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City Of Johannesburg Integrated Annual Report 2024/25 FINANCIAL YEAR



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About this report

Statutory annual reporting process

The Municipal Finance Management Act (MFMA), the Municipal Systems Act (Section 46) and National Treasury's MFMA Annual Report Circular 63 require the City of Johannesburg (also referenced as "the City" or "CoJ") and its municipal entities to prepare an annual report for each financial year covering both financial and non-financial performance. The report is informed by guidelines provided by the International Integrated Reporting Council (IIRC) and also considers the reporting priorities outlined in the King Code of Governance for South Africa (2016) (King IV). This report is structured as follows:

- Chapter 1: Executive Summary
- Chapter 2: Governance
- Chapter 3: Service Delivery Performance
- Chapter 4: Organisational Development Performance
- Chapter 5: Financial performance
- Chapter 6: Auditor-General's Report
- Appendices

This Integrated Annual Report covers the period 1 July 2024 to 30 June 2025. Referencing content online. The CoJ 2024/25 Integrated Annual Report is available at www.joburg.org.za and where applicable in this report, detailed information is referenced on the City's website.

The boundary of this report is limited to performance reporting as it relates to the City of Johannesburg during the 2024/25 financial year. Where applicable, the boundary extends to reporting on performance by Municipal Entities (MEs) that facilitate service delivery on behalf of the City, and as mandated by the City. The City's Integrated Report was approved by Council in January 2026 for the period 1 July 2024 to 30 June 2025.

CoJ subscribes to Integrated Annual Reporting Council. As such, the report aims to reflect its commitment to a measured and integrated approach to its strategy and operational practices, as well as the reporting of its economic, social, and environmental impacts. Through the use of an integrated reporting format, and application of globally recognized governance and sustainability reporting frameworks, this report aims to offer stakeholders a clear view of how CoJ strategy, governance, performance, and prospects – in the context of its external environment – leads to the creation of value over the short, medium, and long term.

Key features of this report

Key features of this year's report include:

- Presenting a high-level diagrammatic representation of the linkages between the City's model, operational structure, strategic objectives, capital inputs and service outcomes to demonstrate the connectivity between strategy, operations, and performance.
- Illustrating how CoJ derives "material issues" and how they inform the City's strategy.
- Introducing a diagrammatic representation of CoJ's sustainability-driven business model to demonstrate the visible links between strategy and sustainability priorities.
- Harnessing the principle of 'materiality' to inform report content.
- Linking, as far as possible, CoJ's material risks to strategy and material issues, as well as providing mitigation activities to manage risk exposure.
- Using icons as a navigation feature of this report and to reference online resources on the company's website.

CoJ aims to establish and maintain constructive and informed relationships with its stakeholders. Accordingly, please direct any feedback on this report to Group Strategy, Policy Coordination and Relations (GSPCR) at Takalanim@joburg.org.za

Assurance

The City's independent oversight committees (Group Performance Audit Committee and Group Audit Committee) oversee the integrity of the integrated annual report. The CoJ Council through its Municipal Public Accounts Committee also considered this report as part of Council's oversight process between February and March 2026. The Auditor General South Africa audited the city's reported financial and non-financial performance. The report has also been made available to all City stakeholders.

Approval of the Integrated Report

The Council of the City of Johannesburg acknowledges its responsibility to ensure the integrity of the 2024/25 Integrated Annual Report. Council confirms having collectively reviewed the content of the Report and agree that it addresses issues that are material and that it provides a fair representation of the integrated performance of the City for the period 1 July 2024 to 30 June 2025.

Contact details:

City of Johannesburg 1st Floor, A Block
Metropolitan Centre Johannesburg
South Africa
2000
+27 (011) 407 7356
www.joburg.org.za

PO Box 1049
158 Loveday Street
Braamfontein
Fax: +27(0)114037372



LIST OF ACRONYMS

4IR	Fourth Industrial Revolution
ABC	Arial Bundle Conductor
AELs	Atmospheric Emission Licenses
AFC	Automated Fare Collection System
AFS	Annual Financial Statement
AG	Auditor-General
AGSA	Auditor-General South Africa
AHC	African Heart Congress
AIC	African Independent Congress
AIDS	Acquired Immune Deficiency Syndrome
ANC	African National Congress
APP	African Preservation Programme
ART	Anti Retro-viral Treatment
ATM	African Transformation Movement
AVE	Advertising Value Equivalency
BNG	Biodiversity Net Gain
BOC	Bus Operating Company
BOCA	Bus Operating Contract Agreement
BRP	Business Rescue Practitioner
BRT	Bus Rapid Transit
BSC	Bid Specification Committee
CAP	Climate Action Plan
CAPEX	Capital Expenditure
CBD	Central Business District
CBP	Community Based Planning
CCMA	Commission for Conciliation, Mediation and Arbitration
CCTV	Closed-circuit Television
CDP	Carbon Disclosure Programme
CEO	Chief Executive Officer
CERT	Community Emergency Response Teams
CIPS	Chartered Institute of Procurement and Supply
CM	City Manager
CoGTA	Cooperative Governance & Traditional Affairs
CoJ	City of Johannesburg
CoJDMC	City of Johannesburg Disaster Management Centre
COO	Chief Operations Officer
COPE	Congress of the People
CoS	Conditions of Service
COVID 19	Corona Virus Disease 2019
CP	City Power
CRUM	Citizen Relationship and Urban Management
CSS	Customer Satisfaction Survey
DA	Democratic Alliance
DBSA	Development Bank of South Africa
DDM	District Development Model
DEA	Department of Environmental Affairs
DED	Department of Economic Development

DFFE	Department of Fisheries Forestry and Environment
DMA	Disaster Management Act
DMC	Disaster Management Centre
DoEL	Department of Employment and Labour
DWS	Department: Water & Sanitation
EAP	Employee Assistance Programme
EAP	Economically Active Population
EE	Employment Equity
EEA	Environmental Education and Awareness
EFF	Economic Freedom Fighters
EIA	Environmental Impact Assessment
EISD	Environment and Infrastructure Services Development
EMIs	Environment Management Inspectors
EMS	Emergency Management Services
EMT	Executive Management Team
eNCA	eNews Africa
EPWP	Expanded Public Works Programme
ESP	Expanded Social Package
ESS	Employee Self Service
Ext	Extension
FBS	Free Basic Services
FET	Further Education and Training
FY	Financial Year
GAC	Group Audit Committee
GBV	Gender Based Violence
GCR	Gauteng City-Region
GCSS	Group Corporate and Shared Services
GDARD	Gauteng Department of Agriculture and Rural Development
GDP	Gross Domestic Product
GDS	Growth and Development Strategy
GEYODI	Committee on Gender, Youth and Persons with Disabilities
GFIS	Group Forensics and Investigation Services
GHCM	Group Human Capital Management
GHG	Greenhouse Gas
GLU	Government of Local Unity
GPAC	Group Performance Audit Committee
GRAS	Group Risk Assurance Services
GRGC	Group Risk Governance Committee
GSPCR	Group Strategy, Policy Coordination and Relations
GVA	Gross Value Added
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
HoDs	Heads of Department
HR	Human Resource
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IFP	Inkatha Freedom Party
IGR	Intergovernmental Relationships
IIOC	Independent International Organisation for Certification
IIRC	International Integrated Reporting Council

IM	Impact Management
IMATU	Independent Municipal Allied Trade Union
IPP	Independent Power Producers
IRP	Institutional Review Process
IT	Information Technology
JBF	Johannesburg Business Forum
JCPZ	Johannesburg City Parks and Zoo
JCT	Joburg City Theatres
JDA	Johannesburg Development Agency
JITI	Johannesburg International Transport Interchange
JM	Johannesburg Market
JMPD	Johannesburg Metropolitan Police Department
JOSHCO	Johannesburg Social Housing Company
JPC	Joburg Property Company
JRA	Johannesburg Roads Agency
JTC	Johannesburg Tourism Company
JW	Johannesburg Water
KI	Kerb Inlet
King IV	King Code of Governance for South Africa
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LFG	Landfill Gas
LG	Local Government
LGSETA	Local Government Sector Education and Training Authority
LIS	Library and Information Services
LIS	Land Information System
LPU	Large Power Users
MD	Managing Director
MDSS	Meeting Decision Support System
MEC	Member of the Executive Committee
MEs	Municipal Entities
METROBUS	Metropolitan Bus Services
MFMA	Municipal Finance Management Act
MICE	Meetings, Incentives, Conferences and Exhibitions or Events
MM	Municipal Manager
MMC	Member of the Mayoral Committee
MOE	Municipal-owned Entity
MPAC	Municipal Public Accounts Committee
MSA	Municipal Systems Act
mSCOA	Municipal Standards Chart of Accounts
MTC	Metro Trading Company
NCDs	Non-Communicable Diseases
NEMA	National Environmental Management Act
NEMBA	National Environmental Management: Biodiversity Act
NERSA	National Energy Regulator of South Africa
NMT	Non-motorised Transport
NPA	National Prosecuting Authority
NPC	Non-profit Company
NQF	National Qualification Framework

OCM	Organisational Change Management
OCOL	Oversight Committee Accounts on the Legislature
OD	Organisational Design
OHASA	Occupational Health and Safety Act
OOC	Out Of Commission
OPEX	Operating Expenditure
PA	Patriotic Alliance
PA	Progressive Alliance
PAAZA	Pan African Association of Zoos and Aquaria
PAC	Pan African Congress
PAIA	Public Access to Information Act
PDA	Protected Disclosures Act
PEC	Patient Experience of Care
PEU	Public Environment Upgrades
PM	Performance Management
PMS	Pavement Management System
POEM	Private Office of the Executive Mayor
PRECCA	Prevention and Combating of Corrupt Activities Act (PRECCA)
PTY Ltd	Proprietary Limited
PWD	Persons with Disabilities
QoL	Quality of Life
RDP	Reconstruction Development Programme
RFP	Request for Proposal
RTMC	Road Traffic Management Corporation
SA	South Africa
SABC	South African Broadcasting Corporation
SALGA	South African Local Government Association
SALGBC	South African Local Government Bargaining Council
SAMWU	South African Municipal Workers' Union
SANBI	South African Biodiversity Institute
SAP	Systems Application and Product
SAPS	South African Police Service
SAR	Security Access Restriction
SCM	Supply Chain Management
SDA	Service Delivery Agreement
SDBIP	Service Delivery and Budget Implementation Plan
SDC	Service Delivery Centre
SDF	Spatial Development Framework
SDP	Site Development Plan
SETA	Sector Education and Training Authority
SG	Strategic Goals
SHRA	Social Housing Regulatory Authority
SLA	Service Level Agreement
SMART	Specific, Measurable, Achievable, Reliable and Timeliness
SMMEs	Small, Medium and Micro Enterprises
SMS	Short Message Services
SR	Scoping Reports
SSEG	Small Scale Embedded Generation
Stats SA	Statistics South Africa
SWGC	Southwest Gauteng College

TASK	Tuned Assessment of Skills and Knowledge
TB	Tuberculosis
TBD	To Be Determined
TDM	Travel Demand Management
TOD	Transit-oriented Development
TOR	Terms of Reference
TRA	Temporary Relocation Area
UDM	United Democratic Movement
UIM	United Independent Movement
UPS	Uninterrupted Power Supply
USDG	Urban Settlement Development Grant
VAT	Value Added Tax
VIP	Ventilated Improved Pit
WIFI	Wireless Fidelity
WIMS	Waste Information Management System
WSP	Workplace Skills Plan
WWTW	Wastewater Treatment Works

CHAPTER 1: EXECUTIVE SUMMARY

1.1 Foreword by Executive Mayor



The 2024/25 financial year represents a significant period in the governance of the City of Johannesburg — one that brought both notable achievements and a frank assessment of the work that remains to be done in service of our residents.

This year, Johannesburg was appointed to host both the **Urban 20 (U20) and the G20** — a distinction that reflects Africa's growing influence in shaping global policy agendas. As the only African city to hold this dual mandate, Johannesburg engaged with international partners on matters of sustainable urban development, climate resilience, and inclusive economic growth. This appointment affirmed what many already know: that African cities are not merely recipients of global policy, but active contributors to it.

The City retained an **unqualified audit opinion** from the Auditor-General of South Africa for the 2024/25 financial year. This outcome reflects a level of financial discipline that must be acknowledged, and I commend the administration for maintaining this standard.

However, an unqualified audit opinion represents the baseline of acceptable financial governance — not the measure of excellence to which this City must aspire. Significant work remains. Levels of **unauthorised, irregular, fruitless, and wasteful (UIFW) expenditure** remain a serious concern, and addressing these is both a financial and a governance imperative. Consequence management must be applied consistently and transparently, and this administration is committed to ensuring that accountability is not deferred.

Supply chain management compliance also requires marked improvement. Procurement processes must serve the public interest with integrity, and any deviation from this standard will be addressed through the appropriate mechanisms. The City continues to operate in a challenging environment characterised by accelerated urbanisation, population growth, ageing infrastructure, water supply pressures, and energy constraints. These factors place significant strain on service delivery, but they do not diminish the City's obligations to its residents.

