. Upgrading and maintaining roads in Ward 1 will have several important benefits for the community Reducing disasters, proper stormwater drains, and well-maintained roads will prevent flooding and damage during heavy rains. Improved access to emergency services-this will allow ambulances, fire trucks, and other emergency vehicles to reach residents quickly. Supporting local entrepreneurship- better roads will make it easier for small businesses to operate and for customers to access services. Improved safety and visibility - clear road markings and properly maintained roads will make it safer for pedestrians, including visually impaired people. Street naming will improve navigation and access for residents and visitors. Enhanced mobility- residents will experience easier access and movement throughout the ward. We are asking for road resurfacing because the current roads are unsafe, especially for children, the elderly, and people using public transport. Better roads will make our community safer and more accessible. The gravel roads in our area are dusty when it's dry and full of mud when it rains. We need them to be tarred so that we can travel safely and easily all year round. We are asking for our gravel roads to be tarred because they are difficult for	Entire ward 1	**Resurfacing Programme** Length of kilometres to be implemented subject to the final resurfacing 2026/27 budget allocated. **Stormwater Maintenance** Region G depot implemented stormwater maintenance and included the ward in the stormwater maintenance routine maintenance plan. **Road Markings Maintenance Programme** Partially implemented, and the rest are scheduled for implementation between Q3-Q4, some delayed experienced due sand and water on the roads. **Skoffeling Programme** The ward had been included in the routine skoffeling maintenance programme

			vehicles and public transport to use. Tarring will make the roads safer and cleaner for everyone. Tarring our roads will help reduce accidents and make it easier for children, the elderly, and everyone in the community to move around, especially during rainy days.		
3	Region G	Gravel roads need to be tarred.	Tar roads damaged due to constant sewer leaks and stagnant water City Power trucks cannot access and repair their lights and power cables due to bad road Ambulance can't also drive in the ward due to bad gravel and rocky roads that are damaged by recurring sewer leak s and lack of pipe maintenance. Gravel roads in Orange farm Ext 7b, Mazibuko Street, Silas Street, Msimango Street, Morale Street, Mofokeng Street and Mngomezulu Street are amongst the street that are in a very poor and deteriorating condition	Gravel roads in Orange farm Ext 7b, Mazibuko Street, Silas Street, Msimango Street, Morale Street, Mofokeng Street and Mngomezulu Street are amongst the street that are in a very poor and deteriorating condition	**Gravel Roads Upgrade Programme** Length of kilometres to be implemented subject to the gravel roads 2026/27 budget allocated. JRA to consult community before start of the project.
7	Region G	Construction of Roads and Stormwater	The community lacks access to emergency services, experiences a high crime rate, and the local funeral parlour is inaccessible to residents. The electricity cables in the area are lying exposed on the ground and are getting damaged, posing a danger to the community (i.e., experiencing electrical shorts or faults). This is a safety concern and potentially hazardous to the community. The roads in the area become muddy, clay-like, and slippery, making it difficult or impossible for residents to access them. During rainy conditions, taxis are unable to access the roads		**Gravel Roads Upgrade & Routine Gravel Roads Maintenance Programme** Length of kilometres to be implemented subject to the gravel roads 2026/27 budget allocated. JRA to consult community before start of the project. In the meantime, the gravel roads had been included in the routine gravel roads maintenance programme.
12	Region D2	Storm water drainage, Location Police View at Protea South and at Chiawelo Ext 5.	Location Police View at Protea South and at Chiawelo Ext 5.		**Stormwater Upgrade & Routine Gravel Stormwater Maintenance Programme** The area had been identified for bulk stormwater upgrade. In the meantime, the location had been included in the routine stormwater maintenance programme.
13	Region D1	Construction of a Storm water Drainage System	Storm water Drainage System was never established from the inception of this community. The area experiences a lot of flooding during the rainy season. This endangers people's lives and properties		**Stormwater Upgrade Programme & Stormwater Masterplans Completed** The area had been identified for bulk stormwater upgrade. And masterplans for the entire Soweto had been completed and costed. Awaiting funding for implementation

14	Region D1	Request for the tarring of roads in Naledi Ext 2 RDP Houses (with stormwater drainage system, paving on walkways and road marking). ring 1.6km radius)	Community of ward 14 still require this priority because roads are unusable, flooding along houses, need for better lives, for the channeling of water that causes potholes on roads. Cllr further gave a brief background on the requested priority for Tarring of roads that in 2010 budget of R21.5M was allocated for project implementation, public participation was conducted by JRA, there is no status update in this regard. Community has requested and preferred location for the requested priority at Naledi Ext 2 streets (RDPs Houses) and Block A & B (cove	Naledi Ext 2	**Gravel Roads Upgrade Programme** Dept. Human Settlement is responsible for bulk infrastructure in the RDP settlements unfortunately these are not implemented leaving communities in unsafe and flood prone areas. However, the request for funding had been made and the length of kilometres that can be implemented will depend on the gravel roads & stormwater 2026/27 budget allocation. Before implementation the JRA will consult community before the project start.
14	Region D1	Stormwater drainage system upgrades in Naledi & Protea Glen.	Community of ward 14 request for this priority for infrastructural improvements (urging infrastructure & non-existence), flood mitigation (to avoid disaster) and water channeling (causing potholes). Road need resurfacing (Letsatsi St). Location for installation of a new stormwater drainage. Identified location/streets its (Block A & B) RDP Houses in Naledi Ext 2, Protea Glen Ext 4 at Gologolo St & Incape St, Impotwe St and Umceza St, Tsaka St, Uxhomi St, Udongwe St, Nkota St, Ubuyu St and Khuale St. Stormwater upgrade at identified Imbuzane St, Matoobane St, Iscibilili St, Wild chestnut St & Inhlokonhloko St	Identified location/streets its (Block A & B) RDP Houses in Naledi Ext 2, Protea Glen Ext 4 at Gologolo St & Incape St, Impotwe St and Umceza St, Tsaka St, Uxhomi St, Udongwe St, Nkota St, Ubuyu St and Khuale St. Stormwater upgrade at identified Imbuzane St, Matoobane St, Iscibilili St, Wild chestnut St & Inhlokonhloko St	**Stormwater Upgrade Programme & Stormwater Masterplans Completed** The area had been identified for bulk stormwater upgrade. And Soweto masterplans had been completed and costed. Awaiting funding for implementation
15	Region D1	Storm water drainage and sewer	Storm water drainage and sewer		**Stormwater Upgrade Programme & Stormwater Masterplans Completed** Firstly, the JRA is not responsible for sewer. The ward had been identified for bulk stormwater upgrade. And Soweto masterplans had been completed and costed. Awaiting funding for implementation.
16	Region D1	Stormwater Drainage System for the whole of ward 16.	the Stormwater Drainage system does not exist in the ward and during the rainy seasons some community member's households experience flooding. the community request the following Streets be prioritized for the rollout the stormwater in the ward:	Pilani, Mphahlele, Mabalane, Soma, Bereng, Thobejane, Mampuru, Sekoati. Mabupudi, Khama, Moloto, Manotshe, Shoele, and Letsie.	**Stormwater Upgrade Programme & Stormwater Masterplans Completed** The area had been identified for bulk stormwater upgrade. And Soweto masterplans had been completed and costed. Awaiting funding for implementation

21	Region D1	Storm water drainage at Mmabolepu Street, Tladi.		Mmabolepu Street, Tladi.	**Stormwater Upgrade & Routine Gravel Stormwater Maintenance Programme** The area had been identified for bulk stormwater upgrade. In the meantime, the location had been included in the routine stormwater maintenance programme.
21	Region D1	Elevation of two bridges at Mphatlalatsane, Legwale and Mmabolepustreets, Tladi		Mphatlalatsane, Legwale and Mmabolepustreets, Tladi	**Bridge Upgrade Programme** The 2 (two) bridges had been identified for upgrade. And included in the critical list of bridge for upgrade.
22	Region D2	Construction of Roads, Stormwater, Sidewalks, Streets marking at Pimville Zone 9 Close to Paul Mosake Primary School.	They are no streets in the areas. Here are addresses of streets that need to be build, 196/11907 - 161/11906 Pimville Zone 9. They are floods when it rains.		**Stormwater Upgrade Programme & Stormwater Masterplans Completed** The area had been identified for bulk stormwater upgrade. And Soweto masterplans had been completed and costed. Awaiting funding for implementation
22	Region D2	Construction of Roads, Stormwater, street names and sidewalks.	Emergency Vehicles cannot access the area when they are an emergency in the area. They are floods when it rains. They haven't had roads since the area was built. It's not safe for the kids when its raining.	Location Klipsruit Extension 11 next to Pimville Golf course.	**Gravel Roads Upgrade Programme** Dept. Human Settlement is responsible for bulk infrastructure including roads unfortunately these are not always implemented at the time of development leaving communities in unsafe and flood prone areas. However, the request for funding had been made and the length of kilometres will depend on the gravel roads & stormwater 2026/27 budget allocation. Before implementation the JRA will consult community before the project start.
24	Region D2	The construction of tarred roads in Phase 2 of Elias Motsoaledi area remains outstanding.	The community has repeatedly requested feedback from both the Johannesburg Roads Agency (JRA) and the Department of Human Settlements regarding the status of this project, as it has been identified as a key development priority in the ward for several years. To date, the only response received has been that the matter will be assessed; however, no further communication has been provided on the outcome of the assessment, implementation timelines, or project commencement. The need for improved road infrastructure extends across the entire ward, as several existing roads are severely damaged and require resurfacing at Daveland (Foundry) whe there's a need for drainage to be assessed and stormwater KI's always blocked, to ensure accessibility and safety for residents."	Phase 2 of Elias Motsoaledi	**Gravel Roads Upgrade Programme** Dept. Human Settlement is responsible for bulk infrastructure including roads unfortunately these are not always implemented at the time of development leaving communities in unsafe and flood prone areas. However, the request for funding had been made and the length of kilometres will depend on the gravel roads & stormwater 2026/27 budget allocation. Before any implementation the JRA will consult the community before the project start.

24	Region D2	Construction of three pedestrian bridges at the following locations: Chris Hani Road – Between KFC and Bara Mall. Golden Highway (R553) – Between Freedom Park and Eldorado Park (East Street and Foundry Road). Golden Highway (R553) – Between Erf 26 Piston Road and Erf 46 East Road, Devland.	Ward 24 is located between two major and high-traffic roads, namely the Golden Highway (R553) and Chris Hani Road. Due to the high volume of traffic and speeding vehicles along these routes, the community has witnessed numerous road accidents, some of which have resulted in the tragic loss of both children and adults. Many schoolchildren are required to cross these busy roads daily to access schools situated on the opposite side, placing them at constant risk. The construction of these pedestrian bridges will significantly enhance public safety, reduce the risk of fatalities, and provide secure access for learners and residents who depend on these routes for daily travel."	locations: Chris Hani Road – Between KFC and Bara Mall. Golden Highway (R553) – Between Freedom Park and Eldorado Park (East Street and Foundry Road). Golden Highway (R553) – Between Erf 26 Piston Road and Erf 46 East Road, Devland.	**Bridge Upgrade Programme** The 2 (two) bridges had been identified for upgrade. And included in the critical list of bridge for upgrade.
25	Region D2	Reinstatement of Slipways along Chris Hani Road from the main entrance of UJ Soweto campus to Nancefield Cemetery.	The removal of turning slipways along Chris Hani Road during the construction of the non-motorized transport (NMT) lanes has led to slower vehicle movements, increased congestion, and a noticeable rise in accidents at these key intersections. Pedestrians are also at greater risk, as the widened road and absence of slipways increase crossing distances and exposure to traffic. Reinstating slipways at these intersections will improve traffic flow, reduce congestion, and significantly enhance safety for both motorists and pedestrians	a) Main Entrance gate of University of Johannesburg Soweto Campus, b) Cnr Modjadji Road & Chris Hani Road, c) Cnr Mbambisa Drive & Chris Hani Road, d) Cnr Mtangai Drive & Chris Hani Road, e) Cnr Mothlatsoa Street & Chris Hani Road, and f) Cnr Mohloka Street & Chris Hani Road.	**Traffic Engineering Programme** Before, any introduction of slipways a feasibility study and/or traffic impact study must be conducted to ensure introduction of such measures do not exercebate the situation. Therefore, this request has been forwarded to our engineering section for investigation and possible implementation if approved. In the meantime, monitoring exercise has been implemented.
26	Region D2	Stormwater drainage issues have been observed on [Zwelitsha and Eteza Street], where poor construction has resulted in water pooling and forming a dam rather than flowing properly.			**Stormwater Upgrade & Routine Gravel Stormwater Maintenance Programme** This area form part of areas identified for bulk stormwater upgrade. In the meantime, the location had been included in the depot routine stormwater maintenance programme.

26	Region D2	Reinitiation of a Road Resurfacing and Reconstruction	A street resurfacing project was previously initiated but remains incomplete. The outstanding streets that require attention include Mxhomi and Inyanga Streets in Zone 2, Hlabisa and Thukela Streets in Zone 5, and Mabaxa and Mhlanga Streets in Zone 6. Additionally, there are concerns regarding the narrow two-way streets in the area, which are too tight for two vehicles to pass simultaneously without encroaching on the pavement. This situation poses a significant challenge for schoolchildren who rely on the pavement to walk to school, particularly on the following streets: Hlophekhulu Link and Mhlanga Street, Mhlanga Street and Zulwane Street.	The outstanding streets that require attention include Mxhomi and Inyanga Streets in Zone 2, Hlabisa and Thukela Streets in Zone 5, and Mabaxa and Mhlanga Streets in Zone 6. Construction of pavements to walk to school, particularly on the following streets: Hlophekhulu Link and Mhlanga Street, Mhlanga Street and Zulwane Street.	**Resurfacing Programme** The outstanding portion of length of kilometres to be resurfaced is subject to the total final resurfacing 2026/27 budget allocated and priority rating in the programme.
29	Region D2	Upgrade stormwater System at Murula drive Noordgesig EXT 1 and New Canada Road towards the bridge			**Stormwater Upgrade & Routine Gravel Stormwater Maintenance Programme** This area form part of areas identified for bulk stormwater upgrade. In the meantime, the location had been included in the depot's routine stormwater maintenance programme.
32	Region E	Reconstruction of roads in Klipfontein View -		Mosina, Gideon Rambawane, Malelane, Mafikeng, Bisho, Siyaphumla, Modikwe, Umzimkhulu	**Road Reconstruction & Stormwater Upgrades Currently On-Going** The work in Klipfontein View is currently on-going. Awaiting additional funding to complete the project.
32	Region E	Upgrade of the low-level Buccleuch Bridge			**Buccleuch Bridge Completed & Handed Over** The Buccleuch Low-Level had been completed
36	Region D2	Upgrade bridge at Central Western Jabuvu Dlamini	Flooding takes place when it rain. They are sidewalks for community members. Infrastructure is old and not safe. No barricade.	Central Western Jabuvu Dlamini	**Stormwater Upgrade & Routine Gravel Stormwater Maintenance Programme** This area form part of areas identified for bulk stormwater upgrade. In the meantime, the location had been included in the depot's routine stormwater maintenance programme.
36	Region D2	Sidewalks at Mofolo Central	These streets are busy and no sidewalks for community members.	the following streets are identified: Kinini Street, Machaba Drive, Nxumalo street, Elias Motsoaledi and Zulu drive.	**Sidewalks Improvement/Complete Streets** The complete street programme is slowly gaining traction and main arterial roads with high pedestrian traffic had been identified. Due to limited budget the programme had been severely affected. Awaiting additional funding.
36	Region D2	Upgrade Bridge at Mofolo Central at Machaba Drive	No sidewalks, no barricades, infrastructure is old. Flooding takes places when its rains		**Bridge Upgrade Programme** The bridge had been identified for upgrade. And included in the critical list of bridge for upgrade. Awaiting budget allocation.

37	Region D2	Upgrading Of Two Bridges (Nancefield & Mofolo)	To Prevent Flooding. Nancefield Bridge (located at the corner of Klipspruit Valley Road and Moroka Nancefield Road) and Mofolo Bridge (at the corner of Moroka Nancefield Road and Mncube Drive Both Bridges are highly prone to severe flooding during heavy rainfall. These recurring floods damage 110 nearby houses and public infrastructure, placing both residents and public property at risk. Vehicles are often swept away, and students from the South West Gauteng College are unable to cross to their campus during flood events. Additionally, flooding causes significant environmental degradation, particularly affecting the surrounding wetlands and natural ecosystems.	(Nancefield & Mofolo)	**Bridge Upgrade Programme** The 2 (two) bridges had been identified for rehabilitation. And included in the critical list of bridge for rehabilitation.
37	Region D2	Construction of tarred roads and bulk stormwater infrastructure at Klipspruit Ext. 2.	No tarred roads since 2009, making it difficult for residents and emergency services to move around safely. The area also lacks proper stormwater drainage, so heavy rains cause flooding and muddy roads. This creates health risks, damages property, and limits economic opportunities, making daily life difficult for the community.	Klipspruit Ext. 2.	**Gravel Roads Upgrade Programme** The request for funding had been made and the length of kilometres will depend on the gravel roads & stormwater 2026/27 budget allocation. Before any implementation the JRA will consult the community before the project start.
38	Region D2	Installation of sidewalk at Mtipa Street until no 1 Mncube drive in Dube		Mtipa Street until no 1 Mncube drive in Dube	**Sidewalks Improvement/Complete Streets** The complete street programme is slowly gaining traction and main arterial roads with high pedestrian traffic had been identified. Due to limited budget the programme had been severely affected. Awaiting additional funding.
38	Region D2	Upgrade of bridge at Mzilikazi and Nhlapho Street, Dube and Mofolo Central,	due to floods during rainy seasons and safety	Mzilikazi and Nhlapho Street, Dube and Mofolo Central,	**Bridge Upgrade Programme** The bridge had been identified for rehabilitation. And included in the critical list of bridge for rehabilitation. Awaiting budget allocation.

39	Region D2	REHABILITATION AND UPGRADE OF RED BRIDGE – ALONG CARR STREET (BETWEEN ARMITAGE STREET AND NTOMBELA STREET, ORLANDO WEST):	The community of Orlando West acknowledges and appreciates the approved budget allocation of R17 million for the 2025/26 Financial Year for the rehabilitation of the Red Bridge on Carr Street between Armitage Street and Ntombela Street. It is noted that the current project scope focuses primarily on pedestrian access; however, the community requests that the City consider expanding the scope to develop a multifunctional bridge that accommodates vehicles, pedestrians, cyclists, and persons with disabilities, supported by adequate lighting and improved mobility infrastructure. The request for an expanded scope is motivated by the bridge's strategic significance in alleviating existing traffic congestion. A multifunctional upgrade would create an additional and more efficient route between Ward 39 and Ward 40, thereby reducing the heavy traffic currently channeled through Reverend Frederick Street, Modise Street, and Klipspruit Valley Road. These roads experience substantial peak-hour pressure, which leads to delays, increased safety risks, and overflow traffic into adjacent residential areas. An upgraded bridge would help distribute traffic more evenly, improve travel times, and ease the overall strain on the surrounding road network. Furthermore, the community emphasises the importance of integrating universal access features to ensure that the upgraded bridge is fully inclusive and accessible to all users. These features should include handrails, tactile paving for visually impaired users, gentle gradient ramps, non-slip surface finishes, sufficient width to accommodate wheelchairs, clear and visible directional signage, and protective edge barriers. The inclusion of adequate lighting is particularly critical, as it would enhance safety and security, assist in reducing crime, and create a safer environment for pedestrians, cyclists, and all	ALONG CARR STREET (BETWEEN ARMITAGE STREET AND NTOMBELA STREET, ORLANDO WEST)	**Bridge Rehabilitation Programme** The bridge had been identified for rehabilitation. And included in the critical list of bridge for rehabilitation. Awaiting budget allocation.

			bridge users. The bridge's proximity—approximately 300 metres from a Rea Vaya feeder point—further reinforces its value in advancing public transport integration, promoting safe non-motorised transport, and improving overall connectivity between the two wards.		

39	Region D2	Construction Of A Footbridge from Mophiring Street, Orlando West (Next To Women's Hostel) To Ballenden Street, Orlando East:	Currently, children and community members must cross Klipspruit Valley Road, a heavily trafficked thoroughfare, to access six schools in Orlando East—Lofentse Secondary School, Selelekala High School, Emthonjeni Primary School, Leratong Primary School, Zithathele Primary School, and Tataisong Primary School—as well as Orlando Stadium, a key hub for sports, cultural, and recreational events. The large number of learners and residents affected highlights the urgent need for a safe crossing to prevent accidents and ensure safe access for children and the wider community. The footbridge will provide safe, direct, and accessible pedestrian access between Orlando West and Orlando East. It should include universal access features such as ramps, handrails, adequate lighting, and non-slip surfaces to ensure safety and accessibility for all.	MOPHIRING STREET, ORLANDO WEST (NEXT TO WOMEN'S HOSTEL) TO BALLENDEN STREET, ORLANDO EAST:	**Pedestrian Bridge Programme** The feasibility study to be undertaken. And if approved to be included in the critical list of bridge for construction. Awaiting budget allocation.

40	Region D2	Upgrade of Stormwater Drainage System	The community wishes to formally raise an urgent request for the upgrade of the stormwater drainage system in the area. During recent heavy rainfall, numerous households experienced severe flooding, resulting in damage to property, safety risks, and continued hardship for affected families. Community members expressed concern that the current stormwater infrastructure is either outdated or inadequate to accommodate the increasing intensity and frequency of rainstorms. An official from the Johannesburg Roads Agency (JRA) informed residents that a comprehensive stormwater management plan has already been developed. The plan covers Meadowlands, Dobsonville, and Braamfischerville and is currently awaiting the allocation of funding for implementation.		**Sidewalks Improvement/Complete Streets** The complete street programme is slowly gaining traction and main arterial roads with high pedestrian traffic had been identified. Due to limited budget the programme had been severely affected. Awaiting additional funding.

40	Region D2	Construction of Sidewalks and Paving of Pavements in several streets within Meadowlands and the Orlando West/Phefeni area.	Residents have expressed concern regarding the lack of proper pedestrian infrastructure, which poses ongoing safety risks—particularly for schoolchildren, older persons, and people with disabilities. The absence of paved walkways also contributes to dust, soil erosion, and unsafe walking conditions during rainy seasons. 1. Meadowlands Area The community requests the installation of sidewalks and paving of pavements along the following streets: Heckroodt Circle Mabitsela Street Funani Street Twala Street Sanders Road Ndlovu Road Schreider Street Masilela Street 2. Orlando West / Phefeni Area Residents further request sidewalks and paved pavements along: Twala Street Sentso Street Monkoe Street Mabitsela Street We therefore respectfully urge the municipality to prioritise these infrastructure improvements as part of ongoing service delivery and urban development plans."	**Meadowlands Area**: The community requests the installation of sidewalks and paving of pavements along the following streets: Heckroodt Circle Mabitsela Street Funani Street Twala Street Sanders Road Ndlovu Road Schreider Street Masilela Street 2. **Orlando West / Phefeni Area** Residents further request sidewalks and paved pavements along: Twala Street Sentso Street Monkoe Street Mabitsela Street We therefore respectfully urge the municipality to prioritise these infrastructure improvements as part of ongoing service delivery and urban development plans."	**Sidewalks Improvement/Complete Streets** The complete street programme is slowly gaining traction and main arterial roads with high pedestrian traffic had been identified. Due to limited budget the programme had been severely affected. Awaiting additional funding.