Revenue collection and billing system accuracy remain priority areas requiring urgent attention. Sound revenue management is fundamental to the City's ability to fund and sustain service delivery. The administration is actively pursuing improvements in these areas as part of its broader financial recovery and stabilisation agenda.

This report reaffirms the City's commitment to the **Joburg 2040 Growth and Development Strategy, Integrated Development Plan (IDP)**, and the **Service Delivery and Budget Implementation Plan (SDBIP)** as the guiding frameworks for service delivery, infrastructure development, economic growth, and good governance. These are not administrative documents — they are commitments made to the people of Johannesburg, and progress against them must be measurable and honest.

The **Government of Local Unity (GLU)** mandate has provided the political foundation for this term of governance. It calls on the administration to prioritise residents' needs above factional interest, and to govern with the cohesion and purpose that the challenges facing this City demand. Achieving a **Clean Audit Opinion** remains a firm target for this administration. Beyond the audit, the focus is on building a municipality that delivers consistently, spends responsibly, and accounts fully to its residents.

Key priorities going forward include advancing spatial justice, improving infrastructure maintenance and investment, strengthening revenue collection, by-law enforcement, deepening community participation, and ensuring that economic growth translates into tangible opportunity — particularly for the City's youth and most vulnerable residents.

To the residents, ratepayers, businesses, and institutional partners of Johannesburg: this report is a transparent account of the City's performance and an acknowledgement of where improvement is required. You are entitled to a municipality that meets its obligations, and this administration remains committed to that standard.

Cllr Sello Enock Morero
Executive Mayor
City of Johannesburg

1.2 Overview by City Manager



It is my privilege to present the City of Johannesburg's **Integrated Annual Report for the 2024/25 financial year**. This report is an important instrument of public accountability. It provides residents, Council, oversight structures, stakeholders and other spheres of government with a consolidated account of the City's performance, financial position, governance processes and service delivery achievements during the year under review.

The Integrated Annual Report gives effect to the City's statutory obligation to account for the activities of Council during the financial year, to report on performance against the approved budget, and to promote transparency in respect of the decisions, commitments and outcomes that shaped the work of the municipality. It also reflects progress made against the **Integrated Development Plan (IDP)** and the **Service Delivery and Budget Implementation Plan (SDBIP)**, which remain the central instruments through which the City translates its developmental mandate into measurable programmes and services.

For the 2024/25 financial year, the City achieved **59% performance against the SDBIP**. This represents a decline from the **73% performance achieved in the previous financial year**. While this decline is noted with concern, it must also be understood in the context of the difficult operating environment confronting the City, including financial constraints, ageing infrastructure, rising service demand, urbanisation pressures, and increasing levels of vandalism, theft and illegal connections across critical networks. The City will therefore intensify institutional reforms and performance management systems in the 2025/26 financial year to ensure that Council commitments are more effectively translated into service delivery outcomes.

A significant achievement for the year under review is that the City achieved an **unqualified audit opinion at Group level**. This is an important governance milestone and demonstrates that, despite the complexity of the municipal environment, the City continues to make progress in strengthening financial reporting, institutional accountability and the credibility of its consolidated financial statements. However, an unqualified audit outcome does not imply that all governance weaknesses have been resolved. The City recognises that there remain areas requiring urgent and sustained attention, particularly in relation to audit emphasis matters, internal controls, compliance discipline, consequence management, and the prevention and resolution of unauthorised, irregular, fruitless and wasteful expenditure.

In this regard, the administration will develop and implement **robust, targeted and time-bound audit action plans** to address all matters raised through the audit process. These action plans will be monitored at the highest levels of the administration and will include clear accountability arrangements, responsible officials, implementation timeframes, progress reporting mechanisms and escalation protocols where delays occur. Particular attention will be placed on improving the quality of evidence submitted for audit purposes, strengthening record management, addressing recurring audit findings, improving consequence management, and ensuring that departments and entities respond decisively to audit risks before they become repeat findings.

The City will also place renewed emphasis on dealing with **unauthorised, irregular, fruitless and wasteful expenditure**. This will require a stronger institutional focus on prevention, detection, investigation, resolution and consequence management. The administration will strengthen controls around procurement, contract management, expenditure approvals, deviations, supply chain compliance and project implementation. Where wrongdoing, negligence or non-compliance is identified, appropriate consequence management processes will be pursued in line with applicable legislation, policies and delegations. This is necessary not only to improve future audit outcomes, but also to reinforce a culture of ethical administration, financial discipline and responsible stewardship of public resources.

During the year under review, the City continued to comply with key national policy and legislative frameworks, including National Treasury reporting requirements, Circular 88 indicators, the District Development Model and intergovernmental relations programmes. This compliance environment remains important in ensuring that the City's planning, reporting and performance management systems are aligned to national priorities while remaining responsive to Johannesburg's local realities.

The City also continued to advance its Smart City agenda. More than **25 smart city initiatives** were implemented across departments and entities. In respect of Free Wi-Fi at Rea Vaya BRT stations, a total of **419TB of data** was consumed on the MTC public Wi-Fi network, with an estimated cost saving of **R33.1 billion** for residents based on a commercial data rate of R79 per GB. The network recorded **1,574,979 user connections**, significantly exceeding the annual target of 120,000 connections. These initiatives demonstrate the role of digital infrastructure in expanding access, reducing the cost of connectivity and improving the interface between the City and residents.

Despite the constrained environment, the City continued to provide essential services to residents. As at the end of June 2025, Johannesburg residents were supplied with an average of **1,700 megalitres per day of potable water**, procured from Rand Water and distributed through a network of **12,528 km of water pipelines, 111 reservoirs and water towers, and 31 water pump stations**. Wastewater services were provided through **11,955 km of wastewater networks and 38 sewer pump stations**, with Johannesburg Water treating an average of **993 megalitres of sewage per day** at its six wastewater treatment works.

The City also sustained waste management services across all known informal settlements and general housing areas. The City achieved a **level 2 city-wide cleanliness rating**, cleared **90% of predetermined illegal dumping spots**, and managed a total of **2,630,100 tons of waste**, of which **711,628 tons were diverted**, resulting in a diversion rate of **27.1%**. These outcomes reflect the importance of community-driven approaches, partnerships and targeted interventions in addressing waste management, cleanliness and environmental sustainability.

Electricity supply stabilisation remained a key priority. Despite challenges arising from ageing infrastructure, theft and vandalism, the City connected **3,522 dwellings** to mains electricity supply against a target of 3,200. Public lighting installation also improved, with **1,218 public lights installed** against a target of 700. The City further achieved **36.25 MW of installed capacity** from approved embedded generators on the municipal distribution network against a target of 9.5 MW. In addition, **2,686 electricity supply plants** that were out of service were restored between July 2024 and June 2025. The City also achieved **98% performance on logged meter-related query resolution** against a target of 95%.

In human settlements, the **R27 billion Southern Farms Mega City Project** commenced at the Bushkoppies Site Camp in Region G. The site handover on 9 May 2025 marked the start of a 10-year initiative aimed at delivering integrated housing and economic upliftment in the south of Johannesburg. The project is expected to deliver **43,000 housing units**, directly contributing to the reduction of the City's housing backlog. The City also issued **1,881 title deeds** against a target of 1,500 and completed **556 social housing units** for qualifying households.

The City continued to improve transport accessibility and maintain public transport infrastructure. Various Rea Vaya stations were refurbished and maintained, while additional stations were rehabilitated. Preparations to operationalise Rea Vaya Phase 1C(a), connecting the Johannesburg CBD, Alexandra and Sandton, are at an advanced stage. A total of **68 buses** were purchased to commence Phase 1C(a) services, with further procurement planned by the Bus Operating Company following DBSA approval. The City is also implementing a new Automated Fare Collection system for the Rea Vaya BRT system.

Infrastructure renewal remained a major priority. The City resurfaced **112.58 lane kilometres of roads** and upgraded **7.98 km of gravel roads** to surfaced roads. The Elias Motsoaledi gravel road was upgraded into a

safe and reliable **4.5 km surfaced road**, including comprehensive stormwater drainage. The City also converted **0.75 km of open stormwater channels** to covered channels, completed **86% of Phase 1 of the Lillian Ngoyi Street rehabilitation project**, and repaired **35 intersections along provincial roads** through a Service Level Agreement with the Provincial Department of Transport.

The City also continued to support economic activity and tourism. A total economic impact of **R183.8 million** was generated through MICE activities hosted in Johannesburg, while visitor arrivals increased to **4,545,302** during the financial year under review. These figures reinforce Johannesburg's role as a major economic, cultural and tourism hub.

Public safety remained central to the City's work. The Johannesburg Metropolitan Police Department conducted roadblocks, checkpoints, joint enforcement operations and community patrols. These operations resulted in over **6,700 arrests** for offences including reckless and negligent driving, driving under the influence, violent crimes, immigration violations, firearm-related offences and possession of stolen property. JMPD also recovered **465 stolen or hijacked vehicles, 85 firearms**, more than **20 dangerous weapons**, and over **700 rounds of ammunition**.

Emergency Management Services continued to strengthen prevention and compliance through inspections and community education. EMS inspected **7,609 buildings** against a target of 6,260, **2,332 flammable substance installations** against a target of 2,050, and **1,578 liquor outlets and places of entertainment** against a target of 850. These interventions are critical to reducing fire, water and public safety risks across the city.

The Health Department, working with Social Development and private sector partners, continued to implement community-based awareness programmes on teenage pregnancy, substance abuse, HIV/AIDS and male medical circumcision. These programmes reached learners across high schools, primary schools, colleges, universities and combined schools, with **30,642 learners reached** and **6,316 pamphlets distributed**.

The 2024/25 financial year therefore reflects both progress and pressure. The City has continued to deliver services under difficult conditions, while also confronting significant governance, financial and operational challenges. The unqualified audit outcome at Group level provides a foundation on which to build, but it must be accompanied by stronger implementation discipline, improved internal controls, better evidence management, decisive consequence management, and sustained attention to audit emphasis matters and UIFW expenditure.

As we move into the 2025/26 financial year, the administration will focus on improving service delivery performance, strengthening financial sustainability, stabilising critical infrastructure, improving audit outcomes, and ensuring that the City's governance systems support rather than constrain delivery. The task before us is to consolidate gains, confront weaknesses honestly, and build a more capable, accountable and responsive municipality.

The City of Johannesburg remains committed to serving residents with integrity, improving institutional performance, and ensuring that public resources are used effectively to advance the developmental mandate of local government.



Dr. Floyd Brink
City Manager
City of Johannesburg

1.3 About the City of Johannesburg

Johannesburg is South Africa's biggest city. The city began in 1886 as a gold-mining settlement and quickly transformed into the largest city in the country and a prime economic centre. Today, the city continues to attract people looking for opportunity. Johannesburg's local government has evolved over time, from a segregated system during apartheid to a more democratic and representative system post-apartheid. Today, the city is governed by a coalition, with a focus on improving infrastructure, addressing social and economic inequality, and promoting sustainable development.

1.3.1 Demographics

The current population of the city of Joburg is estimated to be 5.8 million, making it the biggest metro by population size in South Africa. Johannesburg's population constitutes about 37% of the Gauteng population and 9% of South Africa's overall population. The chart below compares the City of Johannesburg's population structure of 2013 and 2023.

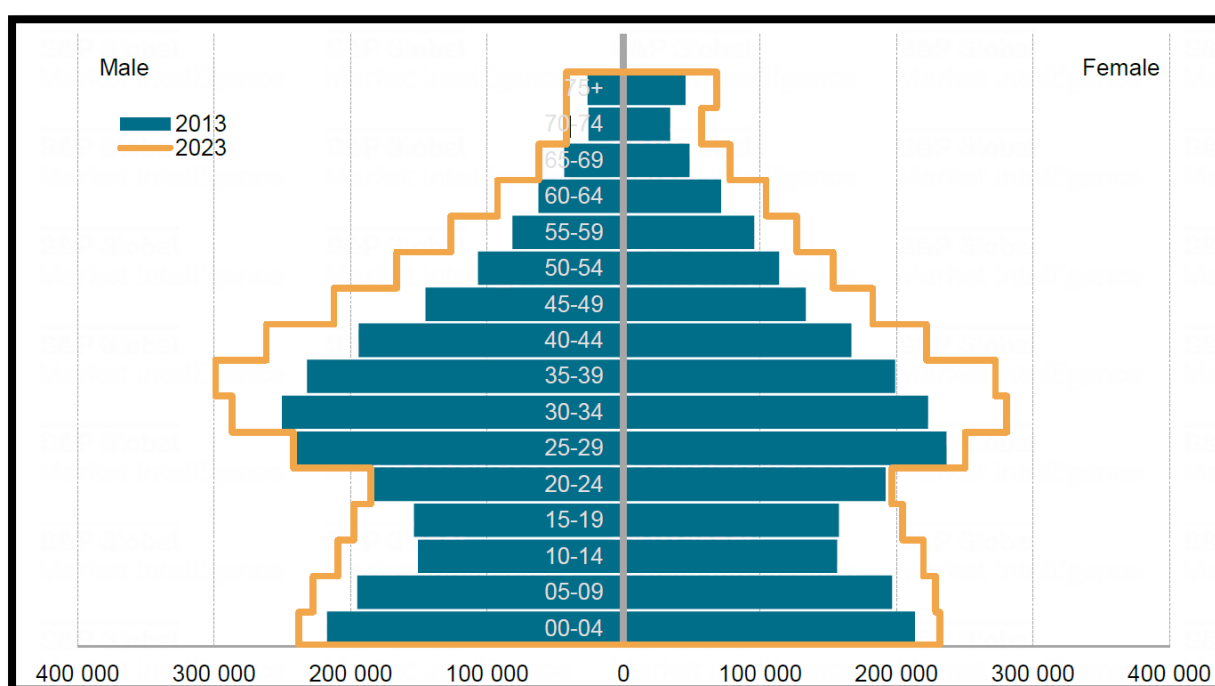


Figure 1: Johannesburg Population Pyramid, 2023. Source: South African Regional eXplorer v2473.

The most significant differences between the population pyramid of the city and the national age structure are the following:

- In 2013, there were a significantly larger share of young working age people - aged 20 to 34 (28.9%) - compared to 2023 (25%). The youth play a vital role in the development and prosperity of the city. They can advance social, economic, political, and cultural transformation and are a driving force for change.
- Fertility in 2013 was slightly higher compared to that of 2023.
- The share of children between the ages of 0 to 14 years is significantly larger in 2013 (24.6%) compared to 2023 (23.5%).
- Life expectancy in the city is increasing.

Most people migrate to Johannesburg in search of work and better opportunities. Johannesburg attracts migrants seeking economic opportunity, access to services, political asylum, and refuge. While migration has many benefits such as cultural, political, and social plurality, it also presents several challenges as the city must find ways to accommodate more people in the already stretched resource pool. Most people who come to Johannesburg

move to the city from other parts of Gauteng (55%). A further 33% are born in South Africa but in another province, and 13% are from another country.

It is estimated that currently, there are 2.28 million households in Johannesburg, up from 1.4 million in 2011. Black Africans remain the dominant population group at 80%, followed by the White population at 9%. The Coloured and Indian/Asian population both comprise only 5% of the Joburg population.

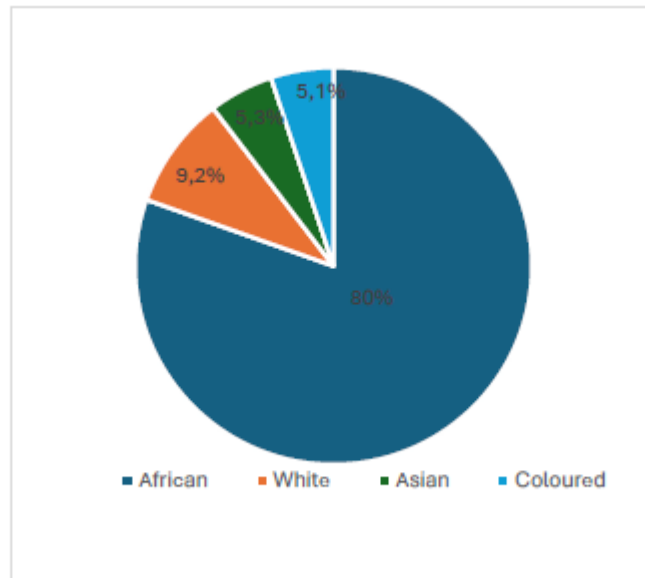


Figure 2: Distribution of CoJ population, by population group. Source: Census 2022. Source: Stats SA, 2023

1.3.2 Social opportunities and challenges

1.3.2.1 Poverty and Inequality and unemployment

Poverty alleviation and the elimination of inequalities lie at the centre of development policy in the democratic South Africa. In 2023, 51% of the Joburg population lived below the poverty line compared to 42% in 2013. The worsening poverty trend is *inter alia* a consequence of rapid urbanisation and slow economic development. Moreover, race and poverty remain stubbornly linked. Across the city, poverty levels are highest among black/Africans with higher levels of poverty reflected in Region G (68%).

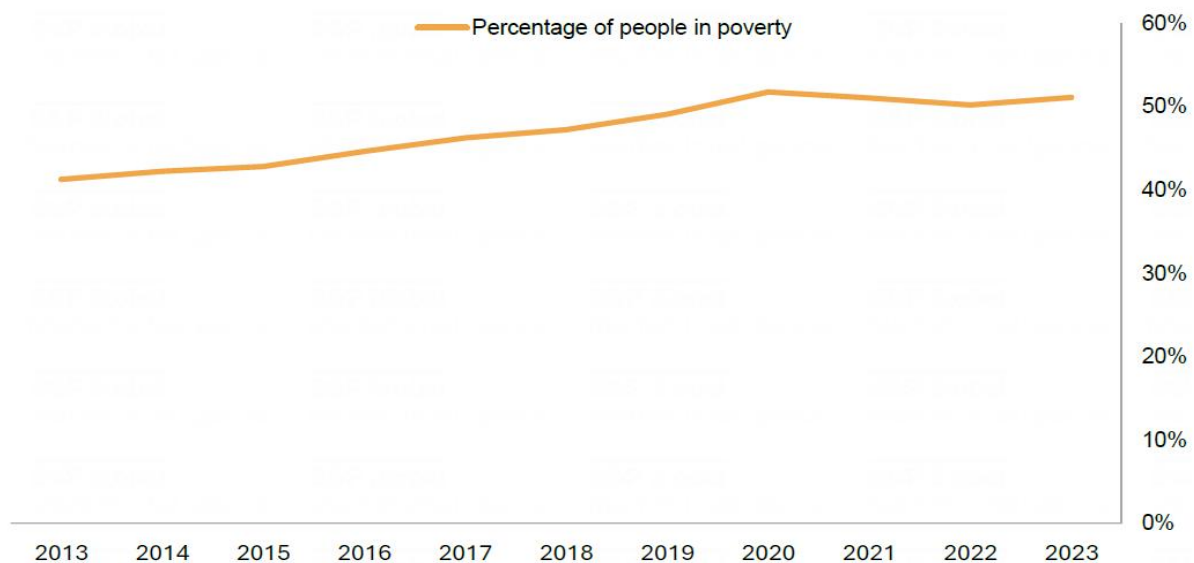


Figure 3: CoJ poverty overview, 2013-2023. Source: Source: South Africa Regional eXplorer v2473. 2024 S&P Global

Poverty and inequality are strongly intertwined. While Johannesburg is the economic hub of the country, it is riddled by persistent social and economic inequalities. Although inequality, as measured by the Gini coefficient, has reduced since 2013, it is still high in comparison to other metropolitan cities in the world. In 2023, the Gini coefficient in city of Joburg was 0.59, an improvement from 0.64 in 2013.

Poverty, inequality, and unemployment remain major challenges in Johannesburg. Despite being a hub of economic activity and opportunity, many residents still struggle to access basic services, adequate housing, and decent employment. The city's high levels of inequality are reflected in the unequal distribution of resources and opportunities, with many communities experiencing marginalisation and exclusion. Addressing these issues required a multi-faceted approach, including investment in education and skills development, job creation, social protection, and equitable access to services and infrastructure. Only through sustained efforts to address poverty, inequality, and unemployment can Johannesburg truly become a city that works for all its residents.

1.3.2.2 Human Development Index (HDI)

Human Development Index is the combination of three dimensions: A long and healthy life, knowledge, and a decent standard of living. HDI can have a maximum value of 1 and minimum value of 0.

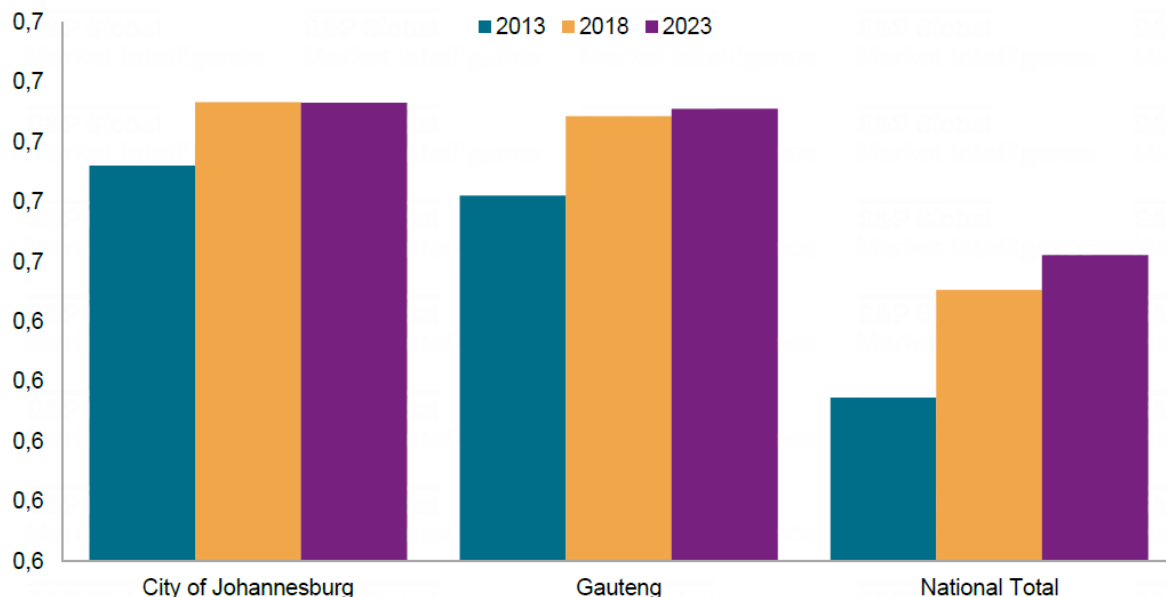


Figure 4: Human Development Index - National, Gauteng and City of Joburg. Source: South Africa Regional eXplorer v2473. 2024 S&P Global

The HDI of Johannesburg is 0.713, which is slightly higher than the HDI of South Africa (0.662). Region B has the highest HDI value of 0.785, while Region G has the lowest HDI value of 0.627, indicating a significant regional disparity in human development within Johannesburg. This analysis suggested the need to prioritize policies and initiatives that address the development disparities between regions to improve the overall human development index of Johannesburg.

1.3.2.3 Food Security

Food insecurity affects thousands of city dwellers and is related to poverty and lack of income, rather than a lack of food production. Food insecurity has massive social costs in the form of healthcare, loss of productivity and earnings, social tension and compromised educational attainment. In 2023, 24.7% of Joburg residents had inadequate or severely inadequate food access. Access to nutritious food also remains a key challenge for the City, a trend that was amplified by the COVID-19 economic restrictions

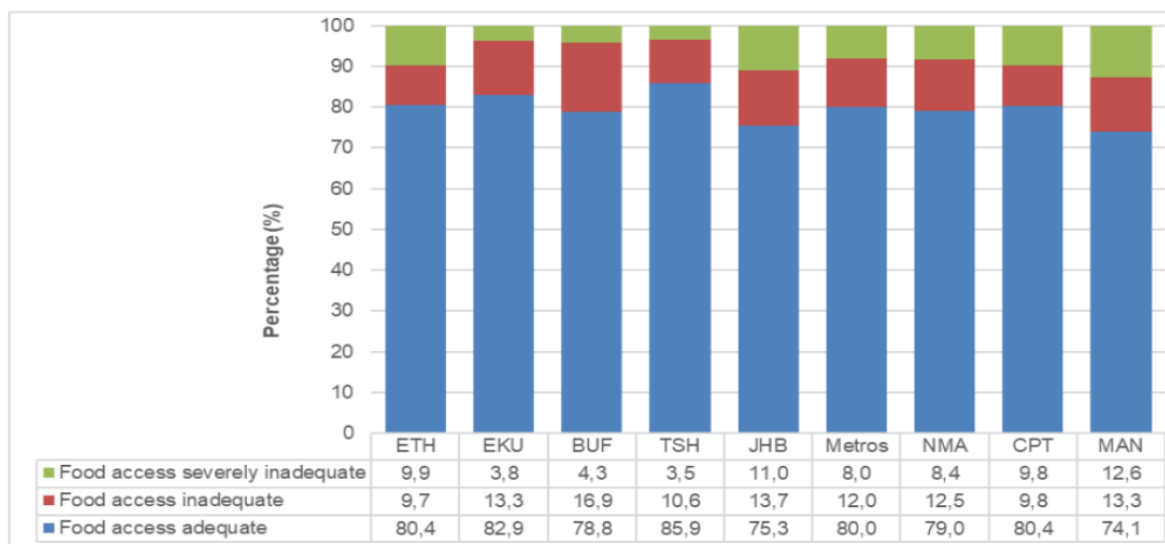


Figure 5: % Food access, all Metros, Source: Stats SA. 2024. General Household Survey 2023

1.3.2.4 Healthcare

In terms of healthcare, the City has a high prevalence of non-communicable diseases (NCDs), trauma and violence incidence which place considerable strain on the public health system. Six of the ten leading natural causes of death were from NCDs such as strokes, diabetes, respiratory problems. Early detection and initiation of interventions (medical and non-medical) for these conditions, as well as scaling up health promotional activities can help to decrease the morbidity and mortality rates resulting from chronic diseases.