41	Region D1	Urgent Upgrade of Stormwater Drainage System	The community wishes to formally raise an urgent request for the upgrade of the stormwater drainage system in the area. During recent heavy rainfall, numerous households experienced severe flooding, resulting in damage to property, safety risks, and continued hardship for affected families. Community members expressed concern that the current stormwater infrastructure is either outdated or inadequate to accommodate the increasing intensity and frequency of rainstorms. An official from the Johannesburg Roads Agency (JRA) informed residents that a comprehensive stormwater management plan has already been developed. The plan covers Meadowlands, Dobsonville, and Braamfischerville and is currently awaiting the allocation of funding for implementation. completed and verified."		**Stormwater Upgrade Programme & Stormwater Masterplans Completed** The area had been identified for bulk stormwater upgrade. And Soweto masterplans had been completed and costed. Awaiting funding for implementation
41	Region D1	Request an assessment and upgrade of the Sewer Line System.	Residents have reported that the sewer infrastructure is aging and increasingly unable to cope with current demand, resulting in frequent sewer bursts and spillages. The recurring sewage spillages pose significant health risks to learners, staff, and nearby households, and they contribute to environmental contamination and poor sanitation conditions. Considering these concerns, the community respectfully requests that Johannesburg Water urgently conducts a comprehensive assessment of the sewer line network and prioritises the necessary repairs or upgrades. Addressing this issue promptly is essential to safeguard public health, ensure a clean learning environment for local schools, and restore dignified living conditions for affected residents.	These incidents have been particularly severe along streets in Zone 3 to Zone 5, affecting areas surrounding several schools, including Tumang @ Tau Street, Zone3, Tumelo @ Mpolokent Str., Dzata @ Primary @ Sibasa Str., Mawila Primary @ Nthangeni/Mawila St., Lamula High @ Schraider Str., Masekhene, Tsogang P. @ Boikhutso Str., Veritas @ Phiriphiri Str., Letsibogo @ Motsetlha Str., Tshumbedzo P. @ Nkuna Str., and Tshizumba High, Tselelang P. @ Madubane Str. and Thutolore High @ Madube Str. Zone1.	**Sewer System** The JRA is not responsible for sewer system. Please refer to Joburg water

43	Region D2	Upgrdaing Stormwater Drainage System	The areas are facing recurring flooding due to an inadequate stormwater drainage system. The area is in a low-lying section of the landscape, causing water from surrounding higher areas to flow down, collect, and accumulate with nowhere to drain effectively. The existing infrastructure is insufficient to manage heavy rainfall, resulting in water pooling that damages property, disrupts road access, and poses safety hazards for residents. The situation is worsened by an insufficient number of kerb inlets (KIs), most of which are collapsed, leading to excessive water pressure during storms and severely restricting proper water flow.	Meadowlands Zone 7 & 8	**Stormwater Upgrade Programme & Stormwater Masterplans Completed** The area had been identified for bulk stormwater upgrade. And Soweto masterplans had been completed and costed. Awaiting funding for implementation
44	Region C	Tarring and maintenance of 61 gravel roads at extension2,7,9,10. The proposed tar roads must be properly designed and have a suitable budget			**Stormwater Upgrade & Routine Gravel Stormwater Maintenance Programme** This area form part of areas identified for bulk stormwater upgrade. In the meantime, the location had been included in the depot's routine stormwater maintenance programme.
45	Region D2	Upgrading of storm water drainage	Community Request: Stormwater Drainage System Construction and Upgrades. The community urgently requests the construction and improvement of the stormwater drainage system in several affected areas within the ward. During heavy rainfall, blockages in the existing system led to severe flooding.	particularly at the following locations: House No. 220 Nchare Street, were stormwater overflows directly into residential properties. The area next to the Fairprice building on Van Onselen consistently experiences surface flooding. Molete Street in Messi Park	**Stormwater Upgrade Programme & Stormwater Masterplans Completed** The area had been identified for bulk stormwater upgrade. And Soweto masterplans had been completed and costed. Awaiting funding for implementation
46	Region D1	Upgrading of Stormwater drainage system in Jabulani	Community request this as a priority because of decayed infrastructure, blockages, water channeling, damaged houses (flooding during rainy season) water to be channeled and identified wetland along Shenge & Maphumulo Dr)	Location at Koma rd & VakalisaSt, Koma rd and Shomayeli (known as Zikhali) St, Bendile rd (next to Pace SOS ERF 1339 and Maphumulo Drive))	**Stormwater Upgrade Programme & Stormwater Masterplans Completed** The area had been identified for bulk stormwater upgrade. And Soweto masterplans had been completed and costed. Awaiting funding for implementation
47	Region D1	Stormwater upgrade the whole of Ellias Mostoaledi (Indingilizi) & Paving of sidewalks (Mmila Road, iKwezi Drive, Passage at Luthuli & Molefe st, Ellias Motsoaledi & Main Road)	Community in need of this intervention because of the flooding (negatively affecting nearby residents), sewer blockages and issue of paving to accommodate Pedestrians walking along the mentioned roads.	The whole of Ellias Mostoaledi (Indingilizi) & Paving of sidewalks (Mmila Road, iKwezi Drive, Passage at Luthuli & Molefe st, Ellias Motsoaledi & Main Road).	**Stormwater Upgrade Programme & Stormwater Masterplans Completed** The area had been identified for bulk stormwater upgrade. And Soweto masterplans had been completed and costed. Awaiting funding for implementation

48	Region D1	Extension of the road at Cnr Main and Maimane Street Dobsonville ext 3.	Extension of the road at Cnr Main and Maimane Street Dobsonville ext 3. The residence no longer feels safe. The road has been used as dumping site; it will reduce traffic congestion and the high volume of cars and crime.	Cnr Main and Maimane Street Dobsonville ext 3	**Road Reconstruction & Stormwater Upgrades Currently On-Going** The work in Klipfontein View is currently on-going. Awaiting additional funding to complete the project.
50	Region C	Construction of a new bridge between Block 10 and Block 12 along Ratanang Street in Doornkop	This infrastructure intervention is aimed at providing a safe and reliable crossing point, reducing congestion, and mitigating risks associated with pedestrian movement in the area. The bridge will support improved mobility and access for residents, contributing to safer and more efficient movement within the community.	between Block 10 and Block 12 along Ratanang Street in Doornkop	**New Bridge Programme** The feasibility study to be undertaken. And if approved to be included in the list of new bridge for construction.
51	Region D1	Installation of the Stormwater drainage	to resolve the challenge of flooding and the erosion of the municipal infrastructure.		**Stormwater Upgrade Programme & Stormwater Masterplans Completed** The area had been identified for bulk stormwater upgrade. And Soweto masterplans had been completed and costed. Awaiting funding for implementation
56	Region F	Resurfacing Main Road and main streets in ward 56	Community argued that their road is neglected by JRA as reinstatement, excavation, potholes and trenches are not repaired to the standard, some problems stay for months. They feel that their safety is being sacrificed because some excavations hold water and kinds can drown in it. Prairie Street, Main Road and Geranium Street in Rosettenville.	Prairie Street, Main Road and Geranium Street in Rosettenville.	**Resurfacing Programme** Length of kilometres to be implemented subject to the final resurfacing 2026/27 budget allocated.
57	Region F	Road Resurfacing of the following roads within Ward 57 have been identified : - South Rand Road (starting from the South Rand area) - Landor Street (starting from Southern Street) - Outspan Road - Delmas Street (focusing on the section near the Council flats, opposite Montana Street) - Bertha Street (starting from Augusta Road) - La Rochenle area roads, 11th Street, 5th Street, and Johannesburg Street			**Resurfacing Programme** Length of kilometres to be implemented subject to the final resurfacing 2026/27 budget allocated.

58	Region F	Sewer System Upgrade in the Ward	The award is experiencing frequent sewer blockages and spillages due to overpopulation and outdated infrastructure. Main sewer lines are often blocked, causing spillages that affect surrounding households. The Johannesburg Roads Agency (JRA) has attended to the issue several times; however, the problem persists. There is also a need to regulate land use and zoning in informal and densely populated areas.	Affected Areas: - Cnr Krause & 1st Street, Jan Hofmeyer - Caroline & Verde Street, Jan Hofmeyer - Koedoe Street & Cnr Albertina Sisulu, Selkenhys Hostel - Church Street & Cnr Main Reef Road, Amalgam - Kruger Street & Dutoit, Langlaagte (by the school) - 1st Street & Gousblom, Jan Hofmeyer - Von Brandis & Cnr Schoeman, Langlaagte Expected Outcomes: - Improved sanitation and hygiene - Reduction in health risks associated with sewer spillages - Cleaner and safer living environment	**Sewer System** The JRA is not responsible for sewer system. Please refer to Joburg water
62	Region F	Reconstruction of Bruce Street between Twist and Claim Streets in Hillbrow.	The community needs this road to be Prioritized as it affects the movement of cars in the Ward.	Bruce Street between Twist and Claim Streets in Hillbrow.	**Road Reconstruction Programme** To be included in the list of road reconstruction. Awaiting additional funding to complete the project.
67	Region F	Road Resurfacing in Yeoville	The community has identified the resurfacing of key roads in Yeoville as a priority due to the deteriorating condition of road surfaces and increased traffic volumes in the area. The proposed sections for resurfacing include From Grafton and Webb Street up to the corner of Louis Botha Avenue; From Page and Kenmere Street extending to Louis Botha Avenue; and From Cavendish and Minor Street up to where the street meets Louis Botha Avenue. These routes serve as important access roads linking residential areas to main transport corridors, and their rehabilitation will improve mobility and road safety.	The proposed sections for resurfacing include From Grafton and Webb Street up to the corner of Louis Botha Avenue; From Page and Kenmere Street extending to Louis Botha Avenue; and From Cavendish and Minor Street up to where the street meets Louis Botha Avenue. These routes serve as important access roads linking residential areas to main transport corridors, and their rehabilitation will improve mobility and road safety.	**Resurfacing Programme** Length of kilometres to be implemented subject to the final resurfacing 2026/27 budget allocated.
71	Region C	The newly installed kiosks at the JG Strijdom Substation require a proper building and solid foundation to protect this critical equipment. Three roads—Cockspur,			**Electricity: Power & Grid System** The JRA is not responsible for power and related infrastructure. Please refer to City Power.

71	Region C	Rooihout and Biesie—have required resurfacing since 2017 and continue to deteriorate. Speed bumps are needed on Hyacinth near Weltevreden Primary School and on Krinkhout to improve pedestrian safety. In addition, traffic congestion continues to worsen, and the community requests the widening of JG Strijdom between Jim Fouché and John Vorster, as well as Jim Fouché from Hendrik Potgieter to Beyers Naudé.			**Resurfacing Programme** Length of kilometres to be implemented subject to the final resurfacing 2026/27 budget allocated.
73	Region E	Road Resurfacing – 12th Street (Orange Grove).	The section of 12th Street in Orange Grove, from 6th Avenue to Paterson Park, is in poor condition and now resembles a gravel road due to severe surface deterioration. The road is filled with potholes, which damage vehicles—particularly small cars—and create hazardous driving conditions. During rainfall, water accumulates on the road, worsening the situation and contributing to further erosion. To make the road passable, community members often fill the holes with boxes or other debris, which poses additional safety risks as vehicles may sink or get damaged when attempting to drive over these temporary fixes. Resurfacing this road will greatly improve safety, vehicle accessibility, and stormwater management, while restoring proper road conditions for both motorists and pedestrians.		**Resurfacing Programme** Length of kilometres to be implemented subject to the final resurfacing 2026/27 budget allocated.
75	Region E	Reconstrucion of 6th Avenue Road, Alexandra			**Road Reconstruction Programme** To be included in the list of road reconstruction. Awaiting additional funding to complete the project.
76	Region E	Construction of pedestrian crossing bridge, crossing from ward 76 to 81, crossing over Vincent Tshabalala Rd.			**Pedestrian Bridge Programme** The feasibility study to be undertaken. And if approved to be included in the critical list of bridge for construction. Awaiting budget allocation.

77	Region A	Upgrade of all gravel roads	The community requests the City of Joburg to upgrade all gravel roads in the ward, as many streets remain untarred. The poor road conditions affect accessibility and service delivery. The community urges the city to prioritize the tarring of all streets across Ivory Park. Location Ivory Park the whole ward.	Across Ivory Park	**Gravel Roads Upgrade Programme** The request for funding had been made and the length of kilometres will depend on the gravel roads & stormwater 2026/27 budget allocation. Before any implementation the JRA will consult the community before the project start.
77	Region A	Reconstruction of Ikusasa bridge	requests the City of Johannesburg to urgently reconstruct the Ikusasa Bridge. The bridge is unsafe, especially during the rainy season, as debris blocks water flow and affects nearby residents. The community emphasized that this issue has been pending for years and needs to be fast-tracked. Reconstruction will also restore vehicle access, as there is currently no alternative road in the area. Location: Kusasa	Location: Kusasa	**Bridge Reconstruction/Rehabilitation Programme** The bridge had been identified for rehabilitation. And included in the critical list of bridge for rehabilitation. Awaiting budget allocation.
78	Region A	Installation of Traffic Control Measures - Freedom drive.	The traffic congestion is a nightmare along freedom drive, more especially during rush hours - between 6:30am-7:40 and 16:30-18:30 weekdays. The community of ward 78 is pleading with the city to deploy JMPD to control traffic during those times. The community is also willing to take the initiative to control traffic themselves provided they get support from the city by providing proper training and supplying them with reflector vests.	The most affected streets are 29th September and Freedom drive, 16th June and Freedom Drive, Dlamini drive and Freedom drive, Masakhane druve and Freedom drive.	**Traffic Control Measures - JMPD** The JRA is not responsible for traffic control and pointsmen. Please refer to the JMPD.
83	Region C	The resurfacing of roads in the ward, critical roads are as follows: JG Strijdom between Jim Fouche and Haak n Steek on the side of the Palm court shopping centre.	The other side was done due to the excavations with the F46 Pipeline project, but the other side took huge strain and traffic and in desperate need of a refurbishment too.	JG Strijdom between Jim Fouche and Haak n Steek on the side of the Palm court shopping centre.	**Resurfacing Programme** Length of kilometres to be implemented subject to the final resurfacing 2026/27 budget allocated.
84	Region C	Maintenance of Roads in the Ward, most critical areas include Roodepoort West, Roodepoort CBD, Roodepoort next to Railway (Taxi Rank area)	potholes endangered motorist and pedestrians.	most critical areas include Roodepoort West, Roodepoort CBD, Roodepoort next to Railway (Taxi Rank area)	**Routine Maintenance Programme** The ward and indetified locations had been included in the routine maintenance programme.

86	Region B	Upgrading of a bridge at the corner of West and 5th Street in Greymont, which is currently **structurally compromised and at risk of collapsing**.	This bridge is a key access route for daily traffic, emergency vehicles, school transport, and elderly pedestrians.	corner of West and 5th Street in Greymont	**Bridge Rreconstruction/Rehabilitation Programme** The bridge had been identified for rehabilitation. And included in the critical list of bridge for rehabilitation. Awaiting budget allocation.
88	Region B	Resurfacing of Blackheath and Mountain View St, Emmarentia and Komatie Road			**Resurfacing Programme** Length of kilometres to be implemented subject to the final resurfacing 2026/27 budget allocated.
89	Region C	Rehabilitation of 9th avenue between Kessel and Smit Street. 13th avenue by Cliffview primary Rooisering street Weltevreden park, Constantia drive, Pauline Street, Edmund Street, and Panorama drive, and Golf club terrace Constantia kloof, Jim Fouche (between CDW and Lemoendoring Wetevreden park) needs resurfacing. Rooisering needs resurfacingnot able to patch anymore.			**Road Rehabilitation/Reconstruction Programme** To be included in the list of road critical roads for rehabilitation/reconstruction. Additional funding had been requested. Awaiting additional funding for roads added.
91	Region E	Streetlights installations - Alexandra between 1st Street and Vincent Tshabalala, London Road and Wynberg 2nd Street.			**Streetlights Installations - City Power** The JRA is not responsible for installation of streetlights. Please refer to the City Power.
92	Region A	Installation of speed humps in Kaalfontein (Ext 2A & Ext 5).	Residents of Ward 96 in the City of Johannesburg urgently need speed humps to curb dangerous driving and reduce the high risk of pedestrian accidents, particularly near schools and residential zones. Installing speed humps will enhance road safety, protect vulnerable groups such as children and the elderly, and promote a safer living environment for the entire community.		**Speed Humps/Street Calming Programme** To be included in the list of road street-calming programme. The roads with schools or community amenities/shops are prioritised therefore this request will be listed accoordingly. Funding is limited; therefore, additional funding had been requested.
93	Region A	Road Resurfacing resurfacing for Maxwell Drive (incomplete) and Embu Road	Both these roads have been listed on the IDP wish list since the 2018/19 financial year. These roads remain in poor condition, affecting mobility and safety. The resurfacing works should be prioritised and completed to address long-standing infrastructure backlogs in Ward 93.	Maxwell Drive (incomplete) and Embu Road	**Resurfacing Programme** Length of kilometres to be implemented subject to the final resurfacing 2026/27 budget allocated.

94	Region A	Road Reconstruction/Rehabilitation: Palamino Road in Kyalami AH	Road is in severe disrepair, making it difficult for vehicles to pass. Residents are requesting urgent resurfacing, drainage improvements, and curb reinstatement. Roads in Beaulieu and Crowthorne are also deteriorating, with some sections collapsing due to poor stormwater management. Insufficient drains are causing frequent flooding of nearby properties. This priority calls for immediate road rehabilitation and improved stormwater infrastructure to restore accessibility and prevent property damage.	Palamino Road in Kyalami AH	**Road Rehabilitation/Reconstruction Programme** To be included in the list of road critical roads for rehabilitation/reconstruction. Additional funding had been requested. Awaiting additional funding for roads added.
95	Region A	Road rehabilitation for Ndimatsheloni Street Dieplsoot Ext 1 & 8	Residents who have built shacks (encroached) on the spot where JRA needs to work have agreed to move when the project begins.	Ndimatsheloni Street Dieplsoot Ext 1 & 8	**Road Rehabilitation/Reconstruction Programme & Encroachment** The encroachment across CoJ has negative implications on service delivery response by the JRA. Awaiting law enforcement so that rehabilitation work can begin.
99	Region B	Resurfacing in Robindale roads, Mulbarton Road just up from trench approximatelt 30m wide, Eland comer at robin hills the whole road is washed away, Winston Avenue next to robin Robin hills.			**Resurfacing Programme** Length of kilometres to be implemented subject to the final resurfacing 2026/27 budget allocated.
103	Region E	Expansion and completion of Conrad Drive Bridge			**Bridge/Road Extension Programme** This is an on-going multi-year project. The completion of this bridge is subject to allocation in 2026/27 financial year. Awaiting budget allocation.
106	Region E	Cleaning and maintenance of stormwater drains across the ward.	as many are blocked, damaged, or missing Key Islands (KIs). These conditions lead to flooding, road deterioration, and unsafe driving conditions. Improved stormwater management and road infrastructure will reduce flooding, enhance mobility, prevent accidents, and prolong the lifespan of City assets. Traffic circles will enforce natural speed reduction, benefiting schools, businesses, and residents who use these routes daily.		**Stormwater Maintenance Programme & Flooding Hotspot** The area is part of the routine stormwater maintenance programme. In addition, the area is included in the flooding hotspots. The overall stormwater systems are being assessed in terms of capacity, with upgrading as permanent solution.

110	Region A	Provision of a second entrance into Mayibuye (Commercial Ext 34) at Cnr Theresa and Mastif Road. this second entrance will ease traffic congestion at Cnr Modderfontein and Theresa which is the only entry point or the only access into Mayibuye	The second entrance will ease traffic congestion at Cnr Modderfontein and Theresa which is the only entry point or the only access into Mayibuye		**Application/Approval of Main Entrances - Development Planning Function (DDP)** The function of approving main entrances to public/private properties is part of development control managed by the CoJ's Development Planning. Please refer to the relevant department.
110	Region A	Interrupted power supply			**Electricity: Power** The JRA is not responsible for power and related infrastructure. Please refer to City Power.
111	Region A	Rehabilitation of a Bridge at 12965/03 Lindokuhle South, Ivory Park, 1685.	The existing bridge is severely damaged and poses a serious safety risk, particularly for school children who cross it daily.	at 12965/03 Lindokuhle South, Ivory Park, 1685	**Bridge Reconstruction/Rehabilitation Programme** The bridge had been identified for rehabilitation. And included in the critical list of bridge for rehabilitation. Awaiting budget allocation.
111	Region A	Barricading of the River between Mphumelelo View and Park View	The water current becomes extremely strong, resulting in frequent flooding that damages nearby properties and endangers residents. In addition to flooding, the absence of proper barricades, embankment protection, and stormwater management infrastructure has made the area vulnerable to illegal dumping and criminal activities, including instances where bodies have been disposed of in the river.	in both Mphumelelo View and Park View.	**Stormwater Upgrade Programme & Stormwater Masterplans Completed** The area had been identified as flooding hotspot and stormwater upgrade. In addition, funding had been requested to address these challenges against the stormwater masterplans. Awaiting funding for implementation.
112	Region A	Four-Way Stop Installation – Milford Road & Seventh Road	A four-way stop is requested at the intersection of Milford Road and Seventh Road. Vehicles ascending Milford Road struggle to safely transition to Seventh Road or turn onto Fifth Road. The steep gradient on Milford and higher speeds on Seventh Road create a crash risk, while limited sight distance and reduced gap acceptance exacerbate the danger. Installing a four-way stop will reduce persistent crash risks for motorists and vulnerable road users.	Milford Road & Seventh Road	**Road Signage Programme** The request has been assigned to the road signage division to investigate and implement (if approved) Installation of road signage in on slope or intersection where all 4-vehicles/road users cannot view each other can behighly dangerous hence the traffic impact anlysis. If approved, the intersection will be included for implementation pending budget allocation.

116	Region E	Road Resurfacing and Replacement Road infrastructure has remained a major concern throughout all financial years. Partial resurfacing was implemented during 2022/23–2024/25, improving main access routes. The next phase (2025/26) focuses on completing outstanding internal roads, improving stormwater drainage, and ensuring periodic maintenance to extend road lifespan.			**Road Rehabilitation/Reconstruction Programme** To be included in the list of road critical roads for rehabilitation/reconstruction. Additional funding had been requested. Awaiting additional funding for roads added.
117	Region B	Road resurfacing for 4th Ave			**Resurfacing Programme** Length of kilometres to be implemented subject to the final resurfacing 2026/27 budget allocated.
119	Region G	Upgrading of Road infrastructure to include sidewalks on the Highway, N12, Cavendish and Stockwell Roads.	The adding of pedestrian sidewalks will provide a safe, dedicated space for pedestrians that will be separated from vehicular traffic	Highway, N12, Cavendish and Stockwell Roads.	**Road Upgrade-N12 Highway** The JRA is not responsible for rehabilitation of highways such as the N12.This is the responsibility of SANRAL. Therefore, the issues must be forwarded to SANRAL.
119	Region G	Construction of Stormwater Infrastructure on St. Martin in Slovopark, golden highway and stockwell road.	The construction of stormwater will allow water to be redirected to the channels and that will allow residence to cross over without fear of drowning on water.	The targeted area is ST Martin in Slovopark and close to Golden Highway and Stockwell Road.	**Stormwater Upgrade Programme & Stormwater Masterplans Completed** The area had been identified for bulk stormwater upgrade. And Soweto masterplans had been completed and costed. Awaiting funding for implementation
121	Region G	Construction of a Pedestrian Bridge between Ennerdale Ext 08 and Ennerdale Ext 05.	all the schools in the area that is prone to flooding in Ennerdale Ext 5 and scholars must cross the area to attend school		**Pedestrian Bridge Programme** The feasibility study to be undertaken. And if approved to be included in the critical list of bridge for construction. Awaiting budget allocation.
124	Region F	Refurbishment of roads, devilliers street from lindo yo main street. The community stated that the road is in a terrible state.			**Road Rehabilitation/Reconstruction Programme** To be included in the list of road critical roads for rehabilitation/reconstruction. Additional funding had been requested. Awaiting additional funding for roads added.
129	Region C	Tarring of Gravel Roads in Doornkop	The community of Doornkop requests the City of Johannesburg to upgrade existing gravel roads to tarred roads. Many streets in Blocks 1, 2, 3, 4, 5, and 8 remain untarred, resulting in poor road conditions, dust pollution, and accessibility challenges, especially during rainy seasons.		**Gravel Roads Upgrade Programme** The request for funding had been made and the length of kilometres will depend on the gravel roads & stormwater 2026/27 budget allocation. Before any implementation the JRA will consult the community before the project start.
130	Region D1	Construction of Storm water Drainage System was never established from the inception of this community. The area experiences a lot of flooding during the rainy season. This endangers people's lives and properties.	Storm water Drainage System was never established from the inception of this community. The area experiences a lot of flooding during the rainy season. This endangers people's lives and properties.		**Stormwater Upgrade Programme & Stormwater Masterplans Completed** The area had been identified for bulk stormwater upgrade. And Soweto masterplans had been completed and costed. Awaiting funding for implementation

132	Region A	Upgrading of intersections in Vorna Valley Area. The intersections at Harry Galaun and Albertyn, Harry Galaun and Norfolk, and Harry Galaun and 7th Road require slip lanes and widening.	Slip lanes and widening to improve traffic flow, safety, and reduce congestion in the area.		**Traffic Engineering Programme** Before, any introduction of slipways a feasibility study and/or traffic impact study must be conducted to ensure introduction of such measures do not exercebate the situation. Therefore, this request has been forwarded to our engineering section for investigation and possible implementation if approved. In the meantime, monitoring exercise has been implemented.
133	Region A	Upgrading of Gravel roads	There are more than more 60 gravel roads in Ward 133, that have still need to be constructed. Project includes tar roads, pavements and storm water.		**Gravel Roads Upgrade Programme** The request for funding had been made and the length of kilometres will depend on the gravel roads & stormwater 2026/27 budget allocation. Before any implementation the JRA will consult the community before the project start.
134	Region C	Construction of a Bridge on Aurole Road:	When it rains the dip road gets flooded and cannot be utilized. Cars get swept away. Aurole Road	Aurole Road	**New Bridge Programme** The feasibility study to be undertaken. And if approved to be included in the list of new bridge for construction.
135	Region D1	Installation of Storm water Drainage installation	The area gets heavily flooded during rainy season the area becomes flooded and residence are affected.		**Stormwater Maintenance Programme & Flooding Hotspot** The area is part of the routine stormwater maintenance programme. In addition, the area is included in the flooding hotspots. The overall stormwater systems are being assessed in terms of capacity, with upgrading as permanent solution.
95	Region A	Completion of a Bridge project Between Dieplsoot Ext 1 and Ext 4. T	This project has been started long time ago but is still awating completion. JDA have abondoned it without an explanation	Between Dieplsoot Ext 1 and Ext 4. T	**Bridge Construction-JDA Project** The JRA is not responsible for any bridge construction in Diepsloot. Therefore, this matter should be referred to the JDA for response.
97	Region C	Resurfacing of Christian de Wet MSS and JG Strydom MSS to prevent overloading and failures.			**Road Rehabilitation/Reconstruction Programme** The road had been included in the list of road critical roads for rehabilitation/reconstruction. Additional funding had been requested. Awaiting additional funding for roads added.
97	Region C	Resurfacing of Dariek Rd, Fiver Rd, Farthing Rd, Dubloon Rd, Dubbletjie Rd, Dragme Rd			**Resurfacing Programme** Length of kilometres to be implemented subject to the final resurfacing 2026/27 budget allocated.
101	Region C	Resurfacing of President Fouche and CR Swart	Resurfacing of President Fouche and CR Swart were due resurfacing in January 2024, the project was even introduced to th ecommunity. Capex Budget became unavailable thereafter.		**Resurfacing Programme** Length of kilometres to be implemented subject to the final resurfacing 2026/27 budget allocated.
102	Region B	Expansion of Conrad Drive Bridge			**Bridge/Road Expansion Programme** Conrad Bridge is an on-going multi-year project. The completion of this bridge is subject to allocation in 2026/27 financial year and beyond. Awaiting budget allocation.

105	Region E	Construction of Pedestrian Bridges in Identified Priority Locations:	Many school children and community members are exposed to danger when crossing busy roads, with several incidents of pedestrians being hit by vehicles reported. The identified locations experience high pedestrian traffic, particularly among school children. Immediate intervention through the installation or erection of pedestrian bridges will significantly reduce road accidents and improve community safety.	Identified Priority Locations: 1.Aldo Magano – Ext 9 2.Ext 10 – via Tsutsumane 3.Vincent Tshabalala Road – between Ward 105 and Ward 81 4.Vincent Tshabalala Road – into Alex Mall 5.Vincent Tshabalala Road – near Bovet and Iphutheng Primary Schools 6.Bird Sanctuary area – adjacent to Skeen Primary School, Ext 10 7.South Africa Boulevard – behind Skeen Primary School	**Pedestrian Bridge Programme** The feasibility study to be undertaken. And if approved to be included in the critical list of bridge for construction. Awaiting budget allocation.
2	Region G	Resurfacing and Upgrade of Road including sidewalks and storm water management) at Lakeside Extension 2.	Community mentioned the streets that needs Upgrade of gravel road and sidewalk and stormwaters at the following street names: Ematimatolo street, Chibibi street, Mpumalanga Avenue, Agikhathali street, Kwa maxolo street, northern cape avenue, Noulwini street, Endabanha street. Community said during rainy season the gravel road is Muddy and inaccessible to the motorist and scholar Children have difficult when they must go to school. Other roads have boulders and criminal hide there to mag community and school children and is not safe. The community also highlighted that other houses become flooded with water and sewer as the is no storm water drainage system, Emergency management vehicle can't access the road because of the condition of the gravel road is terrible. Community had to meet halfway or walk to the nearest accessible road. Community said sidewalk is also needed at Entire Lakeside Extension 2	Lakeside Extension 2.	**Resurfacing Programme** Length of kilometres to be implemented subject to the final resurfacing 2026/27 budget allocated. **Sidewalks Improvement/Complete Streets** The complete street programme is slowly gaining traction and main arterial roads with high pedestrian traffic had been identified. Due to limited budget the programme had been severely affected. Awaiting additional funding

6.2 Public Safety Strategy

The Johannesburg Roads Agency (JRA) contributes to the City of Johannesburg's Public Safety Strategy through proactive identification, investigation, and mitigation of road-related safety risks across the municipal road network.

In supporting safer mobility and reducing the occurrence of traffic-related incidents, JRA undertakes targeted road safety investigations in areas identified as high-risk through community complaints, JMPD reports, incident trends, stakeholder referrals, and other credible sources indicating potential safety concerns.

Through these interventions, JRA seeks to strengthen evidence-based road safety planning, improve responsiveness to identify public safety risks, and support coordinated interdepartmental efforts aimed at reducing traffic incidents and improving road user safety.

To measure its contribution toward the City's public safety outcomes, JRA will monitor:

- The total number of safety investigations conducted in identified high accident or high-risk areas; and
- The percentage of road safety investigations conducted against the total number of requests or complaints received relating to high accident areas.

These indicators are intended to measure JRA's responsiveness to identified road safety concerns and its contribution toward creating a safer and more resilient urban road environment within the City of Johannesburg.

6.3 Asset Management Governance

The Johannesburg Roads Agency (JRA) recognises that reliable, safe, and well-maintained transport infrastructure is fundamental to enabling mobility, economic activity, public safety, and service delivery across the City of Johannesburg. The 2026/27 Integrated Development Plan (IDP) Review and the City's Infrastructure Asset Management Improvement Programme (IAM-IP) therefore present a critical opportunity to strengthen infrastructure governance, improve lifecycle management practices, and address historical infrastructure renewal backlogs within the City's road and stormwater network.

JRA acknowledges the increasing pressure on road infrastructure arising from ageing assets, growing mobility demands, constrained fiscal resources, and historical maintenance backlogs. In response, the Agency is committed to progressively strengthening its Infrastructure Asset Management (IAM) capability through improved planning, asset data management, maintenance prioritisation, infrastructure renewal, and evidence-based investment decision-making.

In alignment with the City's Infrastructure Asset Management Policy, the Joburg Infrastructure Plan, and related directives issued by the Office of the Group Chief Operating Officer (OCOO), JRA will continue to institutionalise infrastructure asset management practices that integrate:

- Strategic infrastructure planning and service delivery priorities;
- Asset lifecycle management and renewal planning.
- Capital investment and operational budgeting.
- Infrastructure project preparation and delivery; and
- Infrastructure performance monitoring and governance oversight.

The JRA commits to implementing the following key directives over the 2026/27 MTREF period:

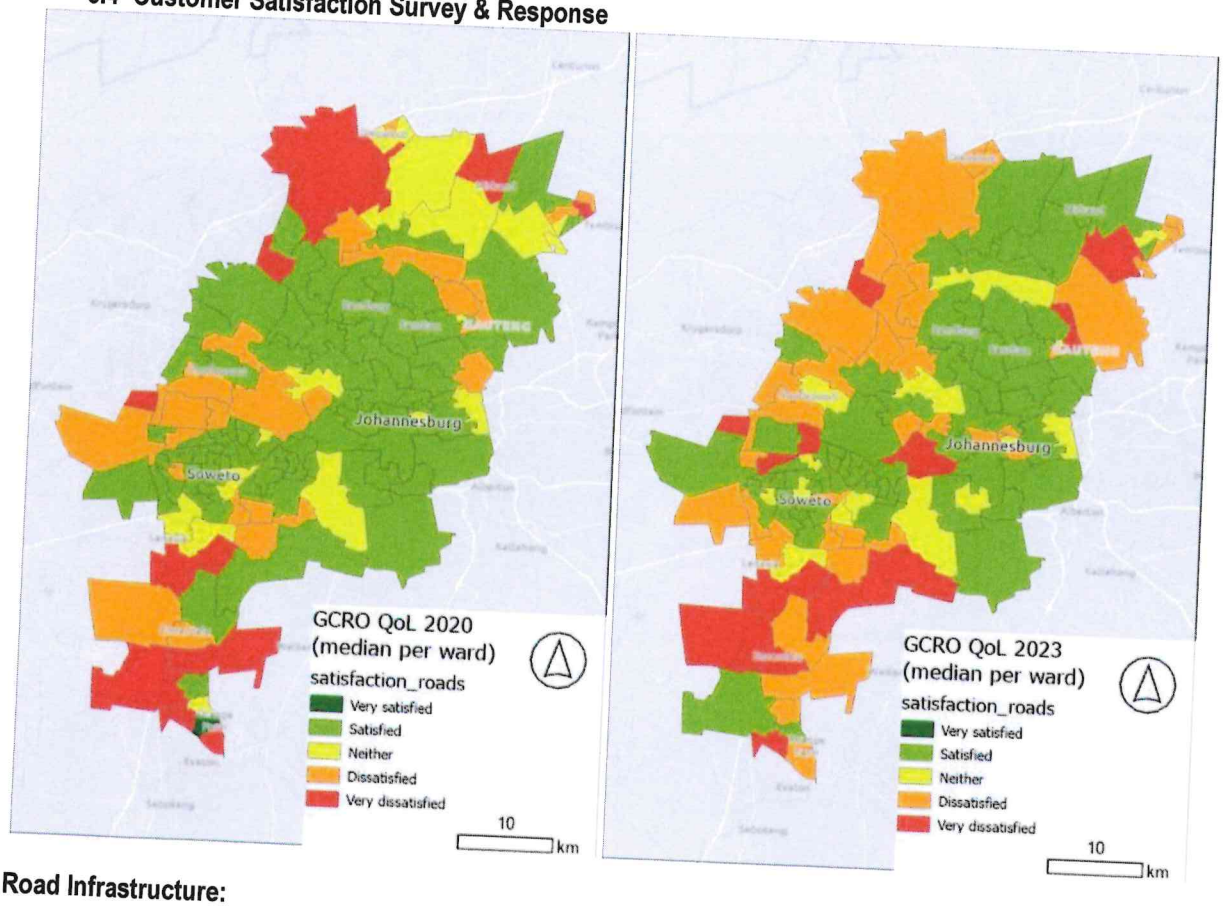
Implementation and progressive enhancement of the JRA Infrastructure Asset Management Plan (IAMP) in alignment with the CoJ Group Asset Management Plan Guideline; and Progressive alignment and integration of JRA infrastructure asset data into the Consolidated Group Infrastructure Asset Register (CGIAR).

Through these initiatives, JRA aims to improve the reliability, completeness, and strategic use of infrastructure information to support evidence-based planning, prioritised maintenance, capital renewal programmes, operational efficiency, audit readiness, and long-term infrastructure sustainability.

Consistent with the principles of the Joburg Infrastructure Plan, JRA will prioritise investment in the renewal, rehabilitation, and preservation of existing road and stormwater infrastructure assets to improve infrastructure reliability, service continuity, road safety, and network resilience across the City.

The Agency remains committed to improving infrastructure governance maturity, strengthening compliance with applicable infrastructure management frameworks and standards, and contributing to the City's long-term developmental and infrastructure sustainability objectives.

6.4 Customer Satisfaction Survey & Response



Road Infrastructure:

Recent Change in Median Satisfaction

The change in median satisfaction per ward refers to the difference in the middle (median) satisfaction score within each ward over the period 2020 to 2023. The median score has been mapped below. The maps below indicate wards from very dissatisfied (red) to very satisfied (dark green) - for this analysis only very dissatisfied (red) and dissatisfied (orange) wards have been isolated and

identified, these include: wards: 1, 2, 4, 6, 7, 8, 10, 13, 17, 18, 32, 37, 50, 59, 60, 61, 62, 63, 64, 68, 69, 71, 75, 76, 77, 78, 80, 82, 85, 95, 96, 97, 98, 100, 101, 105, 107, 110, 113, 114, 119, 120, 121, 122, 126, 127, 128, 129, 131, 133, 134, 135.

Wards to be Prioritized for Intervention

The following wards 69, 10, 18, 32, 61, 63, 97, 114, 134 are to be prioritized for intervention regarding roads services subject to budget allocation. These wards have been identified based on the latest data, reflecting both the highest rates of change in dissatisfaction and the most significant shifts in public sentiment toward roads service delivery.

6.5 Improved Perception Management & Response

Strategic Pillar	Strategic Objective	Statement	High-Level Activities (Projects/Programmes)

Reputation Management	Improve perception of the organisation (External & Internal)	The JRA does not have a good external reputation, this is due to too many defects on our roads however, through various programmes such as Operation Restore as well as Traffic Signal partnerships, there has been a more positive perception of the organisation as visible service delivery is always on-going.
		
		Stability in JRA Leadership has also proved to be a positive contributor to the positive external perception and reputation of the organisation.
		
		PR & SE strives to re-position the JRA and change the perception of organisation to the residents of the city.
			• Showcasing efficiency, innovation, and sustainability
			
			• Customer service and interactive feedback channels as well as community engagements
			
			• Develop and implement Communication Plans and Stakeholder engagement plans
			  ○ Media engagements such as Press Conferences & the issuing of Press Releases
			  ○ Executive Profiling
			  ○ Partnerships
			  ○ Crisis Management & communication
			
			• Introduction of a user-friendly App with real-time updates, road condition alerts, incident reporting and feedback mechanism.

7. STRATEGIC ANALYSES

7.1 Service Delivery

7.1.1 Background of the Roads Asset Management System (RAMS)

The RAMS is used for managing accurate inventories of all the road data assets, valuation of condition of road assets and based on the condition, prepare the maintenance (Structural Maintenance) and rehabilitation programmes and identify the relative budgets required to keep the infrastructure at acceptable standards. The respective JRA departments, i.e., Infrastructure Development (ID), Mobility & Freight (M&F), Regional Operations (RO) will then execute the implementation of the maintenance programmes based on the actual allocated budgets per annum.

The Roads Asset Management System Unit is within the Planning Department of JRA. The unit is responsible for managing road asset management systems namely,

1. Geographic Information System (GIS)
2. Pavement Management System (PMS)
3. Bridge Management System (BMS)
4. Storm Water Management System (SW-MS)
5. Traffic Road Signs Management System (TRS-MS)
6. Catchment Management Systems (C-MS) Dams, weirs, and rivers
7. Electronic Document Management System (EDMS)
8. Sidewalk Management System (SMS2)
9. Johannesburg Strategic Infrastructure Platform (JSIP)

The RAMS Unit has been affected by severe underfunding in the past, resulting in most functions of the Unit not functioning optimally. The Unit operates on an average of Level I as per Technical Methods for Highways 22 (TMH 22) – Road Asset Management Manual.

RAMS Unit is supposed to managing eight road and related infrastructure data systems as per the Standard Operating Procedure (SOP), however four are not functional making the Unit to have 62,5% partially to active functioning systems. This poses a serious concern on infrastructure planning and organisational decision making, specially making informed decisions related to finding support to motivate for adequate operational budgets to maintain its existing infrastructure optimally.

The table below indicates the functionality status of the systems that are currently managed by the JRA.

Table 3:

SYSTEM	FULLY ACTIVE	PARTIALLY ACTIVE	NOT ACTIVE	COMMENTS
GIS		√		The system i.e., Software & hardware is very old, and not all assets have been captured on it.
PMS		√		There is no system, i.e., Software/Dashboard being used to analyze data efficiently. Data is captured and managed on MS Excel spreadsheets.
BMS		√		The license with CSIR Struman BMS has expired such that some functionalities cannot be accessed.
SWMS		√		There is no system, i.e., Software/Dashboard being used to analyze data. Data is captured and managed on MS Excel spreadsheets.
TRS-MS			√	The section was introduced last year, 2022 and the specification to get it on is awaiting advertisement.

SYSTEM	FULLY ACTIVE	PARTIALLY ACTIVE	NOT ACTIVE	COMMENTS
EDMS			√	The section was introduced last year, 2022, and the project is on implementation.
SMS2			√	The section has not been introduced yet.
C-MS			√	The section has not been introduced yet.
JSIP	√			The system is not managed directly at the RAMS Unit, however the RAMS Unit inputs data on it.

The tables below further detail the conditions under which each section is operating, most importantly underfunded systems and their estimated funding required.

Table 4:

SYSTEM	PEOPLE	DATA	SOFTWARE	DATA	*CURRENT ∑ANNUAL BUDGET	ESTIMATED ∑REQUIRED FUNDING
GIS	√	√	√	√	R 0 m	R 25 m
PMS	√	√		√	R 1 m	R 30 m
BMS	√	√		√	R 1 m	R 50 m
SMS1		√			R 0 m	R 20 m
TRS-MS	√				R 1 m	R 15 m
EDMS					R 0 m	R 10 m
SWMS					R 0 m	R 15 m
C-MS					R 0 m	R 15 m
JSIP	√	√	√	√	TBC	
TOTAL					**R 3 m**	**R165 m**

**The average annual budget is based on the OPEX budget.*

More people are needed in the RAMS Unit who will account on the systems that have no warm bodies. Budget needs to be availed to collect all JRA infrastructure as the saying goes *"You cannot manage what you do not know"*. Given the quantity and complexity of the JRA assets, software becomes very critical to enable efficient decision making relating to the assets of organization. This will also have to account for the continuous upgrades required on the various software packages this Units works with. RAMS Unit, what is supposed to be the heart of the organization, acts as a consultant to the implementing departments, as a result at least 10% of the budget of all the implementing departments should be allocated to the RAMS Unit to function optimally. The current budget allocation amounts to approximately 1% of the required budget.

Below are critical system(s) that are needed by the JRA,

- Wayleave Management System (WMS)

7.1.2 Current data on the status of infrastructure assets

The CoJ roads network is 13 599 km (Surfaced and unsurfaced). The good to very good road infrastructure deteriorated from 52% to 45% and poor to very poor increased from 27% to 32%. Further 23% of the network require resurfacing & 72% require reshaping & re-gravelling.

Table 5:

INFRASTRUCTURE	BACKLOG (billions)	RISK TO COMMUNITY
Roads	R 10.4 *(class 3 and 4 roads ONLY)* R 27.3* *(class 5 and 6 roads estimate)*	Deterioration of minor arterial and collector routes and economic slowdown
Bridges	R 16	Aging structures may cause safety risk (i.e. loss of life) & economic slowdown.
Catchments, Dams & Stormwater	R 61,2	Flooding of homes and loss of life, water security, climate adaptation, and Risk Management.
Sidewalks	R 2	Pedestrian safety e.g. loss of life due to car accidents
Traffic Signals	R 0,37	Accidents and or loss of life
As of 2017	**R 115.3**	

7.1.2.1 Geographic Information System (GIS)

Table 6:

ASSET DATABASE	CONFIDENCE LEVEL (%)	LAST UPDATE	TMH 22 LEVEL
Bridges	50	2021	Level I
Roads	50	2015	Level I
Road Asset Furniture	65	2015	Level I
Road Signs	0,5	2005	Level I
Sidewalks	25	2015	Level I
Traffic Signals	85	2021	Level I
Stormwater Conduits & Culverts Subsurface	15	1997	Level I
Stormwater Assets	70	2015	Level I
Dams	15	2007	Level I
Rivers	0,5	1997	Level I
Major Culverts	0,5	2003	Level I

**As of April 2022*

7.1.2.2 Pavement Management System (PMS)

Table 7:

Region	Planned km of Road as per JRA GIS data	Total km of Major Roads (Class 3 & 4) (As per site inspection)	Total km of Major Roads to be treated (Class 3 & 4) (as per inspection outcome)	Percentage Inspected to Date	Total Replacement Costs (R)
Region A	51	102	450	100% Complete	R 2,81 billion
Region B	118	270	176	100% Complete	R1,474 billion
Region C	120	270	317	100% Complete	R1,207 billion
Region D	73	288	408	100% Complete	R0,9951 billion
Region E	150	230	249	100% Complete	R1,184 billion
Region F	310	449	132	100% Complete	R2,006 billion
Region G	20	284	103	100% Complete	R0,6827 billion
			1835		**R10,359 billion**

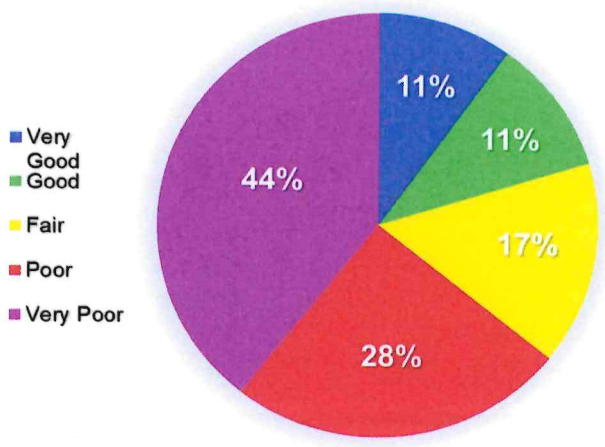
**As at 2019/20*

The table below summarizes the City's condition of the roads, Class 3 & 4.

Table 8:

CONDITION	CONDITIONAL ASSESSMENT (%)	LENGTH (KM)
Very Good	11	1 980
Good	15	2 700
Fair	10	1 800
Poor	40	7 200
Very Poor	24	4 320
	TOTAL	**18 000**

The pie chart below summarizes the City's condition of the gravel roads.



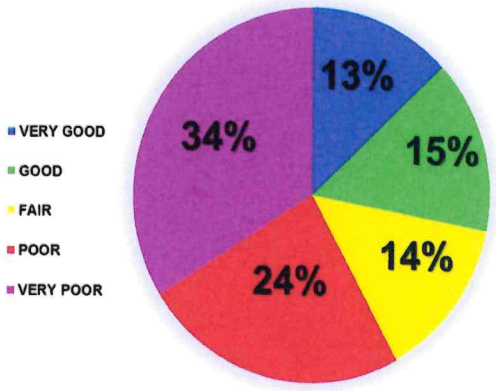
7.1.2.3 Bridge Management System (BMS)

The table below summarizes the City's condition of bridges.

CONDITION	2016/17	NUMBER OF BRIDGES
VERY GOOD	2,44%	22
GOOD	3,33%	30
FAIR	15,85%	143
POOR	61,75%	557
VERY POOR	16,63%	150
TOTAL		902

7.1.2.4 Storm Water Management System (SWMS)

The pie chart below summarizes the City's condition of the gravel roads.