HIV is another a critical health risk. Although the HIV prevalence rate in Joburg has increased between 2012 and 2022, it has been increasing at a slow pace. This can partly be attributed to the increased number of Joburg residents living with HIV receiving antiretroviral treatment (ART) at the City's clinics. The uptake of ARTs has consequently resulted in a decrease in the number of estimated AIDS related deaths (from 20404 in 2013 compared to 10266 in 2023).

Despite these tough healthcare challenges, the city has made strides in improving the health status of its residents by focusing primarily on early preventative interventions. Compared to 10 years ago, people in the city are now living longer and healthier lives. This is evident in the life expectancy at birth data which increased from 62 years in 2010 to 67 years in 2022.

1.3.3 Economic Challenges and Opportunities

Johannesburg's economy is made up of various industries. The finance sector is the largest accounting for R 325 billion or 34.7% of the total GVA in the city. The sector that contributes the second most to the GVA of Johannesburg is the community services sector at 18.6%, followed by the manufacturing sector with 16.3%. The sector that contributes the least to the economy is the agriculture sector with a contribution of R 3.2 billion or 0.34% of the total GVA.

Gross Value Added (GVA) by broad economic sector City of Johannesburg Metropolitan Municipality, 2023

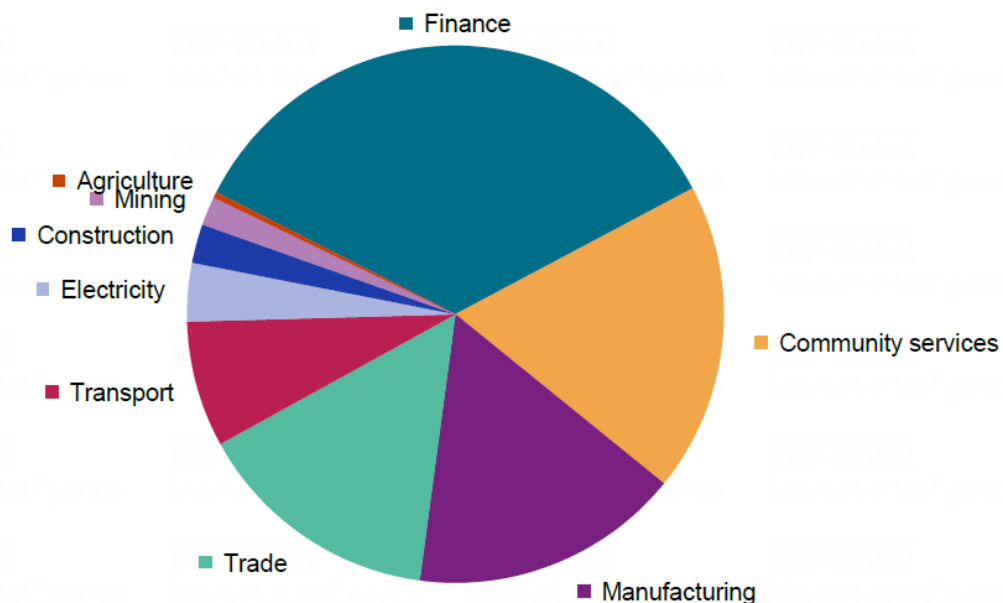


Figure 6: GVA per Sector Breakdown in Johannesburg. Source South Africa Regional eXplorer v2443

Between 2013 and 2023, the agricultural sector in Johannesburg experienced the strongest average annual growth, with a rate of 3.44%. The industry with the second highest average annual growth rate is the finance sector averaging at 2.57% per year. On the other hand, the mining sector faced a decline, averaging an annual growth rate of -2.51%. The construction sector recorded the weakest average annual growth at -3.16%. Despite these varied performances, overall positive growth existed for all the industries in 2023 with an annual growth rate of 2.85% since 2022.

Unemployment remains stubbornly high and continues to rise, particularly among the youth. In Q1 2024 the unemployment rate in the city was 32.5%. Youth unemployment was even higher at 46.97%.

The elevated levels of youth unemployment are partially linked to the labour market's inclination towards higher-skilled workers. Johannesburg's urban economy is heavily influenced by the tertiary sector, including industries like finance, ICT, community services, and trade. These sectors not only dominate the economic landscape but also highlight Johannesburg's areas of competitive strength and high productivity.

1.3.4 Economic Growth Forecast

It is expected that City of Johannesburg Metropolitan Municipality will grow at an average annual rate of 2.26% from 2023 to 2028. The average annual growth rate of Gauteng Province and South Africa is expected to grow at 2% and 1.8% respectively.

Average annual growth rate, constant 2010 prices

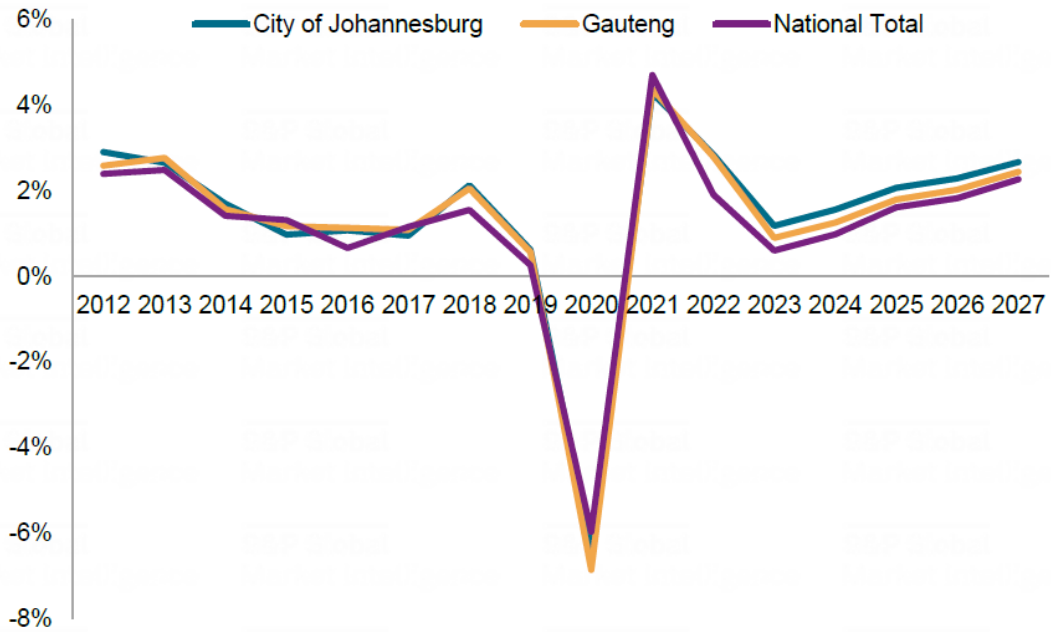


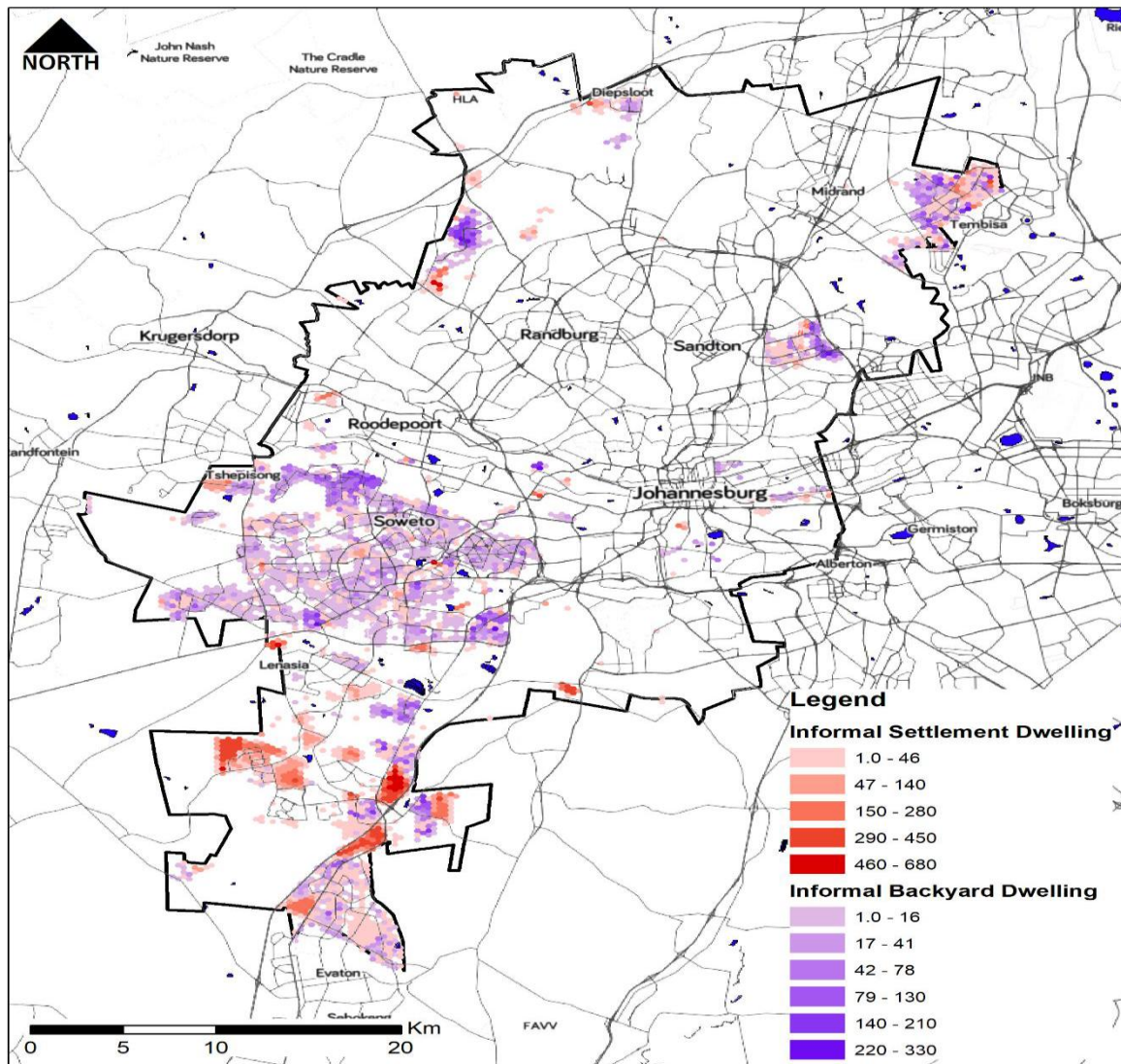
Figure 7: Average Annual Growth Rate, Constant 2010 Prices. South Africa Regional eXplorer v2473. 2024 S&P Global

Johannesburg's economic dominance is projected to continue, with its GDP reaching an estimated R784 billion (constant 2010 prices) by 2028. This represents 44.8% of the province's total GDP, maintaining Johannesburg's position as the leading regional economy. The city's robust growth, averaging 2.26% annually between 2023 and 2028, surpasses that of the other regional economies.

In Johannesburg the socioeconomic response actions to mitigate the effects economic shocks on the businesses and residents of the city have been the immediate priority. As many businesses and jobs as possible need to be protected and secured and support provided to the worst affected. The focus must then shift to supporting and facilitating recovery of Johannesburg's economy as public health containment measures are eased. City businesses economy will need to adjust to a world economy changed by the pandemic to remain and become competitive.

1.3.5 Service delivery and infrastructure challenges and opportunities

The provision of quality housing has been a priority issue for the City, but also a fundamental challenge. There continues to be a deficit, particularly in informal settlements (households residing on un-proclaimed land, not zoned for development) where many of the households have no access to electricity or quality sanitation. The existing backlog is exacerbated by the high population growth and the illegal occupation of land. Moreover, as the number of households in the city increases and unsafe, illegal connections multiply, extra strain is placed on the existing infrastructure. The City of Johannesburg's housing backlog is estimated at over 431,214. It is made up of 312 informal settlements, as well as overcrowding and the non-regulated backyard rental sector. The city upgraded informal settlements, with basic services, emergency access and tenure security.



Increase in Informal Dwellings 2010 to 2020

Figure 8: Informal Dwellings from 2010 to 2020

In Joburg, more than half all of households 58% spend more than 10% of their income on transport per month. This figure shows a 6 percentage points increase from 52% in 2022 meaning more households are spending more than 10% of their income on transport per month and this may be due to high fuel prices. These costs are mostly borne by, and disproportionately impact, poorer households. Despite advances in Metrobus and Rea Vaya BRT, Johannesburg is still an automobile-centred city, dominated by private cars and minibus taxis. On average each month, 10.2 million trips are made in the city via minibus/taxis, accounting for 91% of all public transport trips in Johannesburg. To enhance public transport uptake, the CoJ strived to realise efficient, affordable (low carbon) public transport systems which integrate with other metros across the Gauteng City Region (GCR). Providing a quality, reliable and safe mass public transport service and passenger rail, is critical for Joburg businesses and residents.