7.1.2.5 Traffic Road Signs Management System (TRS-MS)

Currently there is no conditional assessment work that has been done in this section, tender for traffic signals conditional assessment is awaiting advertisement.

7.1.2.6 Electronic Document Management System (EDMS)

Currently no work has been done in this section, a service provider has been appointed to develop the system, and the project is on implementation.

7.1.2.7 Sidewalk Management System (SMS2)

Currently no work that has been done in this section due to financial constraints.

7.1.2.8 Johannesburg Strategic Infrastructure Platform (JSIP)

The system is not directly managed by the RAMS Unit; however, RAMS does input information on new and continuation of projects.

7.1.3 RAMS Unit Challenges

- Underfunding of RAMS programme which compromises the infrastructure planning processes and organizational decision making.
- Partially – not active systems that result in inefficient infrastructure planning.
- Unknown road infrastructure assets as result of budgetary constraints.
- Insufficient data on deteriorating infrastructure to enable proactive planning.

7.1.4 Roads Asset Management System (RAMS) Unit current and future projects

The RAMS Unit will only be implementing projects under four out twelve infrastructure asset categories as seen below. That accounts for 33, 3% of infrastructure asset categories that are being attended. Eight infrastructure asset categories have not been attempted due to insufficient budget.

Table 9:

PROJECT(S)	BSC	ADVERT	BEC	BAC	APPO	HANDOVER TO IMPLEMENTING DEPARTMENT	COMMENTS
CURRENT PROJECT(S)							
BRIDGES Visual Inspections & Detailed Designs							
Programme Management Contract	√	√	√	√	√	√	
West Rd	√	√	√	√	√		
Phakoe	√	√	√	√	√		
Elias Motsoaledi	√	√	√	√	√	√	
Heldekruin	√	√	√	√	√	√	
Pierre	√	√	√	√	√		

Buccleuch	√	√	√	√	√	√	
Maphumulo	√	√	√	√	√		
Mastiff	√	√	√	√	√		
Kilburn	√	√	√	√	√	√	
Rissik	√	√	√	√	√		
M1 Abutments	√	√	√	√	√		
ROADS Visual Inspections	√	√	√	√	√		
TRAFFIC SIGNALS	√						
STORMWATER ASSETS Visual Inspections	√	√	√	√	√		
FUTURE PROJECT(S)							
ROAD SIGNS							No projects due to insufficient budget.
SIDEWALKS							No projects due to insufficient budget.
ROAD ASSET FURNITURE							No projects due to insufficient budget.
STORMWATER CONDUITS & CULVERTS SUBSURFACE							No projects due to insufficient budget.
DAMS							No projects due to insufficient budget.
RIVERS							No projects due to insufficient budget.
MAJOR CULVERTS							No projects due to insufficient budget.
WAYLEAVE MANAGEMENT SYSTEM							No projects due to insufficient budget.

7.2 Infrastructure Planning and Rehabilitation

7.2.1 Infrastructure Maintenance Backlog and Financial Implications

The Johannesburg road network comprises approximately 12,526.90 km of surfaced roads, which are assessed through the Pavement Management System and visual condition assessments to determine the structural condition of the network. The analysis indicates that while a portion of the network remains in very good to good condition, a significant share has deteriorated to fair, poor, and very poor condition, primarily due to ageing infrastructure, increasing traffic volumes, environmental exposure, and historical funding constraints.

Roads - Condition Costs

Roads classified in fair condition (approximately 2,881 km) require preventative maintenance interventions such as resealing to preserve their structural integrity and prevent further deterioration. If these interventions are delayed, the cost of maintenance increases significantly as roads transition into the poor and very poor categories, where more extensive rehabilitation or full reconstruction becomes necessary.

The analysis further indicates that approximately 3,006 km of the network is currently classified as poor, while 1,002 km falls within the very poor category. Roads within these categories typically require major rehabilitation or full reconstruction interventions due to structural pavement failure. These interventions carry substantially higher costs compared to preventative maintenance. For example, preventative resealing interventions are estimated at approximately R1.7 million per kilometre, while rehabilitation interventions are estimated at approximately R10 million per kilometre, and full reconstruction interventions can reach approximately R15 million per kilometre, depending on the structural condition and engineering requirements of the road.

The increasing proportion of the road network falling into poor and very poor condition highlights the growing infrastructure maintenance backlog faced by the City. Without sustained and adequately funded preventative maintenance programmes, a larger portion of the network will continue to deteriorate, resulting in significantly higher long-term rehabilitation and reconstruction costs. Proactive maintenance investment is therefore critical to preserving existing road assets, improving mobility, supporting economic activity, and ensuring the long-term sustainability of the City's transport infrastructure.

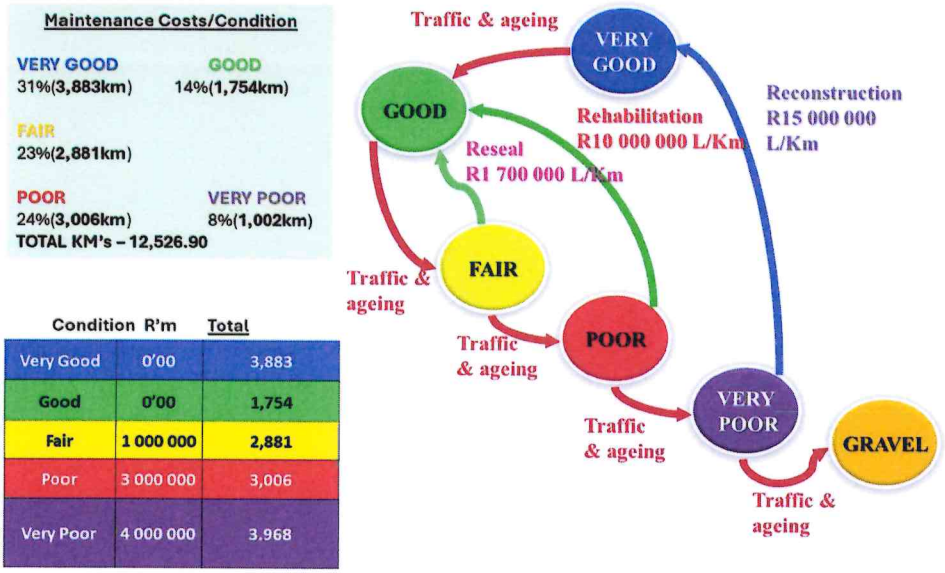


Diagram 2: Road Infrastructure Lifecycle Condition Cost

7.2.2 Stormwater Infrastructure & Stormwater Management (SWM)

Stormwater infrastructure planning programmes within the CoJ involve the:

- Stormwater Masterplanning Programme
- Rehabilitation of Aging Stormwater Infrastructure on its network which led to collapse of roads infrastructure as well as habitable structures where servitudes run through or very close past properties.
- Capacity improvements on the existing stormwater network due to densification, to curb the flooding in hotspot areas, while providing the required alleviation and managing risk within the CoJ.
- Provision of new stormwater infrastructure in areas where no provisions have been made for such infrastructure.
- Catchment Management – river rehabilitation, erosion protection, flood risk management (flow meters, early warning systems, volume meters, etc.) and dam management (structural Integrity) of all registered and unregistered dams.

The programmes are integrated with asset management systems and informed by IDP needs for provision of efficient infrastructure using the best management principles.

7.2.2 Stormwater Masterplanning as part of the Stormwater Management

The Stormwater Masterplanning study forms the core part of the drainage management system. The study determines scientifically; the run-off generated from each sub-catchment and calculates the required Minor and Major drainage systems up to a point where run-off is discharged into a natural low point and watercourse. The study further assesses the efficiency of such a system and proposes upgrades and improvements. The stormwater masterplan principle is applied in built up areas without adequate drainage systems to provide required links, future connection points, and to reserve future servitudes.

Due to limited information available on the Asset Management System, there are areas where the Stormwater Masterplan could not be calibrated against the existing infrastructure, thus, this will have a major impact on the costing of any new Stormwater Infrastructure in the future. This means that if flooding or any short shortcoming is identified in any area in the city, the point of departure to address such a problem would be to conduct a visual inspection first and use the data to calibrate it against the Stormwater Masterplan.

Completed SMP studies guide the upgrade requirements of the stormwater network, making them a core tool for stormwater infrastructure planning. The table below provides list of area where SMP's have been completed within CoJ.

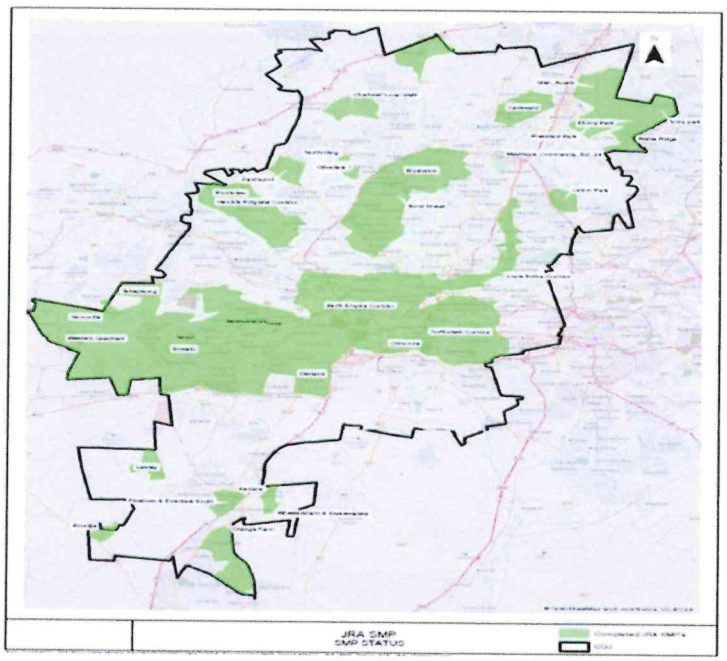
Table 10: **Areas with Completed Stormwater Masterplans**

CoJ AREAS WHERE STORMWATER MASTERPLANS HAVE BEEN COMPLETED		
Region	**Ward Number**	**Suburb Names**
Region A	92	Glen Austin
	111, 77, 78, 79	Ivory Park
	110	Mayibuye Commercia
	112	Carlswald
	96	Chartwell
	110	President Park
	111	Ebony Park
	80, 110	Rabie Ridge
	92, 111	Kaalfontein
	113,95	Diepsloot
Region	**Ward Number**	**Suburb Names**
Region B	104	Bryanston Corridor
	104	Randburg Corridor
Region	**Ward Number**	**Suburb Names**
Region C	115	North Riding
	128	Tshepisong
	114	Zandspruit

	44	Braamfischerville
	89, 97, 126	Hendrik Potgieter Corridor
	101	Olivedale
	97	Poortview
	100	Cosmo City
Region	**Ward Number**	**Suburb Names**
Region D	11,12,13,14,15,16,18,19,20,21,22,23,24,25,26,27,28,30,31,33,34,35,36,37,38,39,40,41,42,43,45,46,47,48,49,51,52,130	Greater Soweto (All Suburbs)
	24	Devland
	53	Western Quadrant
	53	Slovoville
Region	**Ward Number**	**Suburb Names**
Region E	66,67,72,73,74,91,107,108,109	Louis Botha Corridor
	32	Linbro Park
	104	Ferndale Bond Street
	75,76,105,107,108,116,32	Alexandra, East bank and Far East Bank
Region	**Ward Number**	**Suburb Names**
	66	Greater Bezuidenhout Area
Region F	59	Oakdene
	55,56,124	Turffontein Corridor
	55, 54	Robert sham /Ormonde
	125	Ormonde View
	58,68,82,86,87,88	Empire Perth Corridor
	68,82,86,87,88	Joburg Inner City
Region	**Ward Number**	**Suburb Names**
Region G	7,6	Finetown Ennerdale South
	6	Weilers Farm
	5	Poortjie
	3	Orange Farm
	121	Lawley
	6	Kanana Park

The table below provides list of area ongoing SMP studies and future planned areas within CoJ.

CURRENT AND PLANNED STORMWATER MASTERPLAN AREAS		
REGION	**WARD NUMBER**	**SUBURB NAME**
Region E	81	Greater Rembrandt Park and Lombardy East/West Area (Study in Progress)
Region G	120,121	Greater Ennerdale Area (Study in Progress)
Region G	8,9,10	Lenasia (Study in Progress)
Region G	122	Zakariya Park (Planned)
Region G	18,17	Eldorado Park (Planned)
Region B	102	Bordeaux (Planned)



7.2.3 Rehabilitation of Aged and Incapacitated Infrastructure as part of the Stormwater Management

The programme entails provision and capacity upgrading of the inadequate stormwater network to curb the flooding while providing the required alleviation within the CoJ. The upgrades informed by stormwater management system, Stormwater Masterplanning programme and further technical assessments such as Topographical Survey, Geotechnical Investigation, Service Detections Land Acquisition Process as well as Environmental Compliance studies and applications.

The table below, lists the projects where designs have been completed and construction funding is required to implement solutions to provide efficient infrastructure and alleviate flooding thus improving the livelihood of the communities.

Table 11:

AGED AND INCAPACITATED STORMWATER INFRASTRUCTURE PROJECTS			
Project Name	**Project Details/Description**	**Estimated Construction Cost**	**Impact/ Risks**
Stormwater management in Ormonde view (Typhoon Street)	Flooding alleviation, upgrading of existing infrastructure and new outfall stormwater pipe. Designs completed, construction budget to be sourced.	R 25 000 000.00	Constant flooding and damage of residential properties. Possible litigation to the city.
Flooding intervention and alleviation in Far East Bank - Alexandra	Upgrading and new pipes as recommended by Stormwater master planning study. ID in the process of implementing the project.	R 160 000 000.00	Constant flooding and damage of residential properties. Possible litigation to the city.
Rehabilitation of aging Stormwater culverts in Orange Grove	Two bulk Stormwater Culverts with estimated to been constructed over a century ago, traverses residential and commercial properties. Assessment and analysis of the extend of the failing stormwater culvert with associated tests. Establish viable and alternative solutions to remedy the root cause of the failure and rehabilitate the culverts	R 150 000 000.00	One residential property caved in the collapsed section of the failing culvert. More collapse of residential properties cannot be ruled out.
Flood alleviation and diversion of stormwater channel from residential property in Antrim Road, Meredale	Stormwater management for flooding property due to open stormwater channel bypassing their property. Localized stormwater master planning for hydrological and hydraulic assessment of the infrastructure.	R 20 000 000.00	Damage to property with possible collapse should the flooding not be resolved.
Phiri Street	Stormwater Servitude Widening and Registering Upgrading of existing infrastructure.	R 5,000,000.00	Residential house located on the natural stormwater pathway. Constant flooding of the habitable spaces Property and human life at risk
Naledi Ext2 Stormwater management	Upgrading of existing stormwater infrastructure upstream of PRASA servitude and within Naledi Ext 2	R 110 000 000.00	Flooding of residential Properties
Senaone: Umvoti Street	The Stormwater pipeline in Umvoti Street will be extended to start at Stand no. 1819/1830 and upgrade as proposed by stormwater masterplan study in the area. A kerb inlet will be constructed adjacent to Stand 1882, this will intercept the excess runoff from Umphambanyoni Street and alleviate the constant flooding of the properties	R 14 000 000.00	Flooding of residential properties
Phiri: Mabalane Street, from Johannes Street to Manotshe Street	Construction and upgrading of the existing system to eliminate road accidents as well as to improve traffic flow during the rain events, by constructing new stormwater pipes on Mabalane Street from Phiri Library up to the discharge point at the stream. Constructing of stormwater pipeline on Mabalani from Umhlali Street, into Umgeni Road pass Koma Road to discharge into an Open Channel	R 28 000 000.00 (Phase 1: construction in progress, Finishing September 2022. Phase 2 to be implemented once phase 1 is complete and depending on budget availability)	Traffic flow impacted during rain events and increased Road accidents
Orlando East: Rathebe Passage	Erecting of 1.8m high lockable gates fixed to the existing residential boundary walls, to reduce illegal dumping on the passage, but allowing access for maintenance purposes and stormwater to flow up to the inlet structure	R 2 000 000.00 (Construction in progress)	Flooding of BRT station and surrounding properties
Jabavu - Diokane Street	Upgrading of the existing S/W infrastructure, from Klaas Street up to the existing culvert located on Maliza Street, reduce flooding on Diokane Street. The culvert needs to be upgraded as well for optimized stormwater conveyance.	R 8 000 000.00	Flooding of residential properties

AGED AND INCAPACITATED STORMWATER INFRASTRUCTURE PROJECTS			
Project Name	**Project Details/Description**	**Estimated Construction Cost**	**Impact/ Risks**
Aging stormwater culvert at Roedean School Life at stake if collapses	Rehabilitation of aging stormwater culvert traversing habitable properties. the school repaired the first critical section that collapsed at the driveway. Further repairs still required.	R 55 000 000.00	Possible sinkholes and collapse of properties. possible loss of life as the remaining section is still within the school premises.
Stormwater management in Denver informal settlement	A bulk stormwater open channel traverses the informal settlement. the channel is eroded and collapsed floors and requires urgent repairs or conversion for the safety of the resident	R 40 000 000.00	Possible loss of life, constant flooding of properties.
Eroded open channel between factories and open field in Region F	Rehabilitation of the open channel that exposes foundation of the factory building	R 15 000 000.00	Damages to private commercial properties.
Improvements of Safety provision for Braamfischerville channel	Construction of three pedestrian bridges across the channel and construction of obstruction fence around the channel.	R 14 000 000.00 (Phase 1, Fencing is completed in 2020/2021 FY. Waiting for Budget to implement Phase 2: the pedestrian bridges) to be implemented in 2022/2023 depending on budget availability	Drowning of residents crossing the channel during and after heavy storms
Stormwater management at Kersieboom St in Ormonde	Flooding of residential properties due to insufficient stormwater infrastructure and the outlet structure that is not daylighting into the stream.	R 5 000 000.00	Constant flooding of properties
Groundwater and stormwater management in Norwood	Alleviation of severe groundwater, geophysics and hydro-physics studies for assessment and interception of groundwater issues. Subsoil drainage on the roads.	R 50 000 000.00	Cracking of walls in residential properties and damages to the road surfaces increasing operational cost
Stormwater management through several housing department development within Region G	Several townships from Housing department have no stormwater infrastructure and are not paved. Interim measure to alleviate flooding required before formalization of the townships and construction surfaced roads with associated stormwater infrastructure.	R 200 000 000.00	Constant flooding of residential properties
Winchester Hills, Kiaat Cres. Stormwater Management	Stormwater Management from the mountain to be diverted from habitable property	R 20,000,000.00	Damage to Property
Orlando West Flood Intervention and Alleviation	Flood Alleviation for Mtipa /Coka streets and surrounding areas	R 50,000,000.00	Constant flooding of residential properties Raised riverbed that requires
Stormwater Rehabilitation in Jeppestown	Repairs to PRASA retaining wall and associated JRA stormwater infrastructure	R50,000,000.00	Collapse of infrastructure
Bryanston, Sloane c/r Ebury Rd	Stream rehabilitation and upgrading of the Culvert	R19 000 000.00	Damage to road infrastructure and adjacent properties
mMesi Park Stormwater Assessment and Rehabilitation	Assessment of existing stormwater system and rehabilitation to upgrade if required.	R20 000 000.00	Flooding and damage to properties on Molete Street

7.2.4 Dam Safety and Rehabilitation as part of the Stormwater Management

The National Water Act no 36 of 1998 (chapter 12 sections 117 to 123) and Dam Safety Regulations published in the Government Notice R.139 of 24 February 2012, requires all Dam Owners (Public and Private) to establish dams (new and existing) with safety risk to manage such risk to reduce.

- Potential harm to the public (all citizens),
- Damage to property and
- Resource quality deterioration.

The purpose of the Dam Safety Programme is to ensure that the COJ dams infrastructure complies with the National Water Act, 1998 (Act No 36 of 1998) and its Dam Safety Regulations for the operation and maintenance of 'dams with a safety risk' (Category II Dams) (in the National Water Act, 1998 (Act No. 36 of 1998). To further ensure that acceptable dam safety measures are in place for all Dams in the City of Johannesburg. The table below provide the list of the completed Dam programme studies (designs produced and implementation funding required).

Table 12:

DAM REHABILITATION PROJECTS			
Project Name	**Project Details/Description**	**Estimated Construction Cost**	**Impact/ Risks**
Orlando Power Station Dam (Dam Assessment and rehabilitation)	Minimize erosion and severe damage of the embankment. The rehabilitation and reconstruction of the dam embankment, raising of the wall of the auxiliary spillway and rehabilitation of outlet pipes	R 18 000 000.00	Proximity of the informal settlements downstream of dam in a case of the structural failure of the dam embankment (dam wall).
Diepkloof 319 IQ Dam (in Elias Motswaledi section) (Dam Assessment and rehabilitation)	Upgrading of spillway structure by construction of pedestrian bridge for access between two Elias Motswaledi developments separated by the dam. Rehabilitation of the embankment.	R 7 000 000.00	Drowning of pedestrians crossing the area daily, and possible flooding of properties.
Hamberg Dam (Dam Assessment and rehabilitation)	Rehabilitation and upgrade work on the embankment, construction of pedestrian bridge, de-siltation of the dam	R 60 000 000.00	Failure of dam embankment -. the embankment wall has further deteriorated and increased the risk of life to downstream properties.
Marikana Dam (Dam Assessment and rehabilitation)	Dam silted and vegetated with no storage capacity, the spillway channel needs repairing to prevent further eroding towards the properties.	R 6 000 000.00	Further erosion of spillway channel led to damage of properties, lack of storage capacity results in continuation of Marikana crescent
Hy-Many Dam (Dam Assessment and rehabilitation)	Assessment and rehabilitation of the stability of the retaining walls near private properties, widening of the spillway to allow safe passage during heavy floods.	R 4 000 000.00	The dam and its spillway are near adjacent residential units some of which appear to be put at risk by the dam.
Benmore Garden Dam (Dam Assessment and rehabilitation)	Protection of downstream properties by rehabilitating the dam basin and increasing the flood attenuation within the dam. Desilting the dam and reconstruction of the breached dam wall and spillway channel.	R 15 000 000.00	Severe damage to properties downstream of the dam that were approved based on a functional dam.
Sundowner Dam (Dam Assessment and rehabilitation)	Repairing of the breach to retain structural integrity of the dam, increasing spillway capacity of the dam and the freeboard for more attenuation,	R 3 500 000.00	Flooding of habitable properties, loss of life, health, and safety of communities

DAM REHABILITATION PROJECTS			
Project Name	**Project Details/Description**	**Estimated Construction Cost**	**Impact/ Risks**
	rehabilitation of the embankment, de-siltation of the dam		
Lappies Dam (Dam Assessment and rehabilitation)	De-siltation, Realignment of spillway channel, construction of weirs, energy dissipator, pedestrian bridge	R 15 000 000.00	Damage to properties adjacent properties to the spillway channel.
Devland Ext 27 Attenuation (Assessment and rehabilitation)	Rehabilitation of the attenuation structure to allow for inflow of stormwater from upstream residential development.	R 5 000 000.00	Flooding of habitable properties, loss of life, health, and safety of communities
Lenasia Attenuation Dams (Assessment and rehabilitation)	Flood control berm along Peacock Street and Heathcock Street, widening of outflow channel to increase the discharge capacity, formalise diversion within the wetland, Clearing of vegetation at the R554 bridge over the Klip River	R 20 000 000.00	Flooding of habitable properties, loss of life, health, and safety of communities
Florida Lake Stormwater Outlet and Channel	Analysis of existing dam wall and downstream outlet channel operating capacity	R3 500 000.00	Collapse of Infrastructure

7.2.5 River Infrastructure as part of Stormwater Infrastructure

The river is regarded as part of the stormwater infrastructure to safely convey the stormwater to the dams and other water bodies until it leaves the city. The rehabilitation the riverbanks provides erosion protection measures and alleviate the life-threatening risk of collapsing and flooding properties. The table below provide the list of ongoing river rehabilitation studies to produce the detail designs for solutions to alleviate riverbank erosions and flood alleviation.