Seeing digital access / digital rights as basic services is becoming an increasingly important topic for municipalities around the world. In Johannesburg, it is important to overcome the digital divide in order to promote equality. Positively, only 18.1% of households reported having no access to internet in Gauteng and 91% of households own a cellphone. In order to ensure that more people from all walks of life have equal access to the internet, our interventions included providing free WIFI to better connect you to opportunity and learning.

1.4 Access to Services, Infrastructure and Backlogs

It is a constitutional mandate for local government to ensure that all households have adequate access to basic services. Provision of basic services to the community of Johannesburg is comparatively high with most households (both formal and informal) enjoying water supply infrastructure of RDP standard or higher (99.3%), access to a functioning basic sanitation facility (95.8%), access to electricity for lighting (92.2%), and have their refuse removed at least once a week (87%).¹ Backlog numbers in 2024 have decreased across all services compared to 2023.

Service	% Households Served	% Backlog	Backlog Household	No.
Housing (Formal dwelling)	82.3%	17.7%	406,047	
Water	99.3%	0.7%	15,450	
Sanitation	95.8%	4.2%	95,450	
Electricity for lighting ²	92.2%	7.8%	179,623	
Refuse Removal	87.0%	13%	296,754	

Table 1: Existing level of development

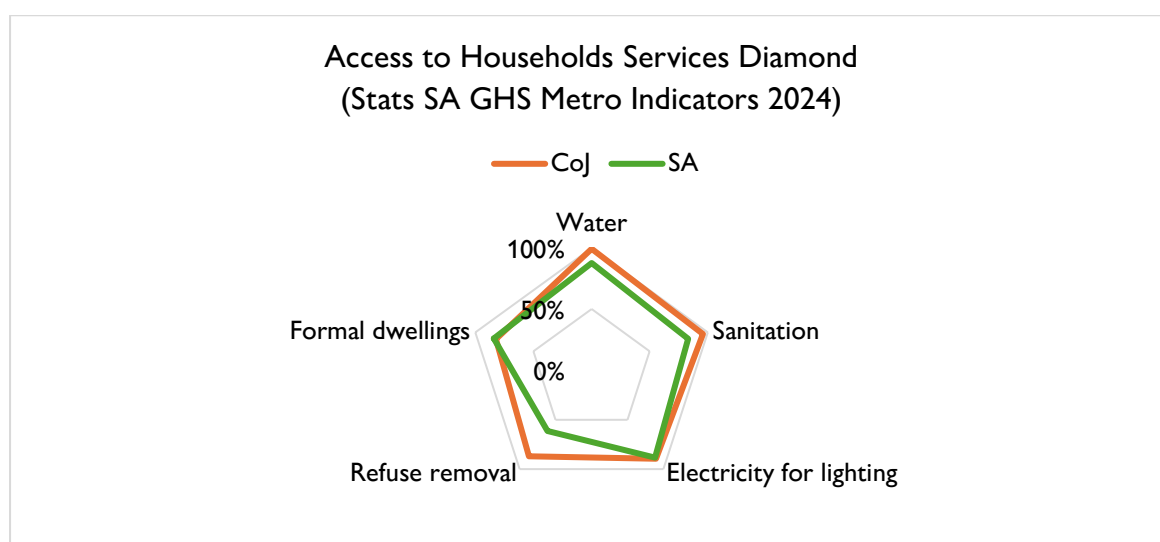


Figure 9: Access to Households Services Diamond: level of Development in Johannesburg Relative to National Levels. Source: Stats SA. 2025. GHS metros, 2024

Figure 9 shows access to basic services during 2024 within Johannesburg. The three lowest performing areas are: 1) formal dwellings (82.3%), 2) refuse removal (87%) and 3) electricity for lighting (92.2%). A stable and sustainable supply of electricity will be a chief intervention area for the city. Access to formal dwellings remains a challenge – the deficit contributes towards the proliferation of informal settlements – but access slightly increased from 81.8% in 2023 to 82.3% in 2024. The level of access to weekly refuse collection has improved by 1.3 percentage points from 85.7% to 87% between 2023 and 2024.

¹ Stats SA. 2025. General Household Survey, Selected development indicators, Metros 2024 (GHS metros, 2024). Pretoria: Statistics South Africa

² Stats SA. 2025. SuperWEB2. Pretoria: Statistics South Africa: <https://superweb.statssa.gov.za/webapi/jsf/dataCatalogueExplorer.xhtml>

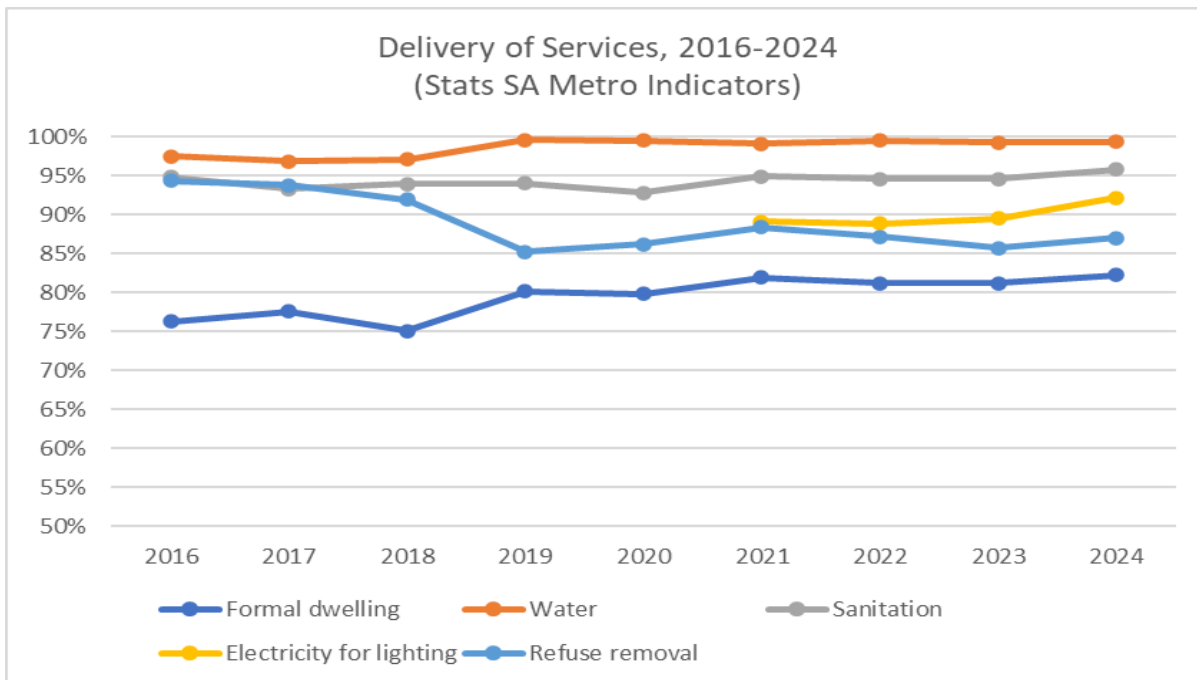


Figure 10: Delivery of Services %, 2016-2024. Source: Stats SA. 2025. GHS metros, 2024

In line with its constitutional mandate, the city will focus on increasing the number of households with access to basic services, especially those in informal settlements. Simultaneously, the city work to combat illegal connections and land invasions.

1.4.1 Human Settlements

Approximately 1.9 million households or 82.3% of the city live in formal dwellings.³ The formal dwelling backlog (number of households not living in a formal dwelling) is currently estimated at 17.7%. Johannesburg’s housing backlog is estimated at over 406,047 households. The housing backlog is a major concern for the CoJ and has been a major focus of the City.

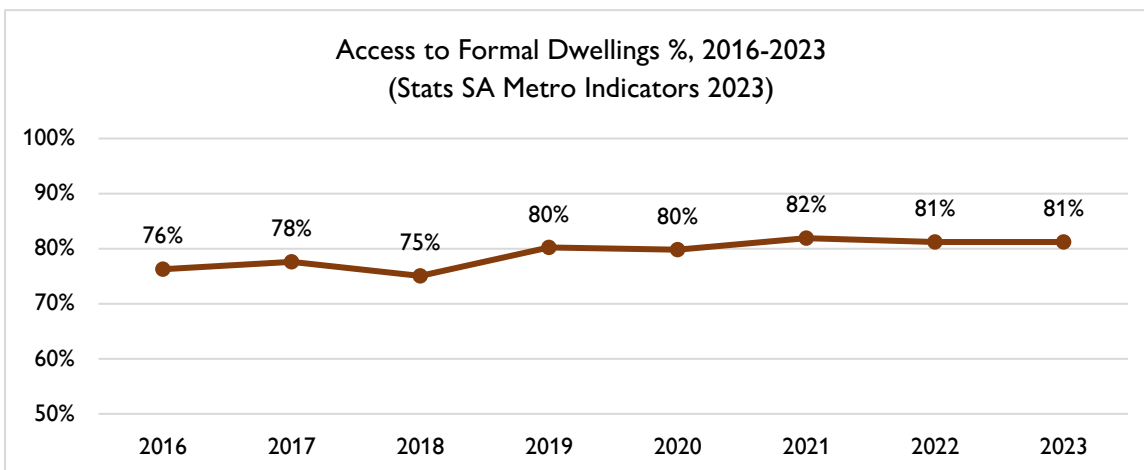


Figure 11: Access to Formal Dwellings %, 2016-2024. Source: Stats SA. 2025. GHS metros, 2024

³ Stats SA. 2025. GHS metros, 2024. Pretoria: Statistics South Africa

The lack of affordable housing options gives rise to informal settlements and slums – forcing many people to live in inadequate conditions. The city has prioritised programmes to upgrade informal settlements. Access to formal dwellings has remained stagnant over the past five years.

1.4.2 Water

A total of 2.2 million (99.3%) households in the city have access to water serviced through water piped (tap) inside or yard connection in formalised areas and through communal standpipes within a maximum walking distance of 200 metres in informal settlements.⁴ The number of households below RDP-level has shown a significant decrease as the City has been successful in decreasing the water backlog (represented by the number of households which do not have piped water within 200 metres of their dwelling) over time.

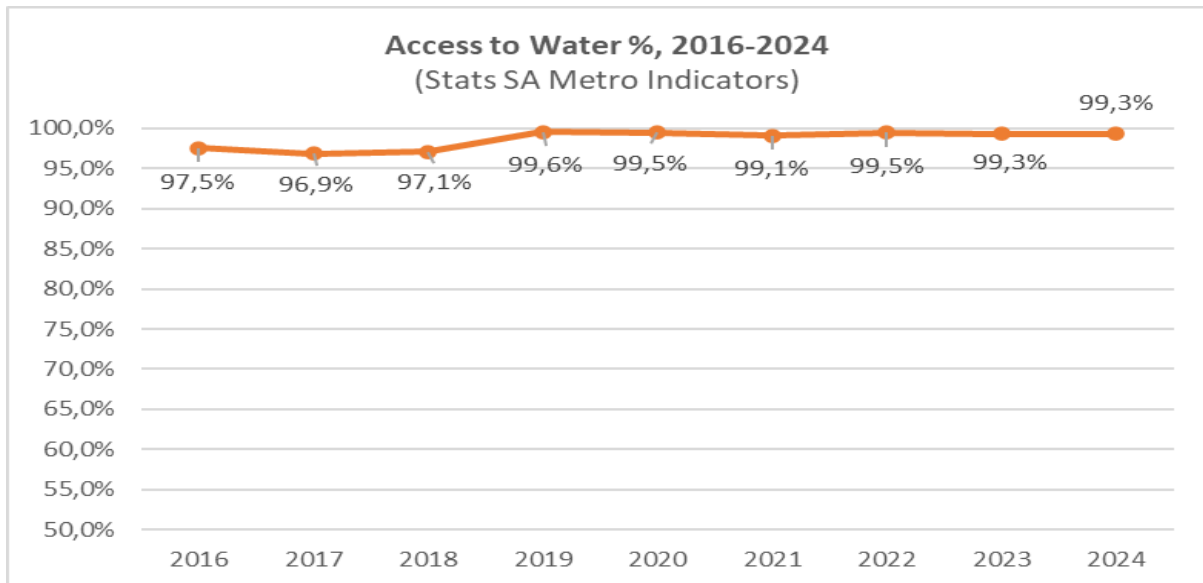


Figure 12: Access to Water %, 2016-2024. Source: Stats SA. 2025. GHS metros, 2024