Table 13:

RIVER REHABILITATION PROJECTS			
Project Name	**Project Details/Description**	**Estimated Construction Cost**	**Impact/ Risks**
Klipspruit River (Erosion Protection and River rehabilitation)	River rehabilitation, De-siltation of the mining residue from the river, assessment of river morphology and hydraulic function of the river. Riverbank stability assessment and construction of bank erosion protection	R 50 000 000.00 for erosion measures only excluding de-siltation	Flooding of habitable properties, loss of life, loss of property, health and safety of communities mostly in Sand Street Riverlea, Coka Street Orlando west Soweto. Properties located less than 10m of the river.
Sandspruit River (Erosion Protection and River rehabilitation)	Riverbank stability assessment and construction of bank erosion protection, Morphology and hydraulic function of the river	R 75 000 000.00	Loss of habitable property and human life. Properties including retirement village located less than 10m of the river.
River Park/ Lombardy east River protection measures (Tributary stream to Jukskei River)	Construction of pedestrian bridge across the stream, gabion wall as an erosion protection measure, hydraulic function of the stream	R 25 000 000.00	Loss of human life and habitable properties. Properties located less than 10m of the river.
Riverbank Erosion protection or Stream diversion at the informal settlement at Innisfree Park,	Riverbank rehabilitation, erosion protection, reconstruction of collapsed bridge	R 50 000 000.00	Flooding and possible total damage to informal houses located within riparian zone
Bordeaux Stream (Erosion Protection measures)	Bank erosion at major drainage outlet system which lead to collapse of property walls (52 Main Street, Bordeaux) and shear crack parallel to watercourse.	R 2 000 000.00	Dwelling property can collapse anytime.
Stream between New Road, Second Avenue and Corlett drive	Construction of a gabion wall, as an erosion protection measure, on the banks of a stream adjacent to property No.283 Corlett Drive.	R 5 000 000.00	Damage to residential properties
Rehabilitation of Helderkruin Streams	Severe erosion of riverbanks posing a risk of damage to properties	R100 000 000.00	Risk to life and collapse of habitable properties
Douglasdale/JukskeiPark Stream Rehabilitation	Erosion along the stream and drainage Outlet risking the collapse of the road	R15 000 000.00	Collapse of Road and damage to properties
Stream Rehabilitation at Diep Kloof Ext 4 adjacent Magase Street	Failed stormwater outlet led to stream bank erosion. Erosion protection measures required to protect habitable structure.	R20 000 000.00	Risk to life and collapse of habitable properties

7.2.6 Challenges and Backlog of Stormwater Infrastructure

The following is a summary of the challenges of the stormwater infrastructure planning which aggravates the backlog of infrastructure to be provided or rehabilitated.

a) Lengthy land acquisition process and funding required to acquire and protect the stormwater servitude.
b) Stormwater infrastructure transverses properties without a registered servitude.
c) Sufficient funding for construction of produced designs for flood alleviation.
d) Servitude encroachments on the stormwater network and lack of law enforcement to protect servitudes.
e) Streams traversing through private owned properties that requires rehabilitation. Upstream stormwater network discharging into such streams.

f) Illegal mine activities posing danger to existing infrastructure.

7.3. Roads Infrastructure Programme

The City of Johannesburg is experiencing a high volume of roads that are collapsing/forming sinkholes due to illegal mining in the mining belt area. The Mining Belt Road Infrastructure Programmes requires funding to solve these problems. The urgency of obtaining funds to reconstruct these collapsed roads cannot be overstated. Since these roads which connect the CBD and the south are unusable, it creates a critical infrastructure gap that affects not only transportation but also various aspects of public life and the economy.

7.3.1 Mining Belt Road Infrastructure

Table 14:

ROADS INFRASTRUCTURE			
Project Name	**Project Details/Description**	**Estimated Cost**	**Impact/ Risks**
Reinstatement of Wemmer Pan road	Reinstatement of Wemmer Pan Road due to illegal mining, closing of underground voids and compaction	R69 000 000.00 for construction	Critical infrastructure gap that affects not only transportation but also various aspects of public life and the economy. These sinkhole hazards can lead to accidents, injuries, and even loss of life for motorists, pedestrians, and nearby residents. The closure of these roads severely limits the accessibility of communities, businesses, and emergency services.
Rehabilitation of John/Webber Street in Booysens/Selby	Rehabilitation of John/Webber Street in Booysens/Selby due to sinkhole formed due to illegal mining, reinstatement of stormwater infrastructure and road rehabilitation	R125 000 000.00 for construction	Critical infrastructure gap that affects not only transportation but also various aspects of public life and the economy. These sinkhole hazards can lead to accidents, injuries, and even loss of life for motorists, pedestrians, and loss of business. The closure of these roads severely limits the accessibility of communities, businesses, and emergency services.
Rehabilitation of Nick Tommey Boulevard in Roodepoort	Rehabilitation of Nic Toomey road damaged due to illegal mining	R 25 000 000 for construction	Critical infrastructure gap that affects not only transportation but also various aspects of public life and the economy. These sinkhole hazards can lead to accidents, injuries, and even loss of life for motorists, pedestrians, and nearby residents.

The Roads Infrastructure Programmes further includes the Land Acquisition/Expropriation to secure road reserve for new roads in areas where developers never secured a road reserve for future planned roads.

7.3.2 New Roads Programme

Table 15:

ROADS INFRASTRUCTURE			
Project Name	**Project Details/Description**	**Estimated Cost**	**Impact/ Risks**
Route Determination of Metro Boulevard	Route Determination of Metro Boulevard from 14th Avenue to Coj/Mogale boundary	R35 000 000.00 for land expropriation R194 000 000 for the construction of the road. Project is currently partially funded by PPPG	18 properties are on the road reserve; there might be resistance from the owners and expropriation will be required to ensure that this road is implemented. This road will play a crucial role in economic development. Lack of funding may hinder the growth of businesses and limit access to certain areas, negatively impacting the local economy.

ROADS INFRASTRUCTURE			
Project Name	**Project Details/Description**	**Estimated Cost**	**Impact/ Risks**
M1 Capacity Improvement	M1 Motorway between Carr Street and Corlett Drive to improve mobility and traffic relief	R 500 000 000 Increase from 3 to 4 lanes each direction, Joe Slovo Interchange upgrade as first phase. Total Estimated cost for the total project: R1,9bil	Traffic congestion, Critical infrastructure gaps that affects not only transportation but also various aspects of public life and the economy. To assist The City in remaining the economical hub of South Africa. Project is currently partially funded by PPPG
Ormonde Link Rd	New Link Road to give easy access from Rand Show to Golden Highway	R60 000 000	Traffic congestion, Critical infrastructure gaps that affects not only transportation but also various aspects of public life and the economy. Furthermore, the opening of a light/medium Industrial node.
Extension of James Street	Extension of James Street from 6th Avenue to Ennerdale South	R72 000 000	Traffic congestion, critical infrastructure gap that affects transportation from and to Public Transport nodes.
Extension of Spencer Road	Extension of Spencer Road from Main Reef Road to Soweto Highway	R160 000 000	Traffic congestion, critical infrastructure gap that affects transportation. Opening transportation corridors to Soweto is inclusive of the potential to open the mining belt for development.
Upgrade of Richards Drive	Upgrade of Richards Drive from 1 lane to 2 lanes each direction from Church Street to Le Roux Avenue	R83 000 000	Traffic congestion to assist the Pan African Parliament and Galagher Estate.
Extension of Pitt Road	Extension of Pitt Road to give access to properties	R25 000 000	Property owners are struggling to access their properties; no road infrastructure is provided to property owners.
Soweto Meadowlands Odendaal Rd (JDA Planning)	Upgrade of Odendaal Road	R60 000 000	Traffic congestion, critical infrastructure gap that affects transportation. Opening transportation corridor from and to Soweto inclusive of the potential to open the mining belt for development.

7.4 SWOT Analysis

The high-level SWOT analysis presented below in looks at the strengths, weaknesses, opportunities and threats that faces JRA works within its environment:

Table 16: SWOT Analysis

STRENGTHS	WEAKNESSES
• Financial Sustainability - Good Financial Ratios • Experienced labour and supervisors at key positions. • High knowledge base among skilled staff and management. • Key strategic assets and systems that includes the following: ✓ Fleet & Plant Depot ✓ Resurfacing Depot ✓ Materials laboratory ✓ Traffic Operations Centre - Innovative Traffic Signal Monitoring Systems • Institutional knowledge among staff with average of 25+ years of experience.	• Limited resources: - Inadequate funding for road infrastructure maintenance - Re-imagining staff personnel - Drivers for Innovation & Research - Information and Communication Technologies (ICT) infrastructure - Intelligent Traffic Systems (ITS) • Rapid Deterioration of Road Condition – Faster ageing of infrastructure: - The rate of condition decline in roads and stormwater condition index exceed funding levels. • Funding for capital programme not matching the City's growing demand for roads and stormwater infrastructure.

	• Increasing backlogs in the maintenance and construction of roads and stormwater infrastructure. • Customer charter standards compromised by operational efficiencies. • Depot Resource Management and Area of Responsibility not guided by spatial and infrastructural condition and needs.
OPPORTUNITIES	**THREATS**
• Additional Funding-Grant Funding (Inter-governmental Collaborations) • Accreditation of the Materials Laboratory • Collaborations with CSIR and universities. • Revenue generation through commercialisation of the Asphalt Plant • Service Level Agreements with other entities, i.e. CSIR, Gautrans (GDRT) etc. • Professional Registration and Skills Development for engineers. • Private and Public Partnerships-Traffic Signals partnerships	• Poor Economic Outlook- Increasing levels of unemployment • High Labour Costs – Reduced operational budget for service delivery • Extreme High levels of Vandalism and Theft of road infrastructure • Increasing population and migration leading increased demand for basic services – high levels of excavations.

7.5 PESTEL refers to Political, Economic, Social, Technological, Environment and Legal factors

Table 17: PESTEL Analysis

POLITICAL	**ECONOMIC**
• Coalition Government-Tradeoffs, changes in local government strategic objectives and goals. • Gauteng & City of Johannesburg epicentre of migration - High influx of migrants and refugees mainly from neighbouring countries • Non-collaboration by provincial and local governments in the delivery of services to communities. • Political instability of neighbouring countries and violence in Mozambique and wars in DRC and Sudan in the African continent.	• Poor Economic Growth & Outlook. • High number of failing industries resulting in high levels of unemployment. • The economy not creating enough job opportunities especially for the youths. • High-cost crude oil and petroleum products resulting in high cost of transport and food basket. • Globalisation – The impact of international imports markets on the local economy • Poor economic prospects in the neighbouring countries impacting negatively on the City of Johannesburg.
SOCIAL	**TECHNOLOGICAL**
• High Density Areas-High Pollution • High Levels of Homelessness-City of Johannesburg attracting migrants from neighbouring countries to the rest of Africa. • The most unequal society-affluent neighbourhoods and communities living below poverty line. • Socio-economic environment with unpredictable service delivery protests.	• Limited Access to Technology and Innovations affecting improvement of service delivery • The implementation of the Intelligent Transport Systems (ITS) Strategy and other technologies will augur well for the future of the City. • Best Practices and Learning from local and international leading technology innovators are the foundation of sustainability. • Social media imperatives
ENVIRONMENTAL	**LEGAL**
• Closed/Unused Mines-Illegal Mining • Climate Change- High Levels of Flooding, natural disasters, • High Levels of Pollution i.e. Dams and rivers contaminated. • Poor Waste Management-Low Levels of Recycling • High traffic congestions and carbon emissions. • Poor adherence to environmental legislations and guidelines	• Non-compliance with applicable local government legislations and by-laws • Public liabilities and litigations on the increase. • Poor development and building control and lack of adherence to policy guidelines. • Lack of by-law enforcement and penalties for transgressions.

8. RISK ASSESSMENT

JRA is committed to a process of risk management that is aligned with the principles of good corporate governance as provided for in the Municipal Finance Management Act No. 56 of 2003 (MFMA) and the King IV Report on Good Governance for South Africa. To ensure a responsive, accountable, and productive administration, the company Board has delegated monitoring and oversight of risk governance in the JRA to the Audit, Finance, Risk, and Information Technology Committee (AFR&IT).

The company is guided by its Enterprise Risk Management Framework which requires that risk assessments be undertaken regularly, appropriate risk responses are put in place and that the efficacy of these risk responses is monitored and reported to the shareholder's governance structures on a regular basis. Progress and risk advisory reports are reported at the monthly EMT meetings to ensure the Accounting Officer is appraised for risk management activities and can hold the risk owners accountable for the management of risks.

Risk Management in the JRA focuses on monitoring of Strategic and Operational risks; testing of Business Continuity Plan strategies; and monitoring of risk appetite and tolerance limits for strategic and key operational risks.

* The table below highlights the 10 strategic risks identified for the 2024/25 period. The corporate strategics are currently being monitored to evaluate and ensure constant alignment to the changing context and delivery agenda.

Table 18: Risk Register

Reference No.	Mayoral Priorities	JRA Strategic Objective	Risk Name	Interventions/ Actions to improve management of the risk
1	1. Sustainable Service Delivery 2. Infrastructure Development and Refurbishment	Sustainable Service Delivery	Road Infrastructure Failure (roads, bridges, stormwater, traffic signals)	Implementation of Intelligent Transport Management System
				Increase linkage with third parties for alternative power
				Implementation of the approved maintenance plan (in line with approved budget)
				Develop a plan/roadmap to outline infrastructure asset management planning
				Leveraging on the Asset Management from the City
				Usage of CCTV cameras to detect theft and vandalism of traffic lights.
				Implement/install underground chambers & testers
				Re-establishment of the Infrastructure Planning Unit
2	1. Sustainable Service Delivery	To ensure efficient & effective service delivery	Delayed implementation & completion of projects	Maintain current controls

	2. Infrastructure Development and Refurbishment	through highly efficient Project Management		Implementation of the cession agreement that allows the SMMEs to be paid directly where necessary
				Maintain current controls
				Formalise periodic progress between SCM and user departments
				Development and implementation of the JRA blacklisted database
				Implementation of SOP for blacklisting of non-performing service providers
3	Good Governance	Good Governance	Governance failures	Monitoring of the compliance universe
				Revive the combined assurance forum
				Validating roles of the different assurance providers and measuring adequacy and effectiveness of each of the processes
				Request approval for intergovernmental engagements with identified departments (the strategy to be implemented for all other IGR related matters)
				Review of IGR strategy
				Development of a contract management framework Maintain updated contract register
4	Good Governance	Organisational Stability	Ineffective Human Capital Management	Approved Functional Structure-OD Phase 2 (4IR Job Profiles)
				Develop and implement a talent management programme.
5	Sustainable Service Delivery Infrastructure Development and Refurbishment	Revenue enhancement programme through Asphalt sales	Failure to meet customer expectations at the Asphalt plant	Procure additional fleet to improve production at the plant
				Filling up of vacant positions.
				Materials laboratory to obtain 17025 SANAS accreditation which will give customer satisfaction in terms of quality and accuracy of test results.
				Regular engagements with the customers, conduct customer feedback surveys to find ways on how to improve customer service.
				Secure total productive maintenance contract that will assist with preventative and reactive maintenance to curb the production delays.
6	Smart City	Reliable and integrated ICT systems	Cyber-attack, data fraud and data theft	Maintain current control
				Continuous provision of awareness to JRA all
				Procurement of Application and Network Monitoring Software
				Patching of software systems to ensure minimisation of identified vulnerabilities
7	Smart City	Smart City	Failure to conduct research, development and application of innovation	Establish partnership with various stakeholders to promote innovation
				Establishment of Research and development department

8	Sustainable Service Delivery	Sustainable Service Delivery	Inability to recover after a major disruption	Conduct awareness session of revised BCP
				Review business continuity plan and test various strategies
				Review of disaster recovery plan
				Quarterly testing of Disaster recovery site and plan
9	Sustainable Service Delivery	Sustainable Service Delivery	Escalation of illegal mining induced sink holes	Initiate intergovernmental engagements to discuss sinkholes
10	Financial sustainability	Sound Financial Management	Unauthorised, irregular, fruitless and wasteful expenditure	Develop, approve and implement policy governing irregular, unauthorised, fruitless and wasteful expenditure
				Revive the combined assurance forum
				Validating roles of the different assurance providers and measuring adequacy and effectiveness of each of the processes
				.1 Approval and implementation of an investigations SOP

9. STRATEGIC RESPONSE – Implementation & Performance

9.1 Key Performance Areas

For 2026/27 financial year area-based development, the City of Johannesburg will focus on the following Area of high Impact programmes to be implemented in the following regions:

- Region A (stormwater, tarring of roads)
  - Diepsloot, Mayibuye, Kaalfontein
- Region B (tarring of roads, storm water)
  - Tshepisong
- Region G (tarring of roads, storm-water systems, sewer, housing development)
  - Orange Farm & Surrounding Areas.

Tarring of Gravel Roads

- Ward 17, 42, 49 & 105
- Ward 77, 133 & 80

9.1.1 Climate Change – Our Response

CAP Theme	Departmental/Entity Strategic Objective	Departmental Programme/Projects/Activities
Flood & Drought Management	To improve community and infrastructure resilience to flood and drought events through proactive land use planning and early warning systems.	• Integrated Roads and Stormwater Masterplanning (climate-informed) • Investigate & Design Future Schemes (flood/drought proofing) • Rehabilitation of Aged/Incapacitated Stormwater Systems • River Rehabilitation & Erosion Protection • Dam Safety Inspections & Rehabilitation
Resilient Infrastructure	To protect municipal road and stormwater assets from escalating climate hazards while expanding natural drainage solutions.	• River Rehabilitation & Erosion Protection • Dam Safety Inspections & Rehabilitation (These programmes aim Protect roads & stormwater assets via resilient design standards. Rehabilitate stormwater systems to handle increased rainfall and expand & rehabilitate green spaces as natural stormwater buffers and drought mitigation)

Climate Change Strategic Objective

To build climate resilience of the City's roads and stormwater infrastructure against increased flood frequency, prolonged droughts, and other climate hazards, through integrated masterplanning, asset rehabilitation, river restoration, dam safety management, and nature-based solutions.

Climate Change Context & Operational Response

In response, the Roads & Stormwater unit will:

- Integrate climate projections into all masterplans and design standards (e.g., updating IDF curves).
- Prioritise rehabilitation of aged/incapacitated stormwater systems to reduce flood risk.

- Implement river rehabilitation and erosion protection to stabilise drainage corridors.
- Maintain and upgrade dam safety infrastructure to manage flood attenuation.
- Expand green spaces and use nature-based drainage to reduce runoff and improve drought resilience.

9.2 Past Performance (2024/25)

Introduction

This Annual Performance Report (APR) summarises the organisation's performance for the period 1 July 2024 to 30 June 2025. The detailed report will be included as Chapter 3 of the Johannesburg Roads Agency (JRA) Integrated Report. It reflects delivery against the predetermined objectives set out in the 2024/25 Business Plan, highlighting progress on key service delivery initiatives, infrastructure programmes, and strategic outcomes. Prepared in compliance with the Municipal Systems Act and MFMA Circular 63, the APR demonstrates how the JRA's work during the year contributed to enhanced mobility, strengthened infrastructure, economic participation, and stakeholder confidence.

The report, prepared for submission to the Auditor-General alongside the Annual Financial Statements, reinforces the JRA's commitment to accountability, transparency, and sustainable value creation.

Highlights and Achievements

- Overall JRA achieved 67% of its targets in 2024/25.
- Lilian Ngoyi Road Rehabilitation: Significant progress was made on Phase 1, reaching 86% completion. Key activities included boxing and cutting of the road, backfilling on the northern side of the tunnel, construction of electrical rooms, and installation of stormwater and sewer infrastructure.
- Road Resurfacing: A total of 112.58 lane kilometres were resurfaced, exceeding the target of 60 lane kilometres.
- The JRA supported 179 SMMEs surpassing the annual target of 90.
- The JRA created 330 EPWP work opportunities against an annual target of 160
- A total of traffic signal 88 controllers were upgraded in the 2024/25 financial year.
- The JRA has also been party to several partnerships that are evidence of innovation to bring private sector players to partner in the delivery of public services that present mutual benefit.
- An SLA with Provincial Department of Transport was signed and through this initiative 35 intersections along provincial roads were fixed at a cost of R19 million. Provincial government also paid R12 million to the JRA on the historical debt.
- The Mayoral accelerated service delivery programme assisted with City Power improving their service to connecting the intersections most especially in the inner city.

Service Delivery Challenges

In 2024/25 the JRA experienced some challenges.

Challenges	Mitigations
Prolonged rainfall caused project delays and instances of rework	Acceleration plans implemented during the dry season, including extended working hours, added resources, and material procurement. Mid-term budget review enabled EOT approvals.
Project stoppages due to work disruptions by SMMEs, especially in gravel road upgrades.	Ongoing engagements with affected SMMEs through the SMME Desk have resulted in agreed resolutions and improved cooperation.

Challenges	Mitigations
Aging Infrastructure and Funding Constraints - Many of Johannesburg's traffic signal systems have passed their lifespan of 15–20 years and are lagging modern systems.	Continue to engage CoJ and alternative funders to increase available funding upwards from the approved 2024/25 budget of R11 mil for replacements, refurbishment and maintenance of the remaining 1,600 intersections.
Theft and vandalism of traffic infrastructure negatively impacted traffic signal operations.	Continuous collaboration with law enforcement has led to asset recovery and successful convictions.
Poor performance of service providers and cashflow constraints delayed construction in Orange Farm and Lawley.	Underperforming contractors in Orange Farm have been formally warned. Contract termination is being pursued for the Lawley project due to failure to adhere to recovery plans.

Response to Strategic Direction

The JRA continued to align its operations and performance with the City of Johannesburg's strategic priorities for the 2024/25 financial year. Guided by Shareholder and Mayoral priorities, the entity focused on improving service delivery, strengthening infrastructure resilience, creating employment opportunities, and enhancing operational efficiency. The following areas illustrate the JRA's response to the strategic direction.

Roads Resurfacing Programme

During the 2024/25 financial year, the Johannesburg Roads Agency (JRA) successfully advanced the implementation of its road resurfacing programme, despite the persistent challenges of aging infrastructure and a declining capital budget. Resurfacing performance steadily increased across all quarters, consistently exceeding both quarterly and year-end targets. This upward trend reflects improved project planning, better contractor management, and strengthened internal operational systems. By year-end, the JRA achieved a cumulative total of 112.58 lane kilometres resurfaced, surpassing its planned outputs and demonstrating resilience in the face of systemic challenges.

Resurfacing works were strategically implemented across City regions and wards to address deteriorating road conditions and improve mobility. Key wards included: Region A (Wards 94, 110, 112, 132), Region B (Wards 69, 82, 86, 126), Region C (Wards 71, 85, 89, 97), Region D (Wards 14, 25, 39, 135), Region E (Wards 72, 73, 74, 77, 81, 103), Region F (Wards 54, 57, 63, 124, 125), and Region G (Wards 17, 18). Lifespanthis programme, the JRA not only improved the driving experience and extended the





lifespan of the City's road infrastructure but also reinforced its ability to adapt and deliver against targets in challenging conditions.

The achievement of over 112 lane kilometres resurfaced underscores the Agency's dedication to maintaining and protecting critical infrastructure and enhancing road safety for the residents of Johannesburg.

Gravel Road Upgrade Programme

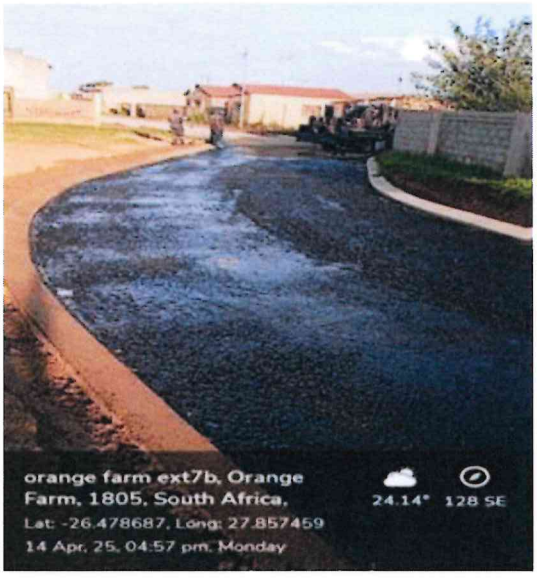
Performance in this area fell below target during the year, largely due to adverse weather conditions that delayed construction activities. Despite these challenges, signs of recovery were evident in Q4, suggesting improved delivery momentum as work progresses into the dry season. Construction is currently underway on road layer works and stormwater pipe installations across

several key areas, including Doornkop/Thulani, Diepsloot, Lawley, Orange Farm, Drieziek, Vlakfontein, Tshepisong, Ivory Park, Poortjie, Bramfischerville, and Slovoville. To date, a total of 7.98 km of road has been upgraded. Looking ahead, targeted interventions and revised project management plans are expected to accelerate delivery and improve performance outcomes.

Open Drains Conversions

Despite little progress being recorded during the first three quarters, primarily due to delays in appointing contractors, and a slow start in Q4, delivery has since gained traction, and if the current momentum is sustained, gradual improvement is anticipated going forward. The programme continues to prioritise historically marginalised communities across the City, with active projects in Bramfischerville,





Orange Farm, and Ivory Park. Contractors have been appointed, and construction is currently underway in all three locations. To date, a total of 0.75 km of open stormwater drains have been converted.

Bridges Management Programme

The JRA prioritised the safety and reliability of the City's bridge network in line with the strategic directive to strengthen infrastructure resilience. During the 2024/25 period, ongoing upgrading and rehabilitation works were undertaken on ten key bridges, including:

- Buccleuch Bridge (High Level) – Region E, Ward 32
- Kilburn Bridge – Region C, Ward 84
- Canterbury Bridge – Region E, Ward 10
- Maphumulo Street Culvert – Region D, Ward 46

In addition, designs are underway for Moroka Nancefield, Ndaba, Phakoe, Mastiff, and West Road Culvert bridges, with construction to follow. The interventions include both reconstruction and rehabilitation, depending on structural assessments.

Despite this progress, a backlog of 68 bridges requiring urgent rehabilitation and reconstruction has been identified across the City, highlighting the scale of investment still needed to secure the road and transport network.

Traffic Signal Management

In alignment with the strategic priority of enhancing urban mobility and reducing congestion, the JRA advanced the modernisation of traffic signal infrastructure during the 2024/25 financial year.

- Upgrades: A total of 88 traffic signal controllers were upgraded, equipped with advanced technologies that support adaptive traffic control and vehicle actuation.
- Detection Technologies: 21 detection systems were installed to improve traffic flow management and reduce congestion.
- Fault Resolution: By 25 June 2025, the JRA resolved 81.44% of 97 technical fault service requests within 24 hours, achieving a year-to-date performance of 79.49% against KPI 6.

- Regional Concentration: Faults were most prevalent in Regions B, C, E, and F (85% of incidents), with Region E alone accounting for 33% of total faults.
- Power supply challenges remain a significant constraint on traffic signal reliability, with power-related faults contributing to 45% of all reported incidents.
- **Enhanced Public-Private Partnerships** – The JRA prioritised the connection of signalised intersections to backup power solutions through partnerships. The JRA continues to strengthen Public-Private Partnerships (PPPs) to drive infrastructure renewal and technology adoption. These partnerships enable the Agency to leverage private sector expertise and explore innovative funding models. A total of 23 intersections were connected during the 2024/25 financial year. There are currently 33 additional requests from new and existing partners. This initiative supports the rollout of solar power and battery backup systems at critical intersections, reducing reliance on the national grid and improving operational resilience during power outages.
- **Advanced Predictive Maintenance –** The JRA is advancing towards AI-driven predictive maintenance by integrating smart technologies into the road network. Six AI-enabled cameras have been installed to begin collecting data that will enhance network intelligence. Three full Vehicle Actuation (VA) cameras are being installed at key intersections: Winnie Mandela & Sandton Drive, and Comaro and Bellairs Main Reef & Crown Roads. Using Remote Monitoring Systems (RMS), the JRA proactively monitors signal performance and anticipate failures before they are reported by the public.
- This shift toward predictive maintenance aims to reduce equipment downtime, extend asset lifespan, and transition the JRA from reactive to proactive infrastructure management.

Collectively, these interventions contributed to more reliable signalised intersections, quicker fault response times, and improved traffic flow across the City's road network.

Roads and Infrastructure Maintenance

During the 2024/25 financial year, the Johannesburg Roads Agency (JRA) placed strong emphasis on comprehensive routine maintenance across the City's road network and associated infrastructure. The Agency's regional depots were tasked with implementing targeted interventions that addressed the most pressing service delivery demands raised by communities and road users.

i. Potholes Repaired

Pothole repairs remained one of the most critical focus areas, as these defects represent the highest volume of complaints and present significant safety hazards. Thousands of potholes were repaired throughout the year, restoring road surfaces, improving driving conditions, and extending the lifespan of pavements.

ii. Kerb Inlets Cleaned (KIs)

To support stormwater management and reduce flood risks, the Agency undertook regular cleaning of kerb inlets (KIs). This work was critical to preventing blockages, ensuring the free flow of stormwater, and mitigating the damage caused by heavy rainfall.

iii. Manhole Covers Replaced

Open or damaged manhole covers pose ongoing safety risks for motorists and pedestrians. The JRA implemented targeted programmes to replace stolen or broken covers, thereby preventing accidents and safeguarding underground infrastructure such as water, sewer, and telecommunications lines.

iv. Road Barriers Repaired

The Agency repaired and replaced damaged road barriers across major intersections, bridges, and high-volume commuter routes. These interventions played a key role in protecting both motorists and pedestrians, particularly in accident-prone areas.

v. Reinstatements

Reinstatement works were carried out following disruptions caused by service providers or utility repairs. These efforts ensured that road surfaces were restored promptly, reducing the risk of accidents and maintaining continuity of the road network.

Copy Painting and Road Markings

Systematic copy painting and road marking were rolled out to restore visibility and reinforce compliance with traffic regulations. These markings were particularly prioritised in high-risk zones such as intersections, pedestrian crossings, and school areas, where clear signage is vital for safety.

Footway Repairs

To improve pedestrian mobility, the JRA undertook footway repair projects across the City. These interventions enhanced accessibility, especially in densely populated areas, and supported non-motorised transport.

Skoffeling (Road Verge Maintenance)

Routine skoffeling was conducted to maintain road verges, improve sight distances for motorists, and enhance the overall aesthetics of the road environment. This preventative maintenance contributed to both safety and environmental management.

Road Sign Repairs

The Agency also implemented a dedicated programme to repair and replace damaged or missing road signs. This intervention was essential for regulating traffic, providing clear guidance to road users, and supporting enforcement of road safety laws.

Together, these activities formed an integrated approach to road and infrastructure maintenance.

By addressing surface conditions, stormwater management, pedestrian safety, and traffic regulation, the JRA contributed to improved mobility, reduced hazards, and a more resilient road environment. While the Agency continued to face challenges such as limited budgets, adverse weather, and vandalism of infrastructure, these were mitigated through prioritisation of high-impact interventions, use of community-based maintenance programmes, and stronger partnerships with stakeholders. The result was steady progress towards the goal of providing Johannesburg residents with safer, more accessible, and better-managed roads and stormwater systems.



Support to SMMEs

In line with the City's developmental agenda and the Johannesburg Roads Agency's (JRA) commitment to broadening economic

participation, the Agency placed strong emphasis on supporting Small, Medium, and Micro Enterprises (SMMEs) through its capital projects portfolio and operational activities. During the 2024/25 financial year, a total of 179 SMMEs were supported, significantly exceeding the annual target of 90.

The development of SMMEs remained a central objective, with opportunities created through subcontracting on capital projects and participation in operational maintenance activities. These engagements allowed emerging enterprises to gain valuable technical experience, enhance capacity, and build competitiveness. By embedding SMMEs within its procurement framework, the JRA contributed to transformation, job creation, and sustainable livelihoods, ensuring that infrastructure investment also yields developmental impact.

Expanded Public Works Programme

In support of the City's socio-economic development agenda, the Johannesburg Roads Agency (JRA) leveraged its capital projects portfolio to maximise job creation through the Expanded Public Works Programme (EPWP). During the 2024/25 financial year, the Agency created a total of 330 EPWP work opportunities, more than doubling the annual target of 160. This achievement demonstrates the JRA's strong commitment to advancing inclusive growth and contributing to the reduction of unemployment, particularly among youth and women.

The EPWP opportunities provided participants with short-term employment as well as valuable exposure to construction, road maintenance, and infrastructure management activities. Through on-site training and practical work experience, participants gained transferable skills that enhanced employability and created pathways into the broader labour market. By exceeding its targets, the JRA not only delivered on its service delivery mandate but also reinforced its developmental role in promoting sustainable livelihoods and community upliftment. This performance highlights the Agency's dual focus on infrastructure delivery and socio-economic impact, ensuring that capital investments generate tangible benefits for the people of Johannesburg beyond improved roads and stormwater systems.

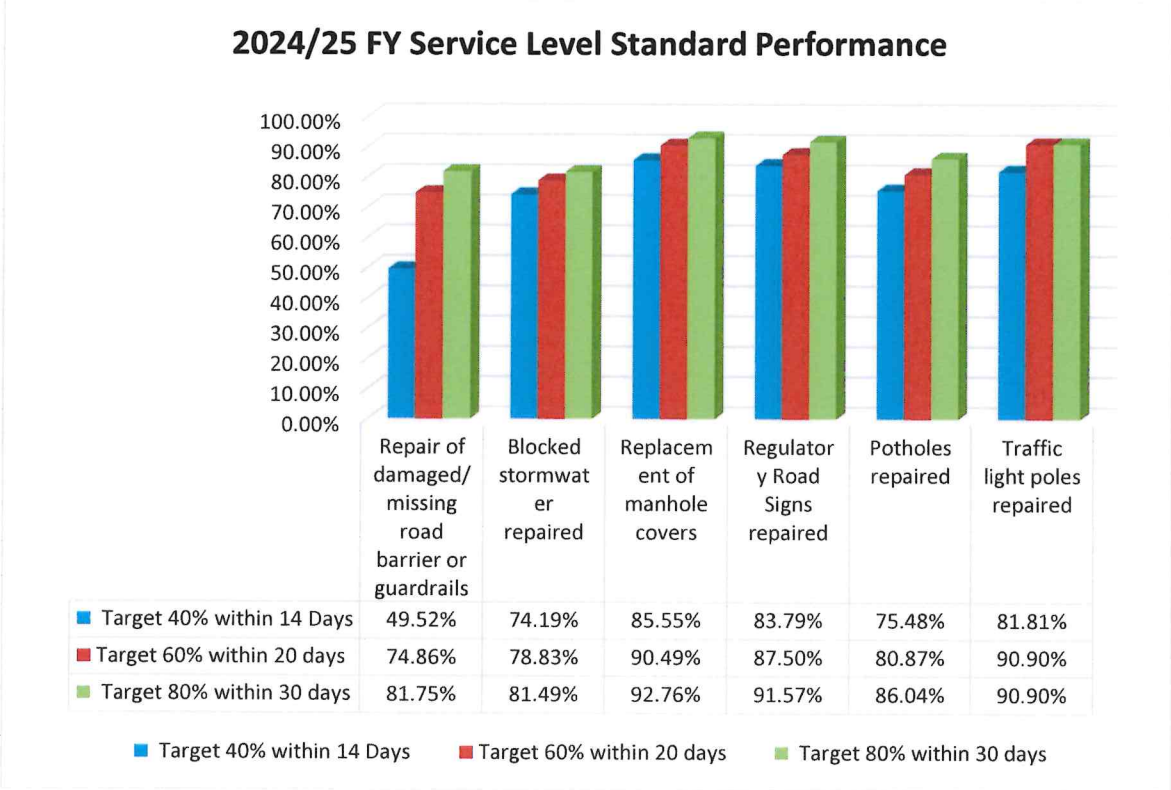
Performance Against Customer Charter Service Standards

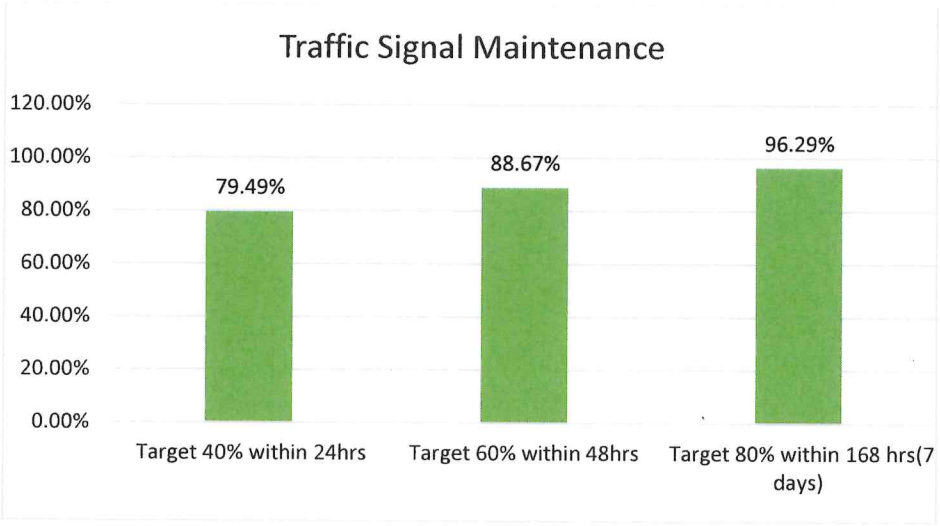
The JRA has 7 Service Standards on the CoJ Customer Charter. The standards have 3 sub-targets. The JRA achieved all the 21-subtargets. Throughout the 2024/25 financial year, the Johannesburg Roads Agency (JRA) continued to prioritise service delivery excellence despite significant operational and structural challenges.

Declining depot resources and constrained funding limited the Agency's capacity to respond to the high volume of service requests. At the same time, the City's aging road and stormwater infrastructure increased the frequency of failures, placing additional pressure on already stretched resources. In response, the JRA adopted a proactive and adaptive approach to sustaining its service standards.

The Agency intensified the use of planning and prioritisation tools to ensure that limited resources were directed towards high-risk areas with the greatest impact on road safety and mobility. Preventive maintenance interventions, such as routine pothole repairs, cleaning of kerb inlets, and securing open manholes, were accelerated to reduce the likelihood of costly failures and to maintain operational efficiency. Depot staff were redeployed strategically to cover critical service gaps, while capital projects were leveraged to supplement operational capacity.

Despite constraints, the JRA has demonstrated resilience and innovation in sustaining its mandate. This performance reflects a deliberate effort to meet service standards in a challenging environment, reinforcing the JRA's role as a critical enabler of mobility, safety, and economic activity in Johannesburg.





Performance Against Company Scorecard (Pre-Determined Objectives)

Following the mid-year revision, the JRA's Scorecard for 2024/25 comprised 31 KPIs. One of these KPIs was not due at the end of the financial year. Overall, of the 30 due KPIs, the JRA achieved 20 KPIs (67%) and failed to achieve 10 (33%), with strong performance in Entity Scorecard KPIs and solid progress in Gatekeeper and Circular 88 indicators. This performance is broken down in the table below.

JRA Programmes	No. of KPIs	Achieved	Not Achieved	Not Due	% Achieved
Institutional SDBIP KPIs	3	1	2	0	33%
Entity Scorecard KPIs	8	7	0	1	100%

Gatekeeper KPIs	10	4	6	0	50%
Circular 88 Indicators	10	8	2	0	80%
Total	**31**	**20**	**10**	**1**	**67%**

The detail of the performance is reflected in the table below.

No.	KPI	Baseline	24/25 Target	Mid-Year Adjustment	24/25 Actual	Reason for Reported Performance	Plan to Improve Performance
INSTITUTIONAL SDBIP							
1	Number of lane kilometres of roads resurfaced.	162.76lkm	60l/km	N/A	112.58lkm	The overall programme progressed faster than anticipated with work being implemented by internal teams (RSD)	Not Applicable
2	Number of kilometres of gravel roads upgraded to surfaced roads	8.41 km	12.5km	N/A	7.98km	The underachievement is attributable to longer-than-expected completion times for essential supporting activities, including stormwater infrastructure work, road design finalisation, and material procurement due to several reasons including inclement weather.	Implement tighter coordination, clearer sequencing of prerequisite activities, earlier procurement initiation, and more frequent progress monitoring to prevent delays and improve overall performance delivery.
3	Number of kilometres of storm water drains converted to underground systems	0.17 km	1.50km	N/A	0.75km	Targeted kilometres were not achieved due to delays in appointment of contractors	Performance is expected to increase contractors for several projects were appointed in Q3 and commenced work in Q4 of the financial year.
ENTITY SCORECARD							
4	Km of surface roads rehabilitated and reconstructed	1.47 km	0km	YES	0km (Not Due)	Contractor terminated due to poor performance.	New contractor appointed, however new completion date is Q1 of 2025/26.
5	Number of bridges (Pedestrian & Vehicular) being reconstructed (replacement) and or rehabilitated	6	7 Bridges	N/A	9 bridges	Programme progressed faster than anticipated with the appointment of 2 contractors in Q4.	Not Applicable.
6	Number of SMMEs supported	102	90 SMMEs	N/A	179 SMMEs	Resolution of challenges affecting appointment of SMMEs improved performance	Not Applicable
7	Number of signalised traffic intersections upgraded	New KPI	30 Traffic Intersections	N/A	88 Traffic Intersections	Additional funding enabled improved performance.	Not Applicable
8	Number of EPWP jobs created	163 EPWP Jobs	160 EPWP Jobs	YES	330 EPWP Jobs	Acceleration of work and demand for local labour appointments led to increase in EPWP opportunities.	Not Applicable

No.	KPI	Baseline	24/25 Target	Mid-Year Adjustment	24/25 Actual	Reason for Reported Performance	Plan to Improve Performance
9	Number of lane kilometres of roads resurfaced on M1 Motorway	New KPI	1.5 lkm	N/A	1.74lkm	The improved performance was due to work performed by internal teams (RSD)	Not Applicable
10	Number of lane kilometres of roads resurfaced on M2 Motorway	New KPI	2lkm	N/A	5,66lkm	The overall programme progressed faster than anticipated. The work was implemented City Wide by internal teams (RSD).	Not Applicable
11	Number of lane kilometres of roads resurfaced on M70 Motorway (Soweto Highway)	New KPI	2lkm	N/A	2.68lkm	Further assessments were undertaken, and work was for streets adjacent and parallel to Soweto Highway; was implemented by internal teams and accelerated than anticipated.	Not Applicable
GATEKEEPING KPIs							
12	Percentage spent on operating budget against approved operating budget	104%	95%	YES	102%	Not Applicable	Not Applicable
13	Percentage spent on capital budget against approved capital budget	97%	90%	YES	99%	Not Applicable	Not Applicable
14	Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred	61.61%	50%	YES	44.21%	• Irregular expenditure increased during the year, mainly due to overspending on the Visual Condition Inspection (VCI) project, which was initiated to resolve a prior AGSA audit qualification. While some irregular expenditure was written off after due process, costs for the VCI project exceeded the approved budget, contributing to the increase. • No fruitless and wasteful expenditure was written off as investigations are ongoing. Most relates to interest and penalties from a historic SARS tax dispute. Although payments were made, JRA is pursuing recovery through a dispute resolution process.	Conclusion Management is committed to strengthening internal controls, enforcing financial discipline, and ensuring compliance with legislation and policies.
15	Percentage of valid invoices paid within 30 days of invoice date	74%	100%	N/A	96%	Delays in payment of invoices due to cash flow challenges.	Continuous engagements with the City. Prioritization of long outstanding invoices.
16	Percentage resolution of Internal Audit findings	62%	95%	N/A	66%	• Resource constraints e.g., budget & human resources (infrastructure related corrective actions) • Complexity of Issues (management of	Internal Audit has also commenced with the tracking of both AGSA and Internal Audit findings on weekly basis through the

No.	KPI	Baseline	24/25 Target	Mid-Year Adjustment	24/25 Actual	Reason for Reported Performance	Plan to Improve Performance
						interdependencies to resolve complex audit findings) Interdependency delays i.e., SCM	Audit Steering Committee meetings.
17	Percentage resolution of AG findings	79%	85%	N/A	79%	Budget and human resource constraints, and infrastructure related corrective actions as well as Interdependency delays	Internal Audit has also commenced with the tracking of both AGSA and Internal Audit findings on monthly basis
18	Audit Outcome	Unqualified with findings	Unqualified without material finding	YES	Unqualified With Material Audit Findings	The AG identified findings in the areas of financial statements, compliance with legislation, performance information, and internal controls.	Management is working to ensure that corrective actions are implemented, to move towards an unqualified audit opinion without findings.
19	Percentage of the risks management implementation plan implemented	95%	90%	YES	91%	Not Applicable	Not Applicable
20	Percentage achievement of service standards	95.23%	75%	N/A	100%	Not Applicable	Not Applicable
21	Percentage of predetermined objective achieved	70%	80%	N/A	67%	Reasons have been provided for each KPI. They include contractor performance, inclement weather and resource constraints, among others.	Improved monitoring of the mitigation actions provided for each KPI that has not been achieved.
CIRCULAR 88							
22 (TR 6.2)	Number of potholes reported per 10km of municipal road network	20	Average 73	YES	Average 34	Performance remained within the target range, due to road resurfacing and proactive and maintenance that enabled the agency to meet the target.	Not Applicable
23 (TR 6.11)	Percentage of unsurfaced roads graded	51% (674km)	50% (577km/ 1154.97km)	YES	55.78% (644.25km / 1154.97)	Not Applicable	Not Applicable
24 (TR6.12)	Percentage of municipal road lanes which have been resurfaced and resealed	8.93% (152.84 Lkm)	4.5 (77km/ 1 711km)	YES	6.29% (112.58km/ (1711)	The overall programme progressed faster than anticipated. The work was implemented City Wide by internal teams (RSD)	Not Applicable
25 (TR6.13)	KMs of new municipal road network	27.7 km	25 km	N/A	30.14km	The performance reflects both JRA (14.6km) and private developers' (14.18km) contributions	Not Applicable
26 (TR6.21)	Percentage of reported potholes complaints resolved within standard municipal response time	60.25%	40%: 14 days	N/A	75.48%	Not Applicable	Not Applicable
		64.79%	60%: 20 days	N/A	80.87%		
		70.40%	80%: 30 days	N/A	86.04%		
27 (GG1.21)	Staff vacancy rate	15.33%	10%	N/A	8.89%	The JRA has implemented the moratorium due to the process of OD, which is underway, only approved positions by the CEO are filled.	The finalisation of the OD process will contribute to improved performance

No.	KPI	Baseline	24/25 Target	Mid-Year Adjustment	24/25 Actual	Reason for Reported Performance	Plan to Improve Performance
28 (GG1.12 2)	Percentage of vacant posts filled within 3 months	1.03%	1%	N/A	26.31%	Recruitment for approved positions benefited from the implementation of e-recruitment system.	Not Applicable
29 (GG.11)	Number of active suspensions longer than three months	8	≤28	N/A	18	Some matters delayed due to circumstances beyond the employer's control	Long-standing matters to be prioritised
30 (GG5.12)	Quarterly salary bill of suspended officials	R6 412 925.26	≤ R12 000 000	N/A	R16,710,243.74	Some matters delayed due to circumstances beyond the employer's control	Long-standing matters to be prioritised
31 (GG3.11)	Number of repeat audit findings	4	2	N/A	4	Repeat audit findings occurred due to unresolved control weaknesses and challenges with implementation of corrective actions	Strengthened accountability, tighter monitoring of action plans, and timely resolution of identified deficiencies.