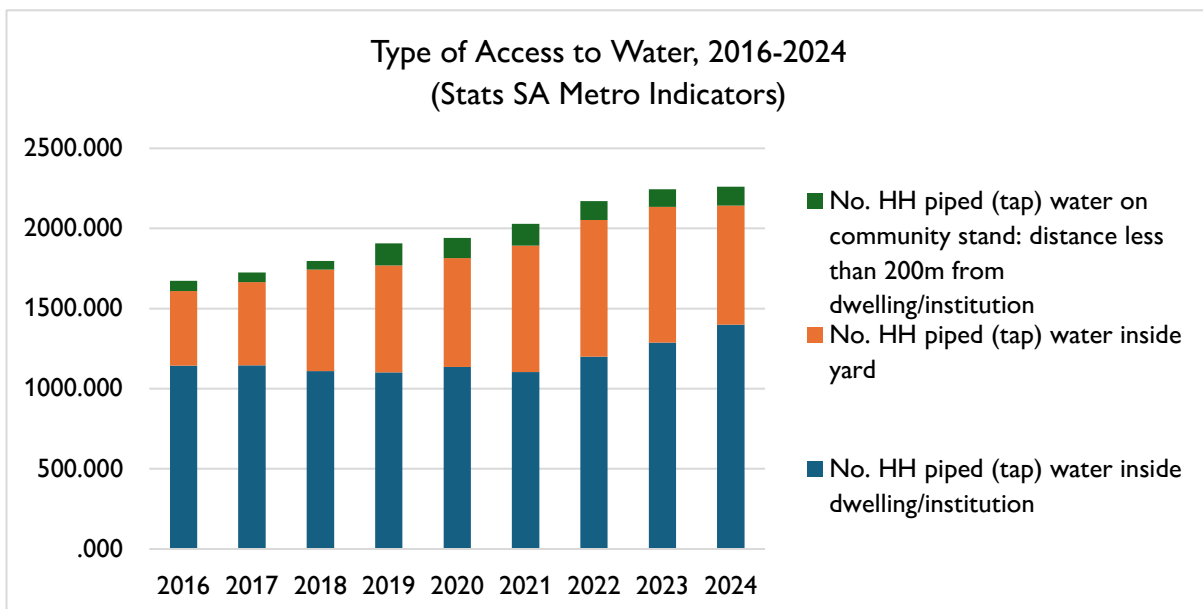


Figure 13: Types of Access to Water, 2016-2024. Source: Stats SA. 2025. GHS metros, 2024

⁴ Stats SA. 2025. GHS metros, 2024. Pretoria: Statistics South Africa

Given our arid climate, a water crisis is likely. Moreover, Johannesburg has very high-water demand with a per capita consumption of 279 litres per day, far exceeding the global average of 173 per person per day.⁵ This puts our water supply under severe pressure. To date the City has adequately managed water demand, however the City will need to improve efficiencies – such as implementing water management systems that reduce water leaks – and reduce demand, while providing access to clean and reliable drinking water for all residents. Innovative water reuse projects are critical in this regard. Water conservation is dependent on reducing wastage, repairing, and maintaining existing infrastructure, introducing smart infrastructure and water efficiency measures (washing machines, toilet cisterns), and advancing water recycling and harvesting. The Water Security Plan for Gauteng City Region re-emphasised the immediate challenge facing Gauteng, which is to keep water consumption at sustainable limits.

1.4.3 Sanitation

A total of 2.1 million households (95.8%) in the City of Johannesburg have access to sanitation through individual sewer connections to properties. Given the increased number of households in the city because of urbanisation, it is positive that the sanitation backlog (number of households without hygienic toilets) has been decreasing over the past ten years.

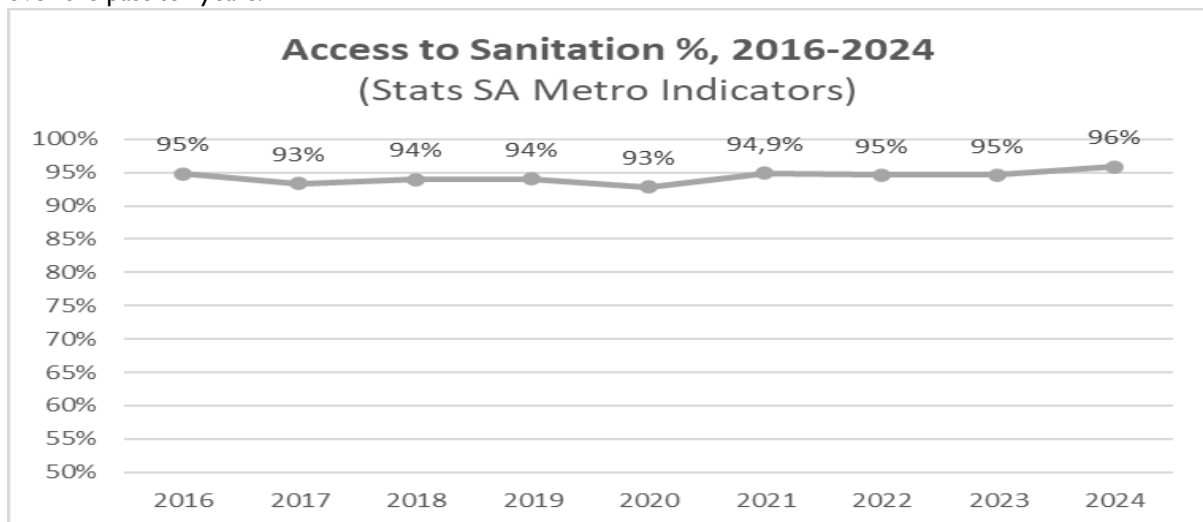


Figure 14: Access to Sanitation %, 2016-2024. Source: Stats SA. 2025. GHS metros, 2024

There remains a need to advance universal access to improved sanitation facilities, especially in the context of improving hygiene and preventing disease. This means maintaining and upgrading existing systems and simultaneously installing next generation systems (non-waterborne sanitation systems). Furthermore, in high density areas poorly managed sanitation systems can cause untreated wastewater to contaminate the environment, polluting stormwater systems and streams, while in areas with inadequate stormwater drainage, heavy rains cause flooding and lead to the overloading of wastewater treatment works.⁶ Both of the above negatively impact the environmental health of the City and its residents.

1.4.4 Electricity

Two million households (92.2%)⁷ in the City of Johannesburg use electricity for lighting and of those, 1.8 million households (79.3%)⁸ have access to electricity from a public supplier. The electricity for lighting backlog of 7.8%

⁵ GCRO. 2019. Water Security Perspective for the Gauteng City-Region Securing water for continued growth and well-being. Johannesburg: Gauteng City Region Observatory.

⁶ GCRO. 2019. Water Security Perspective for the Gauteng City-Region Securing water for continued growth and well-being. Johannesburg: Gauteng City Region Observatory.

⁷ Stats SA. 2025. SuperWEB2. Pretoria: Statistics South Africa: <https://superweb.statssa.gov.za/webapi/jsf/dataCatalogueExplorer.xhtml>

⁸ Stats SA. 2025. GHS metros, 2024. Pretoria: Statistics South Africa.

is most prevalent in informal dwellings (such as backyard shacks) and informal settlements. As part of its response, the CoJ will look to introduce Independent Power Producers (IPPs) and Small-Scale Embedded Generation (SSEG) to increase capacity generation. At the same time, we will be working to implement a strategy to incorporate ESKOM supply areas into City provision areas. Taking over Eskom supply areas presents financial risks, aging infrastructure, and high non-payment rates, requiring significant investment in upgrades and revenue collection systems. However, it offers opportunities for smart metering, renewable energy expansion, and improved service control, provided the City secures funding and adopts a phased, well-governed approach.

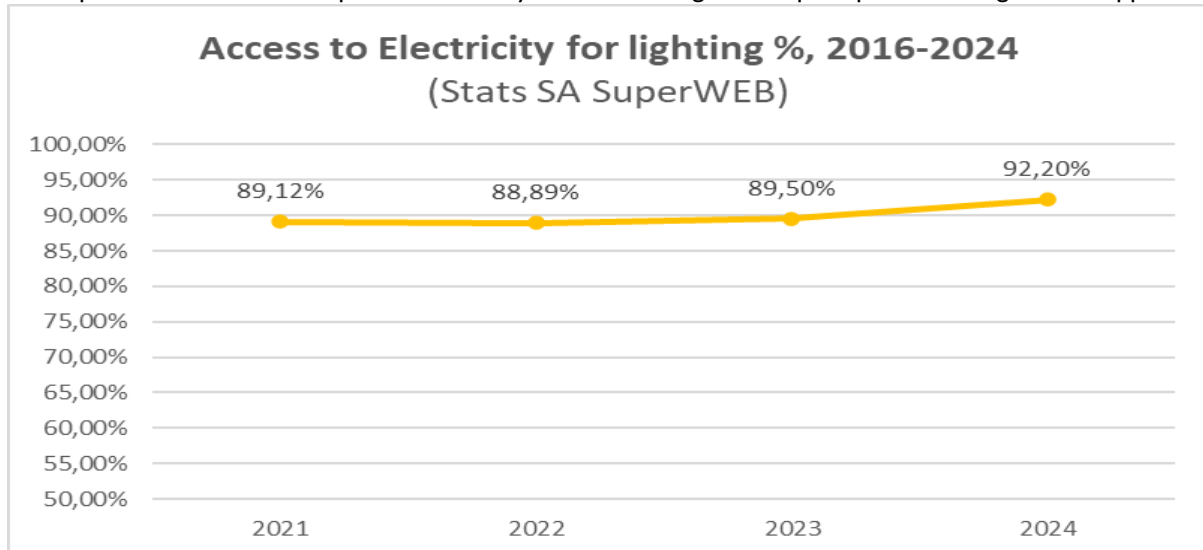


Figure 15: Usage of Electricity for lighting %, 2021-2024. Source: Stats SA. 2024. SuperWEB: <https://superweb.statssa.gov.za/webapi/jsf/dataCatalogueExplorer.xhtml>

In Gauteng, 76.8% of households made use of electricity for cooking.⁹ 60.4% of households in Johannesburg have in-house pre-paid meters.¹⁰ Extended load shedding, has had a major negative impact on economy, business, and residents: In 2017/18, 31% of residents reported experiencing electricity interruptions at least once a month; by 2020/21 this figure had risen to 74%¹¹, however there has been a significant improvement during 2023/24 with a figure of 63%.¹² The level of satisfaction with energy sources that respondents have access to, has continued to decrease significantly in the last Three QoL surveys, currently at 38% of residents in 2023/24 from 64% of residents in 2020/21 and 77% in 2017/18.¹³

1.4.5 Waste management

About 1.9 million Households across Johannesburg (87%) have their refuse collected at least once a week.¹⁴ 13% of households experienced backlogs (below formal once weekly collection, including less frequent collection; personal removal (own dump), or no refuse collection). Over the period between 2016 and 2024, waste management has decreased considerably compared to other services.

⁹ Stats SA. 2025. GHS metros, 2024. Pretoria: Statistics South Africa

¹⁰ Stats SA. 2025. GHS, 2024. Pretoria: Statistics South Africa

¹¹ GCRO. 2021. Quality of Life 6 Survey 2020/21: Presentation to COJ Executive Management Team. 8 November 2021

¹² GCRO. 2024. Quality of Life 7 Survey 2023/24. Johannesburg: Gauteng City-Region Observatory: Launched 22 October 2024

¹³ GCRO. 2021. Quality of Life Survey 6 2020/21. Johannesburg: Gauteng City-Region Observatory

¹⁴ Stats SA. 2025. GHS metros, 2024. Pretoria: Statistics South Africa

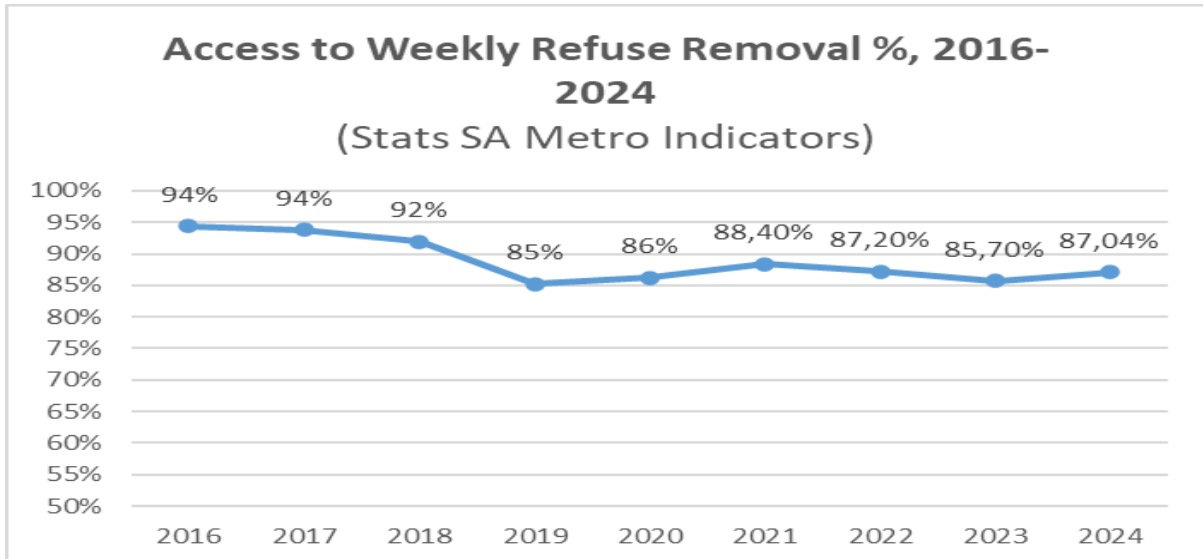


Figure 16: Access to Refuse Removal %, 2016-2024. Source: Stats SA. 2025.GHS metros, 2024

The city must increase access to weekly waste collection, and at the same time be mindful of the fact that the City's landfill space is rapidly diminishing. This means reducing the amount of waste produced that ends up in landfills and optimising opportunities from waste. To this end the city will aim to improve waste management collection, while encouraging recycling at source, and the integration of waste reclaimers into the waste value chain and participation in the green economy.