9.3 Corporate Scorecard 2026/27 (Service Delivery and Budget Implementation Plan)

9.3.1 Institutional SDBIP

Table 19:

JOHANNESBURG ROADS AGENCY (JRA)																			
KPI No	Key Performance Indicator	Intervention	2024/25 Baseline	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Performance Targets				2026/27 Budget per Project R 000						Means of Verification	Lead Dept.	Cluster Lead	Supporting Dept./ Entity
							Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
1	Number of lane kilometres of roads resurfaced	10-year Road Master Plan	112.50 L/Km	80 L/km	120 L/km	130 L/km	10 L/km	20 L/km	60 L/km	80 L/km	100 000	-	10 000	20 000	80 000	100 000	Completion Certificates / Progress Reports	Infrastructure Development	Economic Growth	Transport
2	Number of kilometres of gravel roads upgraded to surfaced roads	Road infrastructure Plan	12.5km	7.2 km	9.5km	10km	1 km	3 km	6 km	7.2 km	182 000	-	50 000	100 000	150 000	182 000	Completion Certificates / Progress Reports	Infrastructure Development	Economic Growth	Transport
3	Number of kilometres of open stormwater drains converted to underground systems	Road infrastructure Plan	1.5Km	1.2km	1.3km	1.4km	0.5 km	0.8 km	1.0 km	1.2 km	47 000	-	10 000	X	30 000	47 000	Completion Certificates / Progress Reports	Infrastructure Development	Economic Growth	Transport

9.3.2 Entity Scorecard

Table 20:

KPI No.	Key Performance Indicator	Baseline 2024/25	2026/27 Target	Quarterly Performance Targets				2026/27 Budget per Projects R '000						Means of Verification
								Total Budget		Quarterly Budget Target R'000				
				Q1	Q2	Q3	Q4	Capex R'000	OpenX R'000	Q1	Q2	Q3	Q4	
1	Km of surfaced roads rehabilitated and reconstructed	0km (Not Due)	**0.5 km**	0 km	0 km	0 km	0.5 km	35 000	-	5,000	10,000	20,000	35,000	Progress Reports
2	Number of bridges (Pedestrian & Vehicular) being reconstructed (replacement) and or rehabilitated	9 Bridges	**2 Bridges**	1 Bridge	2 Bridges	2 Bridges	2 Bridges	47,108	-	5,000	10,000	20,000	47,108	Progress Reports
3	Number of SMMEs supported	179 SMME's	**120 SMME's**	25 SMME's	60 SMME's	80 SMME's	120 SMME's	N/A	-	N/A	N/A	N/A	N/A	Records of SMME's
4	Number of signalised traffic intersections upgraded	14 Traffic Intersections	**14 Traffic Signals**	5 Traffic Signals	10 Traffic Signals	14 Traffic Signals	14 Traffic Signals	20,000	-	2,000	8,000	10,000	20,000	Project Reports
5	Number of EPWP jobs created	330 EPWP Jobs	**180 EPWP Jobs**	70 EPWP Jobs	95 EPWP Jobs	120 EPWP Jobs	180 EPWP Jobs	N/A	-	N/A	N/A	N/A	N/A	Records of EPWP Jobs Created
6	Number of bridges (Pedestrian & Vehicular) with completed designs	New	**2 Bridges**	-	-	-	2 Bridges	-	4,500	-	-	-	4,500	Progress Reports

9.3.3 Circular 88 indicators

Table 21:

KPI No	Key Performance Indicator	Baseline 2024/25	2026/27 Target	Quarterly Performance targets				2026/27 budget per projects R '000						Means of Verification
								Total budget R'000		Quarterly Budget Target R '000				
				Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4	
1 (TR 6.2)	Number of potholes reported per 10kms of municipal road network	34 Potholes	**30 Potholes**	30 Potholes	30 Potholes	30 Potholes	30 Potholes	-	-	-	-	-	-	Maintenance Quarterly Progress Report
2 (TR 6.11)	Percentage of unsurfaced roads graded	55.78%	**58%**	13%	18%	40%	58%	-	-	-	-	-	-	Maintenance Quarterly Progress Report
3 (TR 6.12)	Percentage of municipal road lanes which have been resurfaced and resealed	6.29%	**0.34%**	0.04%	0.08%	0.25%	0.34%	-	-	-	-	-	-	Quarterly Progress Report

KPI No	Key Performance Indicator	Baseline 2024/25	2026/27 Target	Quarterly Performance targets				2026/27 budget per projects R '000						Means of Verification
				Q1	Q2	Q3	Q4	Total budget R'000		Quarterly Budget Target R '000				
								Capex	Opex	Q1	Q2	Q3	Q4	
4 (TR 6.13)	Kilometers of new municipal road network	30.14km	**7.2km**	1km	3km	6km	7.2km	225,000	-	-	-	-	-	Completion Certificates
5 (TR 6.21)	Percentage of reported pothole complaints resolved within standard municipal response time	75.48%-14 days 80.87%-20 Days 86.04%-30 days	**80%-30 days**	80%-30 days	80%-30 days	80%-30 days	80%-30 days	-	-	-	-	-	-	Customer Charter Standards-Quarterly Progress Report
6 (GG1.21)	Staff vacancy rate	8.89%	≤ 15% subject to the upliftment of the current recruitment moratorium.	12%	13%	14%	≤ 15%	-	-	-	-	-	-	Vacancy Rate Data
7 (GG1.22)	Percentage of vacant posts filled within 3 months	26.31%	≥30% subject to the upliftment of the current recruitment moratorium.	15%	20%	25%	≥30%	-	-	-	-	-	-	Recruitment Data
8 (GG5.11)	Number of active suspensions longer than three months	18	8	20	15	10	8	-	-	-	-	-	-	Suspension Data
9 (GG5.12)	Quarterly salary bill of suspended officials	R16,710,243.74	R7,500,000.00	R17,500,000.00	R13,500,000.00	R12,500,000.00	R7,500,00.00	-	-	-	-	-	-	Salary Bill (Salary Cost of active suspended officials)
10 (GG3.11)	Number of repeat audit findings	4	5	-	-	5	-	-	-	-	-	-	-	Audit - Quarterly Reports

9.3.4 GATEKEEPING Indicators

Table 22:

KPI No.	Key Performance Indicator	Baseline 24/25	Target 26/27	Quarterly Targets				2026/27 Budget Per Project R000						Evidence / Means of Verification
				Q1	Q2	Q3	Q4	Total Budget		Quarterly Budget Target				
								Capex	Open	Q1	Q2	Q3	Q4	
1	Percentage spent on operating budget against approved operating budget	102%	95%	20%	40%	80%	90%	-	-	-	-	-	-	Audited AFS
2	Percentage spent on capital budget against approved capital budget	99%	95%	20%	40%	80%	95%	918,328		-	-	-	-	Audited AFS

KPI No.	Key Performance Indicator	Baseline 24/25	Target 26/27	Quarterly Targets				2026/27 Budget Per Project R000						Evidence / Means of Verification
				Q1	Q2	Q3	Q4	Total Budget		Quarterly Budget Target				
								Capex	Open	Q1	Q2	Q3	Q4	
3	Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred	44.21%	30%	-	-	-	30%	-	-	-	-	-	-	Audited AFS
4	Percentage of valid invoices paid within 30 days of invoice date	96%	100%	100%	100%	100%	100%	-	-	-	-	-	-	30 Days Report
5	Percentage resolution of Internal Audit findings	66%	80%	20%	40%	60%	80%	-	-	-	-	-	-	Internal Audit Report
6	Percentage resolution of AG findings	79%	90%	10%	30%	60%	90%	-	-	-	-	-	-	AG Report
7	Audit Outcome	Unqualified with material audit findings	Unqualified without material audit findings	-	Unqualified without material audit findings	-	-	-	-	-	-	-	-	Audited AFS AG Final Report
8	Percentage of the risks management implementation plan implemented	91%	90%	10%	30%	60%	90%	-	-	-	-	-	-	Risk Management Quarterly Reports
9	Percentage achievement of service standards	100%	95%	95%	95%	95%	95%	-	-	-	-	-	-	Monthly / Quarterly Service Standards Report
10	Percentage of Predetermined objectives achieved	67%	80%	20%	40%	60%	80%	-	-	-	-	-	-	Quarterly Performance Reports / Integrated Report

9.4 Technical Indicator Description

9.4.1 Technical Indicators Descriptions (TID's) for INSTITUTIONAL SDBIP KPIs

KPI No.	Indicator Title	Short Definition	Purpose/ Importance	Source/ Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performanc e	Indicator Responsibility
1	Number of lane kilometers of roads resurfaced	Number of lane kilometres of roads resurfaced, defined as single lane of roadway measuring between 3.5m and 5m in width.	The purpose is to improve the Visual Condition of Roads	Completion Certificates and Progress Reports	Number of lane kilometres of roads completed	None	Cumulative Target	Quarterly	N/A	80 L/km	Infrastructure Development
2	Number of kilometers of gravel roads upgraded to surfaced roads (Number of kilometres of roads upgraded defined with the total length of roads. This key performance indicator defines road completion in three road layers including associated stormwater drainage at percentage segments. These specific segments are calculated based on percentage completion of road length layers (subbase, base and surface layer)	Number of kilometres of roads upgraded, defined total width of gravel roadway upgraded to surface.	The purpose is to create access and improve movement of people and goods	Completion Certificates and Progress Reports	Number of kilometres of roads upgraded to surface	None	Cumulative Target	Quarterly	N/A	7.2km	Infrastructure Development
3	Number of kilometers of open storm water drains converted to underground systems	Number of kilometres of open channels converted to the underground storm water drainage system	The purpose is to improve safety and reduce probability of flooding	Completion Certificates and Progress Reports	Number of kilometres of open drainage converted to underground	None	Cumulative Target	Quarterly	N/A	1.2km	Infrastructure Development

9.4.2 Technical Indicator Descriptions for ENTITY SCORECARD KPIS

KPI No.	Indicator Title	Short Definition	Purpose/ Importance	Source/ Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
1	Number of kilometers of surfaced roads rehabilitated and reconstructed	Number of kilometres of surfaced roads rehabilitated, defined as reconstructed	The purpose is to rehabilitate poor roads	Progress Reports	Number of kilometres of surfaced roads reconstructed	None	Cumulative Target	Quarterly	N/A	0.5 km	Infrastructure Development
2	Number of bridges (Pedestrian & Vehicular) being reconstructed (replacement) and or rehabilitated	Number of bridges (vehicular and/or pedestrian) rehabilitated and reconstructed	The aim is to rehabilitate damaged or collapsed bridges	Progress Reports	Number of bridges, designed rehabilitated or reconstructed	None	Cumulative Target	Quarterly	N/A	2 Bridges	Infrastructure Development
3	Number of SMMEs supported	Number of procurement appointments awarded to Small, Medium, and Micro-Sized Enterprises (including Exempt Micro Enterprises and Qualifying Small Enterprises) awarded within the JRA Capital and Operational Expenditure.	The objective is to promote SMME development and create job opportunities	Letters of Appointment or Purchase Orders / BBBEE Exemption / Letter BBBEE Certificates.	Number of SMME's supported	None	Cumulative Target	Quarterly	N/A	120 SMME's	Infrastructure Development/ Regional Operations/ Corporate Services
4	Number of signalised traffic intersections upgraded	Number of signalised traffic intersections upgraded.	The purpose is to improve mobility and reduce congestion	Completion Certificates / Project Plan Expenditure	Number of signalised traffic intersections upgrades	None	Cumulative Target	Quarterly	N/A	14 Traffic Signals	Infrastructure Development
5	Number of EPWP jobs created	Number of EPWP jobs created, defined as non-permanent jobs created during the implementation of projects	The aim is to create job opportunities and reduce unemployment.	EPWP Reports	Number of job opportunities created in the projects.	None	Cumulative Target	Quarterly	N/A	180 EPWP Jobs	Infrastructure Development
6	Number of bridges (Pedestrian & Vehicular) with completed designs	Number of bridges at design stage	The aim is to design new bridges	Progress Reports	Number of bridges designed	None	Cumulative Target	Quarterly	N/A	2 Bridges	Infrastructure Planning

9.4.3 Technical Indicator Descriptions for CIRCULAR 88 Indicators

KPI No.	Indicator Title	Short Definition	Purpose/ Importance	Source/ Collection of Data	Method of Calculation	Data Limitation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
1 (TR6.2)	Number of potholes reported per 10kms of municipal road network	The number of potholes per a section of road.	Potholes are a common way of reporting and measuring defects in road infrastructure and useful measure of the state of infrastructure and proxy for the quality of user experience.	Hansen system captures number of unique potholes reported by the public (or public representatives) to the municipality	(1) Number of potholes reported / ((2) Kilometres of surfaced municipal road network/ 10)	None	Cumulative Target	Annual	N/A	30 Potholes	Regional Operations
2 (TR6.11)	Percentage of unsurfaced roads graded	The length of unsurfaced road which has been graded as a percentage of overall unsurfaced road network.	Regular grading of unsurfaced roads increases the safety of municipal roads and is indicative of maintenance and road upkeep.	Maintenance Progress Report	(1) Kilometres of municipal road graded / (2) Kilometres of unsurfaced road)	None	Cumulative Target	Quarterly	N/A	58%	Infrastructure Development
3 (TR6.12)	Percentage of municipal road lanes which have been resurfaced and resealed	The distance of surfaced municipal road lanes (class 3-5) in kilometres which has been resurfaced and resealed in relation to the total road lane length	Regular maintenance of municipal roads increases the safety of roads.	Progress reports	Kilometres of municipal road lanes resurfaced and resealed / (2) Kilometres of surfaced municipal road lanes	None	Cumulative Target	Quarterly	N/A	0.34%	Infrastructure Development
4 (TR6.13)	Kilometres of new municipal road lanes built	The distance of municipal road network built in kilometres within the municipal area, by the municipality (inclusive of all its departments and implementing agents).	Municipal road networks are enhanced as they are expanded and new connections are created, with the potential of contributing to commuting efficiencies.	Completion Certificates	1) Number of kilometres of surfaced road network built + (2) Number of kilometres unsurfaced road network built	None	Cumulative Target	Quarterly	N/A	7.2 km	Infrastructure Development
5 (TR6.21)	Percentage of reported pothole complaints resolved within standard municipal response time	The percentage of reported pothole complaints resolved within the standard time, as a percentage of all potholes reported.	Fixing of potholes should occur within a reasonable time after the municipality becomes aware of them - not only to be responsive to public complaints, but also to limit the period that the pothole poses a risk to road users and vehicles.	Customer Charter Standards – Progress Report	(1) Number of pothole complaints resolved within the standard time after being reported / Number of	None	Cumulative Target	Quarterly	N/A	80%-30 days	Regional Operations

					potholes reported)						
6 (GG1.21)	Staff vacancy rate	The number of unfilled posts in the municipal organisational structure as a percentage of the total number of employee posts in the municipality's organisational structure.	This indicator gives an indication of the municipality's progress towards building capable local government. It shows the extent to which the required staff complement in the organisational structure is met.	Vacancy Rate Data	The number of employee posts on the approved organisational structure	None	Cumulative Target	Quarterly	N/A	≤ 15%	Corporate Services
7 (GG1.22)	Percentage of vacant posts filled within 3 months	The percentage of posts for which an appointment decision has been made within three months of the authority to proceed with filling the post.	When posts remain vacant or with an acting arrangement for an extended period, the municipality is left without the intended capacity, posing risks for effective management and service delivery. Filling of vacant posts should be prioritised to ensure the municipality can manage its affairs and deliver services as intended in terms of the approved organisational structure.	Recruitment Data	Number of vacant posts filled within 3 months since the date (did/mm/ivy) of authority to proceed with filling the vacancy / (2) Number of vacant posts that have been filled)	None	Cumulative Target	Quarterly	N/A	≥30%	Corporate Services
8 (GG5.11)	Number of active suspensions longer than three months	Refers to the total number of active suspensions at the time of reporting that were initiated more than three months prior and had not yet been resolved.	Individuals on suspension continue to receive salaries without executing their municipal functions. Tracking the suspensions lasting more than three months provides an indication of the processing efficiency in cases of alleged misconduct	Suspension Data (Number of active suspensions)	(1) Simple count of the number of active suspensions in the municipality lasting more than three months	None	Cumulative Target	Quarterly	N/A	8	Corporate Services
9 (GG5.12)	Quarterly salary bill of suspended officials	The sum of the salary bill for all officials suspended from work or employment for the municipality for misconduct during the reporting period.	Individuals on suspension continue to receive salaries without executing their municipal functions. Tracking the salary bill of suspended officials provides an indicator of the extent to which enduring suspensions are costing the municipality money without the benefit of service.	Salary Bill (Salary Cost of active suspended officials)	(1) Sum of the salary bill for all suspended officials for the reporting period.	None	Cumulative Target	Quarterly	N/A	R7,500,000	Corporate Services

10 (GG3.11)	Number of repeat audit findings [1]	"Repeat" findings refer to those findings which have persisted from one year of reporting to the next. These are identified as repeat findings by the Auditor-General on the following administrative areas including but not limited to: i) annual financial statements and annual report ii) Strategic planning and performance iii) Consequence management iv) Human Resource management	The 'basics' in municipal governance include compliance with legislation. The AG annually indicates in the findings on compliance whether municipalities are complying with the financial legislation and regulations – it is assumed that when a municipality cannot even comply with the financial legislation, it will also not comply with other legislation applicable to municipalities.	Quarterly Reports	(1) Simple count of the number of "repeat" findings itemised in the Auditor-General's report of each municipality	No ne	Cumulative Target	Annual	N/A	5	Internal Audit

9.4.4 Technical Indicator Descriptions for Gatekeeping/UISP Indicators

KPI No.	Indicator Title	SHORT DEFINITION	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	Indicator Responsibility
1	Percentage operating budget spent against approved budget	Operational costs are spent by the organization against the allocated budget. The objective is to improve, stabilize and sustain a positive financial position	Budget / Actual Variance Report	Actual costs / Allocated budget *100	None	Cumulative	Monthly	No	90%	Finance
2	Percentage capital budget spent against approved capital budget	The Capex is spent on projects against the approved budget. The objective is to improve, stabilize and sustain a positive financial position	CAPEX Spend Report	Total Capex spend divided by the budget Capex spend* 100	None	Cumulative	Monthly	No	95%	Finance
3	Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred citywide	Percentage reduction on UIFWE compared to the previous financial year AG finding.	Monthly UIF Register	The UIFW Expenditure closing balance of the current financial year will be compared with) the closing balance of the previous financial year.	None	Reduction	Quarterly/ Annually	No	30%	Finance
4	Percentage of valid invoices paid within 30 days of invoice date.	It measures the percentage of valid invoices paid within 30 days. The objective is to increase the number paid within 30 days	30 Days' Payments Report	Total number of invoices processed for the month/Number of invoices paid within 30 days *100	None	Non-cumulative	Monthly	No	100%	Finance
5	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	Internal Audit Reports	Total number of internal audit findings resolved/total number of internal audit findings (excluding findings that are less than 60 days) *100	None	Cumulative	Annually	Yes	80%	Internal Audit
6	Percentage resolution of AG findings	It measures the number of audit findings resolved against the total number of audit findings issued by the AGSA[2]	Internal Audit Reports AG Report	Total number of Auditor General findings resolved/total number of Auditor General findings (excluding findings that are less than 60 days) *100	None	Cumulative	Annually	Yes	90%	Internal Audit
7	Audit Outcome	The Audit Opinion is defined by the Auditor-General. It is given across a qualitative, ordinal scale including Unqualified with no findings; Unqualified with	Office of the Auditor-General Municipal Reports	(1) Audit opinion (as defined by the Office of the Auditor-General across a qualitative scale)	None	Non-cumulative	Annual	No	Unqualified without material audit findings	IA

KPI No.	Indicator Title	SHORT DEFINITION	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	Indicator Responsibility
		findings; Qualified with findings; Adverse with findings; and disclaimed with findings. For those who have not completed the process 'Outstanding audits' are recorded.								
8	Percentage implementation of the strategic risk management action plan	The percentage of strategic risk action plans implemented compared to the total number of strategic risk action plans.	Strategic Risk Register	Number of implemented strategic risk action plans divided by total number of strategic risk action plans multiplied by 100	None identified	Cumulative	Monthly	Yes	90%	PGIT
9	Percentage achievement of Service Level Standards (SLS)	The percentage of Service Level Standards achieved of the total approved number of Service Level Standards	Hansen Reports	The number of KPIs achieved in the Service Level Standards Agreement against total no of Service Level Standards achieved multiply by 100	None identified	Non-cumulative	Monthly / Quarterly	No	95%	R.O./M. F
10	Percentage achievement of Service Standards	% Achievement of the JRA Service Standard Charter.	Hansen Reports / Relevant System Reports	Number of services standard achieved / total number of services standards in the service standard charter X 100	Delays in Manually Loading of Data	Non-cumulative	Quarterly/ Annually	No	80%	PGIT

9.5 Service Level Standards Charter

No	Key Performance Indicator	2024/25 Target	2026/27 Target	Monthly / Quarterly Performance Targets				2026/27 budget per projects R '000						
				Monthly/ Q1	Monthly/ Q2	Monthly/ Q3	Monthly/ Q4	Total budget R'000	Quarterly Budget target Capex and Opex R'000					
								Capex	Opex	Q1	Q2	Q3	Q4	Means of Verification
1	% of damaged / missing road barriers or guardrails repaired from when a valid call is logged	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days		-	-	-	-	-	Monthly/ Quarterly Performance Reports
2	% of blocked stormwater kerb inlets (KI's) repaired from when a valid call is logged	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days		-	-	-	-	-	Monthly/ Quarterly Performance Reports
3	% of missing JRA manhole covers made safe and replaced after a valid call is logged	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days		-	-	-	-	-	Monthly/ Quarterly Performance Reports
4	% of reported damaged / missing regulatory road traffic signs replaced or repaired from the time when a valid call is logged	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days		-	-	-	-	-	Monthly/ Quarterly Performance Reports
5	% of reported potholes repaired from the time when a valid call is logged	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days		-	-	-	-	-	Monthly/Quarterly Performance Reports
6	% of reported faulty traffic signals repaired from the time when a valid call is logged	40%-24 Hours 60%-48 Hours 80%-7 days	40%-24 Hours 60%-48 Hours 80%-7 days	40%-24 Hours 60%-48 Hours 80%-7 days	40%-24 Hours 60%-48 Hours 80%-7 days	40%-24 Hours 60%-48 Hours 80%-7 days	40%-24 Hours 60%-48 Hours 80%-7 days		-	-	-	-	-	Monthly/Quarterly Performance Reports
7	% of reported damaged traffic signal poles repaired/replaced from when a valid call is logged	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days	40%-14 days 60%-20 Days 80%-30 days		-	-	-	-	-	Monthly/Quarterly Performance Reports

9.5.1 Technical Indicator Descriptions for Service Level Standard Charter

KPI No	Indicator Title	Short Definition	Method of Calculation	Evidence Required to Demonstrate Performance	Data Limitation	Type of Indicator	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	Indicator Responsibility
Customer Charter #1	% of damaged /missing guardrails or repaired road barriers from when a valid call is logged.	The indicator measures the length of the missing/damage road barriers or guardrails as identified through routine inspection	Simple Count	Detailed Hansen Performance Report	None	Output	Cumulative	Quarterly	No	Higher than the targeted performance	RO
Customer Charter #2	% of blocked Stormwater Kerb Inlets (KI's) repaired from when a valid call is logged.	The indicator measures the number of blocked stormwater kerb inlets (KI's) repaired / cleaned as identified through routine inspection	Simple Count	Detailed Hansen Performance Report	None	Output	Cumulative	Quarterly	No	Higher than the targeted performance	RO
Customer Charter #3	% of missing JRA manholes covers made safe after a valid call is logged	The indicator measures the number of missing manholes covers that are made safe or replaced as identified through routine inspection	Simple Count	Detailed Hansen Performance Report	None	Output	Cumulative	Quarterly	No	Higher than the targeted performance	RO
Customer Charter #4	% of reported damaged/missing regulatory road traffic signs replaced or repaired from the time when a valid call is logged.	The indicator measures the number of damage/missing regulatory road traffic signs that are replaced as identified through routine inspection	Simple Count	Detailed Hansen Performance Report	None	Output	Cumulative	Quarterly	No	Higher than the targeted performance	RO
Customer Charter #5	% of reported potholes repaired from time of recording of a genuine pothole by the JRA from all sources.	The indicator measures the number of potholes repaired as identified through routine inspection	Simple Count	Detailed Hansen Performance Report	None	Output	Cumulative	Quarterly	No	Higher than the targeted performance	RO
Customer Charter #6	% of reported faulty traffic signals repaired from the time when a valid call is logged	The indicator measures the number of traffic signal maintenance work identified through routine inspection	Simple Count	Detailed Hansen Performance Report	None	Output	Cumulative	Quarterly	No	Higher than the targeted performance	M&F
Customer Charter #7	% of reported damaged/missing regulatory road traffic signs replaced or repaired from the time when a valid call is logged.	The indicator measures the number of traffic signal poles repaired/replaced from when a valid call is logged	Simple Count	Detailed Hansen Performance Report Timesheets	None	Output	Cumulative	Quarterly	No	Higher than the targeted performance	M&F

Service Standard Calculation Methodology

KPI No.	Key Performance Indicator	Definition	Formulae to Calculate Performance	Evidence	Dpt.	Corresponding SOP
1.	% of damaged /missing guardrails repaired from when a valid call is logged.	The indicator measures the percentage of the missing/damage repaired by JRA within specified timeframes. A Valid call is when an inspection has been undertaken, confirmed and work order initiated/opened	***b. 40% within 14 days*** $\frac{Total\ WO\ QTY\ with\ SR\ \ completed\ in\ 14\ days}{*\ Total\ \ WO\ QTY\ with\ SR\ received} x100$ ***c. 60% within 20 days*** $\frac{Total\ \ WO\ QTY\ with\ SR\ completed\ in\ 20\ days}{Total\ WO\ QTY\ with\ SR\ received} x100$ ***d. 80% within 30 days*** $\frac{Total\ \ WO\ QTY\ with\ SR\ completed\ \ in\ 30\ days}{Total\ WO\ QTY\ with\ SR\ received} x100$ **Additional Notes:* *Total Received Breakdown* *Resolved within 30 Days (Quantities Completed) + Resolved after 30 Days (Quantities Completed) + Quantities Outstanding*	Detailed Hansen Report	RO	PID-CSS-PR01

KPI No.	Key Performance Indicator	Definition	Formulae to Calculate Performance	Evidence	Dpt.	Corresponding SOP
2.	% of blocked Stormwater Kerb Inlets (KI's) repaired from when a valid call is logged.	The indicator measures the blocked stormwater kerb inlets (KI's) repaired by JRA within specified timeframes. A Valid call is when an inspection has been undertaken, confirmed and work order initiated/opened	***a. 40% within 14 days*** $\frac{Total\ WO\ QTY\ with\ SR\ \ completed\ in\ 14\ days}{Total\ \ WO\ QTY\ with\ SR\ received} x100$ ***b. 60% within 20 days*** $\frac{Total\ \ WO\ QTY\ with\ SR\ completed\ in\ 20\ days}{Total\ WO\ QTY\ with\ SR\ received} x100$ ***c. 80% within 30 days*** $\frac{Total\ \ WO\ QTY\ with\ SR\ completed\ \ in\ 30\ days}{Total\ WO\ QTY\ with\ SR\ received} x100$ *Additional Notes:* ** Total Received Breakdown* *Resolved within 30 Days (Quantities Completed) + Resolved after 30 Days (Quantities Completed) + Quantities Outstanding*	Detailed Hansen Report	RO	PID-CSS-PR02

KPI No.	Key Performance Indicator	Definition	Formulae to Calculate Performance	Evidence	Dpt.	Corresponding SOP
3.	% of missing JRA manholes covers made safe after a valid call is logged	The indicator measures the missing manholes covers that are made safe by JRA within specified timeframes. A Valid call is when an inspection has been undertaken, confirmed and work order initiated/opened	***a. 40% within 14 days*** $\frac{Total\ WO\ QTY\ with\ SR\ \ completed\ in\ 14\ days}{Total\ \ WO\ QTY\ with\ SR\ received} x100$ ***b. 60% within 20 days*** $\frac{Total\ \ WO\ QTY\ with\ SR\ completed\ in\ 20\ days}{Total\ WO\ QTY\ with\ SR\ received} x100$ ***c. 80% within 30 days*** $\frac{Total\ \ WO\ QTY\ with\ SR\ completed\ \ in\ 30\ days}{Total\ WO\ QTY\ with\ SR\ received} x100$ *Additional Notes:* ** Total Received Breakdown* *Resolved within 30 Days (Quantities Completed) + Resolved after 30 Days (Quantities Completed) + Quantities Outstanding*	Detailed Hansen Report	RO	PID-CSS-PR03

KPI No.	Key Performance Indicator	Definition	Formulae to Calculate Performance	Evidence	Dpt.	Corresponding SOP
4.	% of reported damaged/missing regulatory road traffic signs replaced or repaired from the time when a valid call is logged.	The indicator measures the percentage damage/missing regulatory road traffic signs that are replaced by JRA within specified timeframes. A Valid call is when an inspection has been undertaken, confirmed and work order initiated/opened	***a. 40% within 14 days*** $\frac{Total\ WO\ QTY\ with\ SR\ \ completed\ in\ 14\ days}{Total\ \ WO\ QTY\ with\ SR\ received} x100$ ***b. 60% within 20 days*** $\frac{Total\ \ WO\ QTY\ with\ SR\ completed\ in\ 20\ days}{Total\ WO\ QTY\ with\ SR\ received} x100$ ***c. 80% within 30 days*** $\frac{Total\ \ WO\ QTY\ with\ SR\ completed\ \ in\ 30\ days}{Total\ WO\ QTY\ with\ SR\ received} x100$ *Additional Notes:* ** Total Received Breakdown* *Resolved within 30 Days (Quantities Completed) + Resolved after 30 Days (Quantities Completed) + Quantities Outstanding*	Detailed Hansen Report	RO	PID-CSS-PR04

KPI No.	Key Performance Indicator	Definition	Formulae to Calculate Performance	Evidence	Dpt.	Corresponding SOP
5.	% of reported potholes repaired from time of recording of a genuine pothole by the JRA from all sources.	The indicator measures the percentage of the reported potholes repaired by JRA within specified timeframes. The sources of reports are limited to Phakama, Hotline, Find & Fix, and Urban Regional Inspectors (from Regional Directors' Office).	***a. 40% within 14 days*** $\frac{Total\ WO\ QTY\ with\ SR\ \ completed\ in\ 14\ days}{Total\ \ WO\ QTY\ with\ SR\ received} x100$ ***b. 60% within 20 days*** $\frac{Total\ \ WO\ QTY\ with\ SR\ completed\ in\ 20\ days}{Total\ WO\ QTY\ with\ SR\ received} x100$ ***c. 80% within 30 days*** $\frac{Total\ \ WO\ QTY\ with\ SR\ completed\ \ in\ 30\ days}{Total\ WO\ QTY\ with\ SR\ received} x100$ *Additional Notes:* ** Total Received Breakdown* *Resolved within 30 Days (Quantities Completed) + Resolved after 30 Days (Quantities Completed) + Quantities Outstanding*	Detailed Hansen Report	RO	PID-CSS-PR05

KPI No.	Key Performance Indicator	Definition	Formulae to Calculate Performance	Evidence	Dpt.	Corresponding SOP
6.	% of reported faulty traffic signals repaired from the time when a valid call is logged	The indicator measures the number of traffic signal maintenance work identified through routine inspection and call logged	$\frac{Total\ work\ orders\ closed\ in\ 14\ days}{Total\ work\ orders\ opened} X100\%$ $\frac{Total\ work\ orders\ closed\ in\ 20\ days}{Total\ work\ orders\ opened} x100\%$ $\frac{Total\ work\ orders\ closed\ in\ 30\ days}{Total\ work\ orders\ opened} X100\%$	Detailed Hansen data file Report Timesheets	M & F	PID-CSS-PR06
7.	% of reported damaged traffic signal poles repaired /replaced from when a valid call is logged.	The indicator measures the percentages of damage traffic signals poles that are repaired by the JRA within defined time frames.	$\frac{Total\ work\ orders\ closed\ in\ 14\ days}{total\ work\ orders\ opened} x100\%$ $\frac{Total\ work\ orders\ closed\ in\ 20\ days}{Total\ work\ orders\ opened} x100\%$ $\frac{Total\ work\ orders\ closed\ in\ 30\ days}{Total\ work\ orders\ opened} X100\%$ %	Detailed Hansen data file Report Timesheets	M & F	PID-CSS-PR07

10. Financial Impact

10.1 Budget and sources of funding

Table 23: Capital Budget Allocation (R'000)

Capital Source of Funding	Approved Budget 25/26 R'000	Proposed Adj. Budget 25/26 R'000	Requested Budget 26/27 R '000	Requested Budget 27/28 R'000	Requested Budget 28/29 R'000
Loan funding	298,844	290,399	162,000	462,200	852,786
CRR and cash	210,997	235,612	812,000	231,086	462,200
National grant funding (USDG)	285,479	269,309	382,000	159,500	159,500
Other / Public contribution/Developers		100,000		-	231,086
Total Capital	**795,320**	**895,320**	**1,356,000**	**852,786**	**1,705,572**

10.2 Operational Expenditure (R'000)

Table 24:

Description	Approved Budget 2025/26 R'000	Proposed Adjustment Budget 2025/26 R'000	Draft Budget 2026/27 R'000
Employee Costs	1,011,183	1,093,598	1,124,418
Depreciation	69,382	69,381	68,837
Other Materials	114,675	203,821	215,885
Contracted Services	194,590	388,413	395,622
General Expenses (Advertising, Stationery, Consumables etc.)	154,377	159,438	184,648
Internal Charges	36,391	36,391	38,556
Taxation	968	968	1,830
TOTAL	**1,581,566**	**1,952,010**	**2,029,796**

11. Human Resources and Organizational Management.

11.1 High-Level Organisational Structure

The high-level organisational structure of the JRA is illustrated in the figure below.

Executive Management at the JRA accounts to the Board on all strategic and operational matters. The Board controls and maintains a fiduciary relationship with the company. The Chief Executive Officer leads an Executive Management Team).

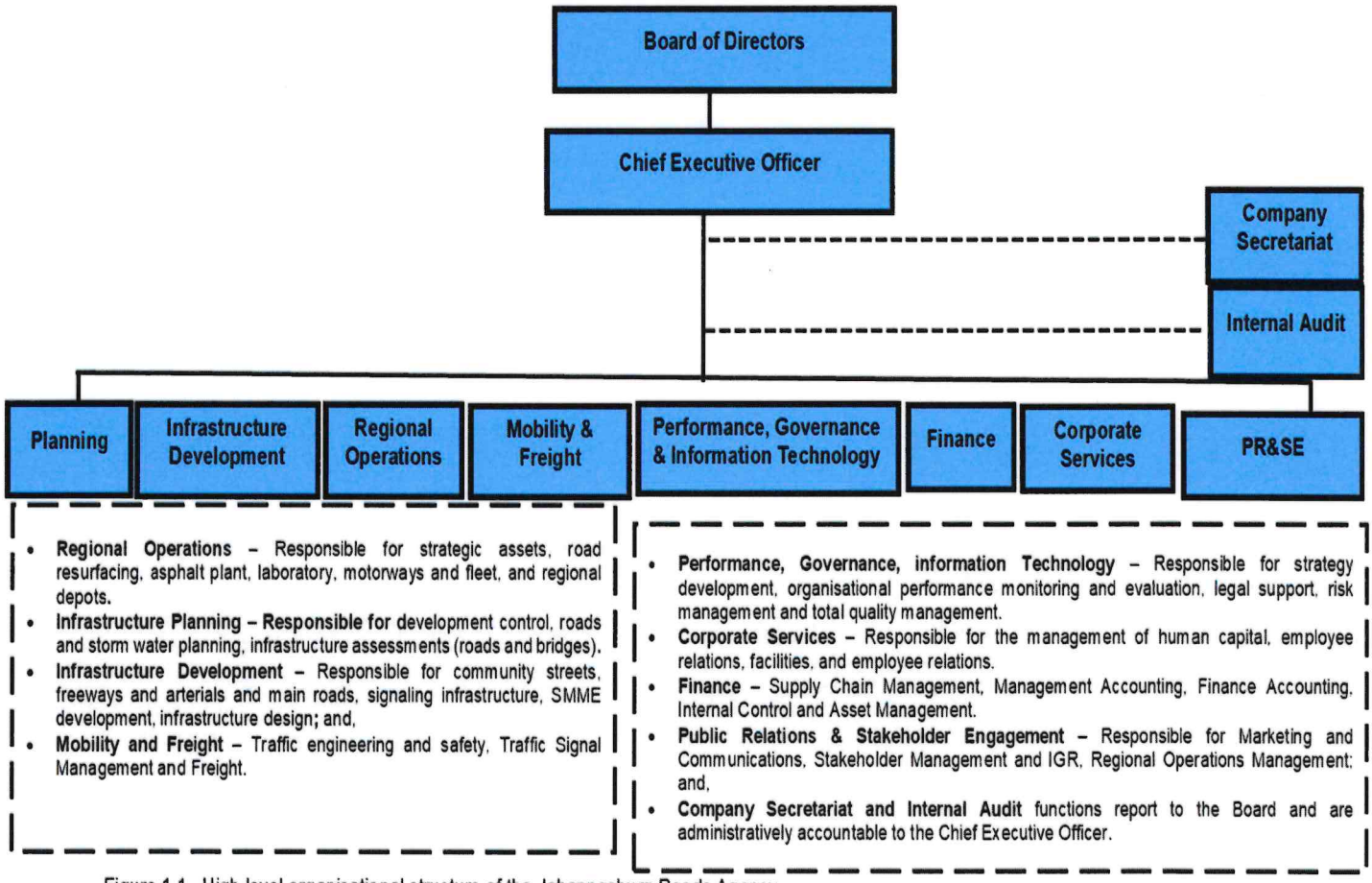


Figure 1.1. High level organisational structure of the Johannesburg Roads Agency

11.2 JRA Executive Management Team

Table 25:

Department	Appointee	Status
Chief Executive Officer	Zweli Nyathi	Substantive
HOD: Infrastructure Development	Kwazelela Mcetywa Pr.Tech.Eng.	Substantive
A/HOD: Infrastructure Planning	Mpho Maruping	Acting
A/HOD: Mobility & Freight	Sipho Nhlapo	Acting
HOD: Performance, Governance, and Information Technology	Mehluli Nhlengethwa	Acting
A/HOD: Regional Operations	Mpho Maruping	Acting
A/Chief Financial Officer	Rajen Chetty	Acting
HOD: Corporate Services	Puleng Hlatshwayo	Substantive
HOD: Public Relations and Stakeholder Management	Ayanda Ntshingila	Substantive
Operations Manager: Internal Audit	Hemmy Malebati	Substantive
Company Secretary	Phumla Majola	Substantive

11.3 Employment Equity

Employment Equity plans have been constructed in accordance with the provisions set out in the Employment Equity Act, Act 55 of 1998. Some of the affirmative action measures documented in the EE Plan (attached) necessitate amendments to certain employment related policies. These measures will be actioned in consultation with the committees and as per an annual schedule that is reflected in the EE Plan. The Employment Equity unit, as well as Recruitment office, are working side by side to ensure that the organisation strive to achieve the goals set out in the plan, and not to be just a tick box exercise.

The Employment Equity unit has put in place plans to try and decrease the gender disparities within the organization though the EE plan and targets put in place to specifically increase the number of women within the organization.

JRA Workforce Profile

Table 26:

DESCRIPTIONS	MALES			FEMALES				NON-DESIGNATED MALES	FOREIGN NATIONALS		
	A	C	I	A	C	I	W	W	MALES	FEMALES	
Province Population %	45.30	1.30	1.90	35.70	1.30	I	6.10	7.40			100.00
Current number of employees	847	11	6	511	12	1.00	11	29	3		1432
Required	672	19	28	530	19	3	91	110			
Difference Under/Over represented	175	-8	-22	-19	-5	15	-80	-81			
Current %	60	0.83	0.61	34	1	-12	1	2			100
% Gap	-15.14	0.47	1.29	1.74	0.56	0.3	4.95	5.33			

11.4 Capacity Analyses

NUMBER OF POSITIONS / SALARY LEVEL DEPARTMENT	TOTAL CURRENT PERMANENT EMPLOYEES PER DEPARTMENT	TOTAL FIXED TERM CONTRACT EMPLOYEES	TOTAL APPROVED/PERMANENT POSITIONS PER DEPARTMENT	TOTAL VACANT PERMANENT POSITIONS PER DEPARTMENT
CEO'S OFFICE: current staff complement	13	4 Auditors		
		1 Driver/Messenger		
CEO's OFFICE: positions on approved structure			17	
CEO's OFFICE - vacant positions (funded & unfunded)				4
CORPORATE SERVICES: current staff complement	70	2 Occupational Health Nurses		
CORPORATE SERVICES: positions on approved structure			103	
CORPORATE SERVICES - vacant positions (funded & unfunded)				33
FINANCE DEPARTMENT: current staff complement	110	1 Finance Clerk		
FINANCE DEPARTMENT: positions on approved structure		3 SCM Specialists	152	
FINANCE DEPARTMENT - vacant positions (funded & unfunded)				42
INFRASTRUCTURE DEVELOPMENT: current staff complement	30			
INFRASTRUCTURE DEVELOPMENT: positions on approved structure			55	
INFRASTRUCTURE DEVELOPMENT - vacant positions (funded & unfunded)				25
MOBILITY & FREIGHT: current staff complement	128			
MOBILITY & FREIGHT: positions on approved structure			291	
MOBILITY & FREIGHT - vacant positions (funded & unfunded)				163
PERFORMANCE, GOVERNANCE & IT: current staff complement	39			
PERFORMANCE, GOVERNANCE & IT: positions on approved structure			60	
PERFORMANCE, GOVERNANCE & IT - vacant positions (funded & unfunded)				21
INFRASTRUCTURE PLANNING: current staff complement	42			
INFRASTRUCTURE PLANNING: positions on approved structure			54	
INFRASTRUCTURE PLANNING - vacant positions (funded & unfunded)				12
PUBLIC RELATIONS & STAKEHOLDER ENGAGEMENT: current staff complement	34			
PUBLIC RELATIONS & STAKEHOLDER ENGAGEMENT: positions on approved structure			44	
PUBLIC RELATIONS & STAKEHOLDER ENGAGEMENT - vacant positions (funded & unfunded)				10
REGIONAL OPERATIONS: current staff complement	1035			
REGIONAL OPERATIONS: positions on approved structure			1747	
REGIONAL OPERATIONS - vacant positions (funded & unfunded)				712
TOTALS FOR ALL DEPARTMENTS TOGETHER	**1501**		**2523**	**1022**

12. Communication and Stakeholder Management

12.1 Stakeholder Matrix

Table 27:

Stakeholder	How we engage	Key issues
People of Johannesburg • Communities • Business	• Social media • Digital platforms • Radio • Public relations (mainly print) • Events • Trade shows & Exhibitions • Community programmes • Partnerships • TV	• Traffic regulatory infrastructure: o Traffic signals management o Road sign and markings management o Traffic signal operations. • Road infrastructure: o Road maintenance o Potholes o Faulty traffic lights o Theft and Vandalism o Collapsed bridges • Stormwater infrastructure: o Flooded house o Burst dams. • Sink holes. • Traffic calming measures
Transport industry	• Public engagements • Radio • Social Media • Print • Public relations • Events • TV	• Traffic regulatory infrastructure • Road infrastructure • Stormwater infrastructure
JRA Internal • Employees • Labour	• Bulk SMS • JRA Internal Comms (via email) • Internal posters • Internal Newsletter • Noticeboard • Reception areas • CEO face-to-face • Staff meetings • Events & Awards ceremonies (budget permitting)	• Job security and growth • Pay and working conditions. • Equal opportunities • Training and career progression • Personal development requests • Employee disputes • Polices
Media	• Press Releases • Press Conferences • Events	• Updates on all projects related to JRA mandate of: o planning o design

	• Thought Leadership engagements.	○ construction ○ operation ○ control ○ rehabilitation ○ maintenance of the roads and stormwater infrastructure in the City of Johannesburg • Environmental standards • Safety and quality standards

12.2 Communication Plan

Table 28:

Strategic Pillar	Strategic Objective	Problem Statement	High Level Activities (Projects/Programmes	2026/27
Reputation Management	Improve perception of the organisation	The JRA does not have a good external reputation, this is due to too many defects on our roads. PR & SE strives to re-position the JRA and change the perception of organisation to the residents of the city	• Through leadership • Press Conference • Executive Profiling • Industry publications mostly digital • Media round tables	Q1-Q4(4 per year) Q3-Q4 rollout of Integrated Communications and Stakeholder Plan highlighting flagship projects, mayoral priorities and JRA regional and ward-based service delivery plans
Energy Mix **Job Opportunities** **Green Economy** **Good Governance**	Position JRA as a responsible entity.		**Sustainability campaign** • Links to topical issues at WEF • Links to GDS 2040 Plan • Links to COP27 Agenda • **Green Economy (Environment)** ○ Highlight recycling of Asphalt (Regional Operations) • **Fair Economy (Social)** ○ SMME opportunities offered through various projects (Infrastructure Development & SMME desk) • **Strong Economy (Governance)** ○ Aim for Clean Audit for the organisation.	Q1-Q4 Q1: October Transport Month – highlighting JRA projects Q1-Q4: Media campaign highlighting Traffic Signal Backup Power Initiative & Energy Supply Mix initiative & Media tour Asphalt Plant Commercialisation. Q4: JRA SMME seminar unlocking opportunities through JRA projects & SMME education campaign Q3-Q4 Internal and external campaign Anti-Corruption and Operation Clean-Audit

Strategic Pillar	Strategic Objective	Problem Statement	High Level Activities (Projects/Programmes	2026/27
Smart City	**Mobility and Freight** ○ Remote Management Systems ○ Smart Traffic System ○ ADAS		• Informative communication with key and relevant stakeholders through different channels	Q1-Q4 Media Engagement (Releases, Opinion Piece, interviews and media roundtables)
Always-on Digital Strategy (Facebook & Twitter)	Educate Inform Reassure			Q1-Q4
Active and Engaged Citizenry	Engaged Stakeholder Engagements		• Mayoral High Impact Service Delivery programme • Ward Council meetings • Community engagements (Public meetings) \ • Oversights • Festive season safety campaigns	Q1-Q4 As per CRUM calendar of events and EM calendar JRA events calendar developed and implemented

13. Audit Resolution

13.1 Progress on Resolution of Internal Audit Findings

Current Year: 2025/26			
FY	**Findings Raised**	**Resolved**	**% Resolved**
Opening Balance 2024/25*	53		
Q1	53	14	26.42%
Q2	98	33	33.67%
Q3	68	15	22.06%

13.2 Progress on Resolution of External Audit Findings

Current Year: 2024/25			
FY	**Findings Raised**	**Resolved**	**% Resolved**
Opening Balance 2024/25*	9		
Q1	9	6	67%
Q2	8	6	75%
Q3	3	3	100%

13.3 Progress on Resolution of Internal Audit Findings

Prior Year: 2024/25			
FY	**Findings Raised**	**Resolved**	**% Resolved**
Opening Balance 2024/25*	90		
Q1	90	44	48.89%
Q2	48	26	54.15%
Q3	57	14	24.56%
Q4	54	7	12.96%

13.4 Progress on Resolution of External Audit Findings

Prior year: 2023/24			
FY	**Findings Raised**	**Resolved**	**% Resolved**
Opening Balance 2023/24*	18		
Q1	18	9	50%
Q2	9	5	56%
Q3	0	0	0%
Q4	1	1	0%