1.5 Joburg's Strategic Framework

The City's Integrated Development Plan (IDP) and the annual Service Delivery and Budget Implementation Plan (SDBIP) as well as Business Plans of its departments and entities, have identified key strategic initiatives and operational plans aimed at addressing the developmental needs of its residents. In today's rapidly changing world, brought on by the unprecedented impact of the pandemic and the new normal, it is imperative that our planning process adapts to accommodate the current crisis while maintaining a long-term vision. The 2024/25 Service Delivery and Budget Implementation Plan (SDBIP) reflected the balance, bridging the gap between the City's long-term aspirations and goals as outlined in the Growth and Development Strategy, and the immediate programmes that needed to be implemented to address service delivery concerns. This ensured that the city remained focused on its long-term objectives, while being responsive to the present-day realities and the pressing needs of its residents.

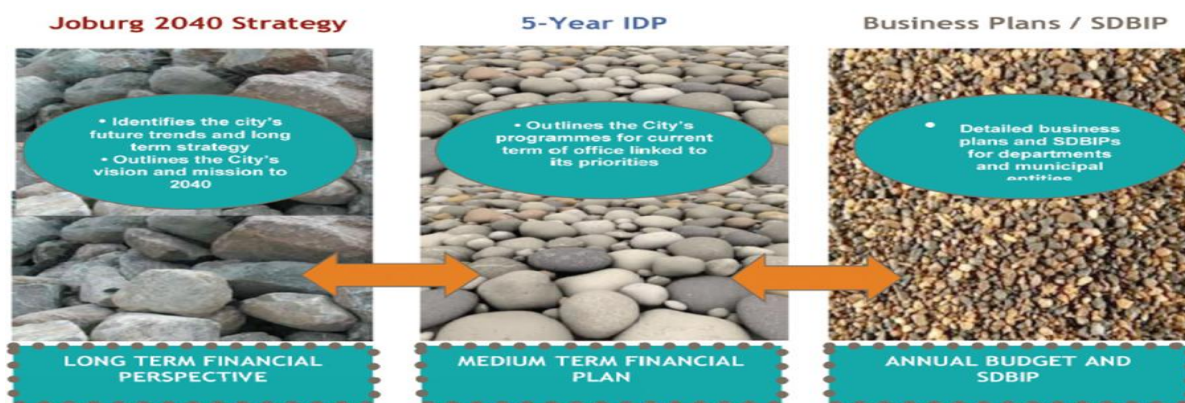


Figure 17: Overview of the Hierarchy of Strategic Plans

1.6 Growth and Development Strategy (GDS): Joburg 2040

The Joburg 2040 Growth and Development Strategy (GDS) serves as the City's long-term strategic guide, shaping all planning efforts. Historically aspirational, the GDS now requires active implementation to transform Johannesburg into the city envisioned for 2040. It is a key decision-making tool, continuously refined to ensure progress.

The latest GDS draft introduces a structured roadmap with phased milestones and SMART goals to link vision with action. It champions outcomes-led planning and strategy-driven budgeting, positioning the IDP as the execution arm for medium-term activities. Departmental and entity business plans detail the resources needed to operationalise the GDS, ensuring alignment between strategic intent and day-to-day governance.

1.6.1 Growth and Development Strategy (GDS) outcomes

As part of the Joburg 2040 strategy, the city has four Growth and Development Outcomes that it aims to achieve by 2040 through the following primary drivers – human and social development, environment and services, economic growth, and good governance.

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

The City envisages a future that presents significantly improved human and social development realities, through targeted focus on poverty reduction, food security, development initiatives that enable self-sustainability, improved health and life expectancy, and real social inclusivity. By 2040, the City aims to achieve substantially enhanced quality of life for all, with this outcome supported by the establishment of development-driven resilience.

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

The city plans to lead in the establishment of sustainable and eco-efficient infrastructure solutions (e.g., housing, eco-mobility, energy, water, waste, sanitation and information and communications technology), to create a landscape that is liveable, environmentally resilient, sustainable, and supportive of low-carbon economy initiatives.

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

The City of Johannesburg will focus on supporting the creation an even more competitive, 'smart' and resilient city economy, when measured in relation to national, continent, and global performance. The city will promote economic growth and sustainability through the meaningful mobilisation of all who work and live here, and through collaborating with others to build job-intensive long-term growth and prosperity, from which all can benefit.

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

The city envisages a future where it will focus on driving a caring, responsive, efficient, and progressive service delivery and developmental approach within the GCR and within its own metropolitan space, to enable both to reach their full potential as integrated and vibrant spaces. Furthermore, each outcome is driven by several strategic outputs. The GDS outputs represent intervention areas where the city plans to intervene now in order to achieve our desired long-term outcomes.

1.6.2 GDS Roadmap to 2040: From Vision to Action

The Joburg 2040 GDS anticipates a future city that is truly resilient, sustainable, and liveable. If the City hopes to create a reality that is reflective of these ideals, we must embrace a living, responsive approach – in line with the demands and imperatives of the time. In response, a conscious decision was taken to position the GDS alongside the five-year IDP, which unpacks and defines the short and medium-term operational activities necessary to give effect to each of the longer-term strategic outputs. The IDP, therefore, must serve to effectively operationalise the GDS.

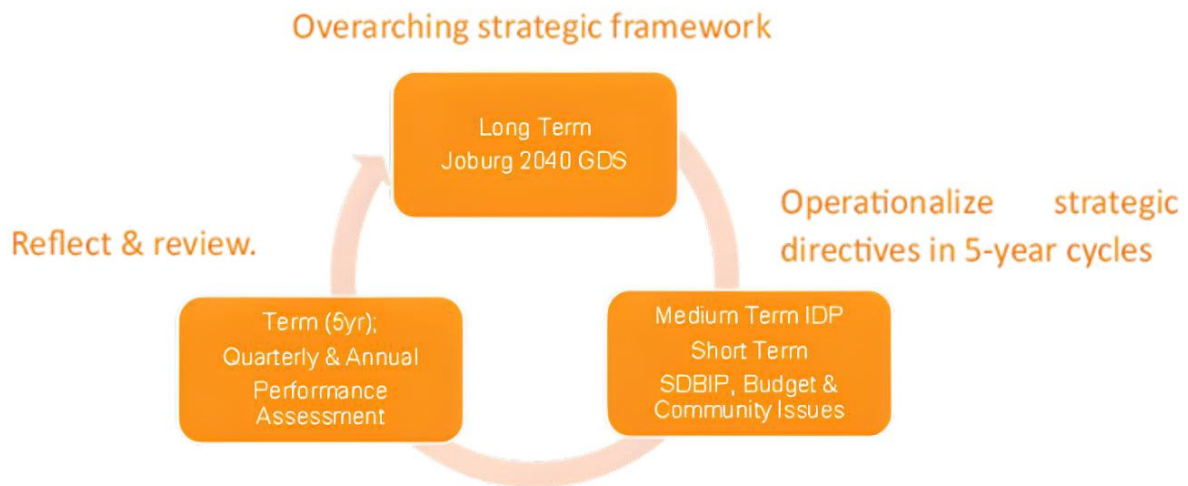


Figure 18: Implementation Framework for the Joburg 2040

The City’s focus on GDS – IDP – Business Plan alignment reflects an outcomes-based model and defines long-term outcomes and key intervention areas, while the IDP and business plans drive daily operations and programmes, ensuring strategic budget allocation. This integrated roadmap guides implementation toward the City’s vision. The next section outlines the decade-long action plan and key indicators to track progress.

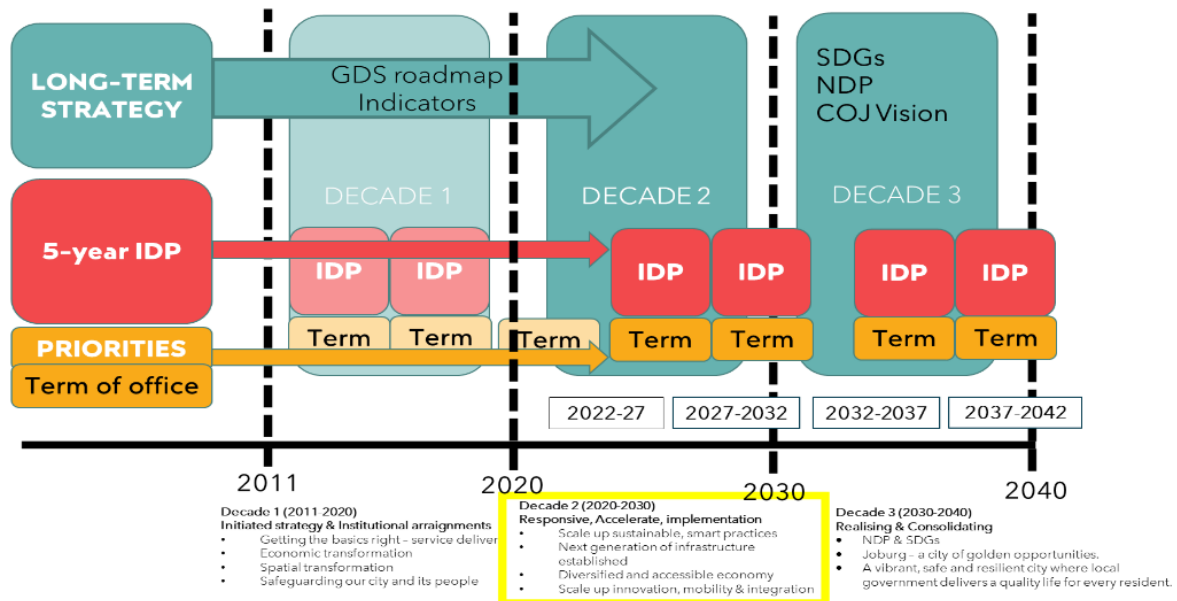


Figure 19: GDS Roadmap Overview

1.6.3 Government of Local Unity Priorities and Key Performance Indicators for 2024/25

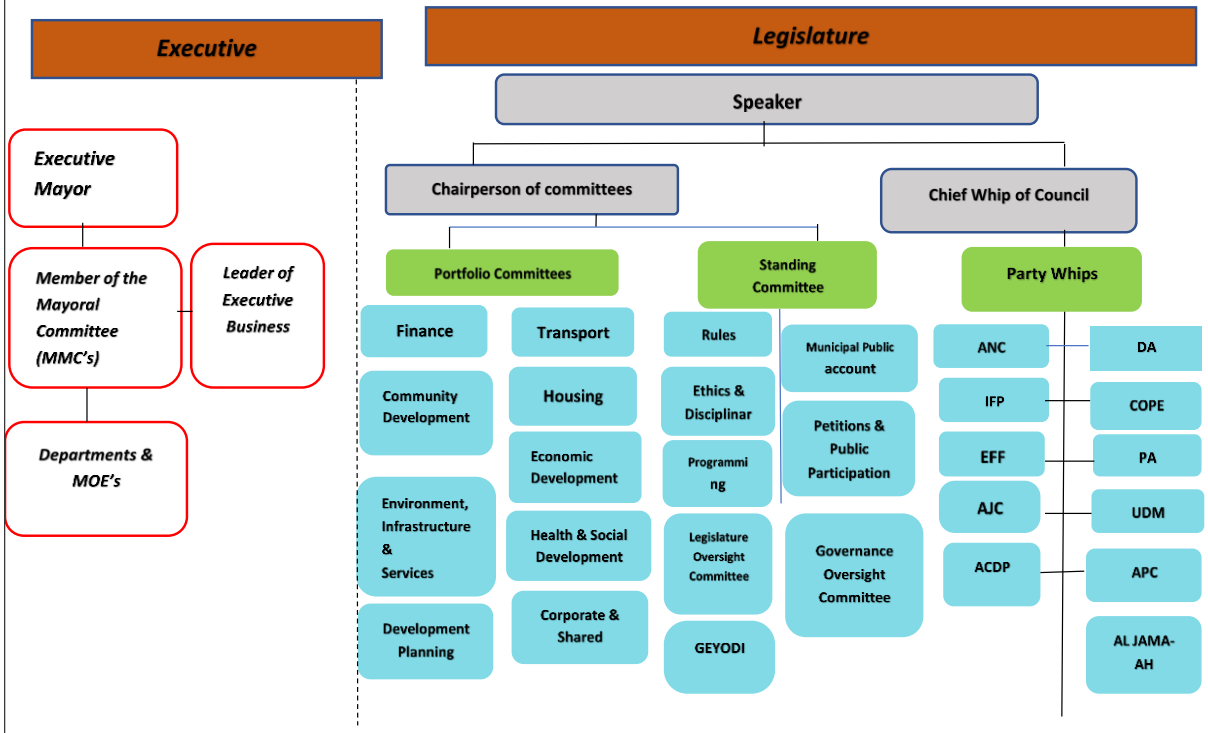
The city has recognised the importance of taking a comprehensive approach towards the realisation of the four Growth and Development Strategy (GDS) outcomes. To this end, the City has identified eleven strategic priorities to serve as a roadmap for the medium to short term, leading towards the attainment of the long-term goals set out in the City's long-term strategy. The Government of Local Unity (GLU) priorities are aimed at augmenting programmes to improve service delivery, promoting economic growth through the creation of a supportive environment, improving the liveability of urban spaces, and building a resilient and sustainable administration for future residents of the city. These priorities helped guide decision-making processes and allocation of resources towards service delivery and areas that had the greatest impact on the City's development. The implementation of these priorities was closely monitored and evaluated through the key performance indicators below:

Mayoral Priority	Linkage to KPIs	Number of KPIs
Good Governance	<ul style="list-style-type: none"> 26. Audit outcome 27. Percentage reduction of historic corruption incidents reported 30 June 2024 28. Percentage of Municipal Entities and Departments achieving 85%+ compliance of Ser-vice Level Standards (SLS) Charter Measured Quarterly 29. Percentage of Presidential Working Group, COGTA Turnaround Plan and COJ Turna-round Plan interventions implemented as part of the City's DDM implementation Plan. 	4
Financial Sustainability	<ul style="list-style-type: none"> 1. Percentage of Debt (Total Borrowings/ Revenue) 2. Cash/Cost coverage ratio (Excluding Unspent Conditional Grants) – In Months. 3. Current ratio 4. Net Operating Surplus Margin 5. Remuneration as a Percentage of Total Operating Expenditure 6. Interest expense to Total operating expenditure ratio 7. Percentage collection of revenue on property rates and billing services 8. Solvency ratio 9. Percentage of spend on repairs and maintenance to Property, Plant and Equipment 10. Percentage budget spent on city-wide infrastructure 	10
Energy Mix	<ul style="list-style-type: none"> 11. Installed capacity of approved embedded generators on the municipal distribution network (EE4.12) 	1
Sustainable Service Delivery	<ul style="list-style-type: none"> 12. Number of additional households provided access to basic water at minimum LoS 1 in informal Settlements. 13. Number of additional households provided access to basic sanitation at minimum LoS 1 in informal Settlements. 14. Number of dwellings provided with connections to mains electricity supply by the municipality. 15. Percentage (%) of known City informal settlements receiving basic services 16. Number of eligible individuals registered for the ESP (Ex-tended Social Package) 17. Total water losses 18. Average total daily water demand 19. Percentage total electricity losses (EE4.4) 20. Percentage waste diverted from landfill 21. Average number of Rea Vaya passenger trips per working day 22. Percentage increase in ridership from Metrobus routes 23. Percentage of energy demand supplied by renewable sources 	12
Infrastructure Development and Refurbishment	<ul style="list-style-type: none"> 30. Number of informal settlements households provided with electricity 31. Number of lane kilometres of road resurfaced 32. Number of kilometres of gravel roads upgraded and surfaced 33. Number of kilometres of open storm water drains converted to underground systems 34. Number of serviced sites developed 35. Number of title deeds issued to beneficiaries 36. Number of social housing units completed 37. Number of mixed housing opportunities created 	10

Mayoral Priority	Linkage to KPIs	Number of KPIs
	38. Number of hostels rehabilitated 39. Number of flats rehabilitated	
Job Opportunity and Creation	24. Number of Expanded Public Works programmes (EPWP) work opportunities created City-wide 25. Percentage of EPWP participants supported through skills development and training on-site programmes	2
Safer City	40. Percentage of compliance improvement on high-risk buildings focusing on hotspot areas 41. Percentage reduction in criminal activities in the city of Joburg 42. Number of actions where JMPD triggers early interventions to reduce By-law violations 43. Number of wards with ward-based policing programme 44. Percentage of eligible children fully immunized by age 1 (One) 45. Percentage of HIV positive patients initiated on treatment 46. All DS-TB treatment success rate 47. Number of shared environments managed based on partnership agreements 48. Number of bad buildings identified and profiled 49. Number of bad buildings advertised for disposal in the CoJ register 50. Number of people profiled and referred for TEA 51. Number of individuals receiving treatment and re-habilitation services through community-based and inpatient treatment centers. 52. Number of home-less individuals accessing support services	13
Active and Engaged Citizenry	53. Number of citizens participated in city events or engagements 54. Customer Satisfaction Index Score	2
Sustained Economic Growth	55. Rand Value of New Investments Secured Through City-Led Promotion and Partnerships No of SMMEs supported City-wide 56. Percentage Increase in the City of Joburg GDP 57. Percentage achievement of the Annual Skills Development plan as provided for in the Skills Development Act 58. Number of Investment events in partnership with stakeholders 59. Rand value of leveraged funding used for capital projects in targeted areas. 60. Number of Catalytic Enterprise Support Infrastructure Projects Implemented 61. Number of visitors coming to Johannesburg 62. Economic impact generated through MICE activities hosted 63. Total tourism spending in Johannesburg	9
Green Economy	64. Number of green economy projects with measurable job creation	1
Smart City	65. Number of smart and innovative solutions that bring about efficiencies and contribute towards spatial and socio-economic transformation 66. Number of digital transformation programmes implemented in LIS to promote digital literacy 67. Percentage monthly users accessing the City's public Wi-Fi network	3
Total KPIs in the Revised SDBIP		67

Table 2: Linkage between GDS Outcomes and Outputs

INSTITUTIONAL STRUCTURE OF COUNCIL AND SEPERATION OF EXECUTIVE AND LEGISLATIVE POWERS



CHAPTER 2: GOVERNANCE

2.1 Political Governance

In the 2024/25 financial year, the City of Johannesburg was governed by the Government of Local Unity (GLU) comprising of the African National Congress (ANC), Economic Freedom Fighters (EFF), African Independent Congress (AIC), Patriotic Alliance (PA), AL JAMA-AH, United Democratic Movement (UDM), Congress of The People (COPE), African Heart Congress (AHC), United Independent Movement (UIM), African People's Convention (APC), GOOD, African Transformation Movement (ATM), and Pan African Congress (PAC).

In order to enhance good governance and promote accountability, the city is operating on the separation of power's model framework, whereby the Executive is separated from the Legislative arm of Council to promote oversight, accountability, and public participation. This model mirrors that of provincial and national Parliament and is achieved through the delegation of legislative and executive functions of Council to the legislative and executive arms, respectively.

The City established independent oversight committees, including the Municipal Public Accounts, Committee (MPAC), Group Advisory Committees and boards for its municipal entities. These committees enable improved political and administrative oversight, as well as greater scrutiny and increased accountability within Council and its entities. This improved oversight and scrutiny has helped to improve the levels of clean governance in the city, as well as the levels and intensity of citizen engagement through the processes of consultation and communication. The role of MPAC through conducting oversight on the City's Annual Report has undoubtedly improved accountability, transparency, economical, effective, and efficient use of public resources in executing municipal functions giving effect to service delivery.

The City of Johannesburg Metropolitan Municipality is a Category A Municipality in South Africa, as defined in the Municipal Structures Act, Act No. 117 of 1998, as amended. In line with having a well-defined politically governed system, the municipality upholds the principles of a well governed administrative system according to the principles of King IV on Good Corporate Governance. These principles apply to the City's MEs and departments that form the core administration of the Group.

The City's governance model mirrors National and Provincial government and is made up of the executive and legislative functions. The legislative function is the political administration or Council, led by the Speaker of Council and holds monthly meetings to discuss Council matters. The Executive arm comprises the Mayoral Committee, chaired by the Executive Mayor, as well as an administrative function led by the City Manager (CM).

The key role of Council is to focus on legislative, participatory and oversight roles. Council delegated its executive function to the Executive Mayor and the Mayoral Committee. Its principal role is that of a policymaker. The municipal council is mandated with the role of formulating and approving by-laws, approving policies and programmes which will be in the best interest of the public. It also debates issues publicly, facilitates political debate and discussion and plays an oversight role in the municipality. Figure 9 below depicts the governance model adopted by the city.

Figure 20: Legislative and Executive Composition of the City of Johannesburg

In relation to the structures in the municipality, delegations of authority are schematically depicted in the figure below. The Executive arm of the municipality is headed by the Executive Mayor who is responsible for performing functions and exercising powers delegated by the municipal council. The administrative arm, led by the City Manager, is responsible for ensuring administrative performance in the rendering of services to the public.

Mayoral Committee/Executive Committee

The Executive Arm of Council is made up of the Executive Mayor, assisted by Mayoral Committee and the Leader of Executive Business.

The City's Mayoral Committee performs the elements of the Executive Mayor's powers and functions as may be designated by the Municipal Council, exercising these powers, and performing associated tasks in support of the Executive Mayor. The City's Mayoral Committee ensures that service delivery takes place, including but not limited to improving efficiency, enhancing credit controls and revenue, and strengthening the administration of the Municipality. Each year, the Mayoral Committee must report on community involvement and ensure that due regard is given to public views during consultations. The Executive Mayor and the members of the committee are as follows:

Portfolio	Member of the Mayoral Committee
Executive Mayor	Cllr Sello Enock Morero (ANC)
Community Development	Cllr Lubabalo Magwentshu (ATM)
Corporate and Shared Services	Cllr Loyiso Masuku (ANC)
Finance	Cllr Margaret Arnolds (AIM)
Economic Development	Cllr Nomoya Mnisi (ANC)
Environment and Infrastructure services	Cllr Jack Sekwaila (ANC)
Development Planning	Cllr Eunice Mgcina (ANC)
Health and Social Development	Cllr Ennie Makhafola (EFF)
Human Settlements	Cllr Mlungisi Mabaso (IFP)
Public Safety	Cllr Dr. Mgcini Tshwaku (EFF)
Transport	Cllr Kenny Kunene (PA)

Table 3: Members of Mayoral Committee and their respective portfolios
















 <p>Executive Mayor Cllr Sello Enock Morero</p>	 <p>Speaker of Council Cllr Nobuhle Mthembu</p>	 <p>Chief Whip Cllr Sithembiso Zungu</p>	 <p>Chair of Chairs Cllr Adolph Marema</p>	 <p>Leader of Executive Business Cllr Loyiso Masuku</p>
 <p>MMC: Finance Cllr Margaret Arnolds</p>	 <p>MMC: Corporate and Shared Services Cllr Loyiso Masuku</p>	 <p>MMC: Transport Cllr Kenny Kunene</p>	 <p>MMC: Development Planning Cllr Eunice Mgcina</p>	 <p>MMC: Human Settlements Cllr Mlungisi Mabaso</p>
 <p>MMC: Economic Development Cllr Nomoya Daphney Mnisi</p>	 <p>MMC: Health and Social Development Cllr Ennie Makhafola</p>	 <p>MMC: Community Development Cllr Tebogo Nkonkou</p>	 <p>MMC: Environment and Infrastructure Services Cllr Jack Sekwaila</p>	 <p>MMC: Public Safety Cllr Dr. Mgcini Tshwaku</p>

Figure 21: Members of Mayoral Committee in the City of Johannesburg

2.2 Administrative Governance

The City of Johannesburg Metropolitan Municipality, as is the case in the National and Provincial Government, is made up of a Legislative arm (the Council); an Executive arm (consisting of the Executive Mayor and the Mayoral Committee); and an administrative arm.

The Administration is responsible for service delivery and regulation. The City uses Municipal Entities (MEs) as implementation arms, creating focussed, specialised, and non-bureaucratic processes. There are also regional structures that monitor service delivery and citizen care, which evaluate service delivery on the ground. They provide a link between the city, its citizens, and other stakeholders.

2.2.1 City's structures and their roles

<i>Council</i>	The main responsibility of the Council is legislative, oversight and public participation. Council executive functions are delegated to the Executive Mayor and the Mayoral Committee. Council provides a critical platform for debate and discussion. More importantly, Council passes resolutions on behalf of the municipality.
<i>Structure of Council</i>	<p>The City of Johannesburg has a council made up of 270 councillors representing various political parties. The council debates local government issues - involving both policy and by-laws - and proposals are ratified or rejected. Various structures dealing with the wide-ranging tasks of the council:</p> <ul style="list-style-type: none"> • The Speaker of the Council • The Chief Whip of the Council • Section 79 committees • Standing committees • Leader of Executive Business • The Executive Mayor and Mayoral committee <p>The primary responsibility of councillors, and ward councillors, is to represent the needs and interests of their constituents. They are responsible for building community involvement, with ward committees playing an important role in providing information on the needs and interests of local communities and ensuring that public voices are heard. The Council debates local government issues - involving both policy and by-laws - and proposals are ratified or rejected. Below are sections explain each structure and its role;</p>
<i>Speaker of Council</i>	<p>The role of Speaker of Council includes.</p> <ul style="list-style-type: none"> • Presiding at meetings of the Council; • Performing the duties and exercising the powers delegated to the Speaker; • Ensuring that the Council meets at least quarterly; • Maintaining order during meetings; • Ensuring compliance by councillors with the Code of Conduct; and • Ensuring that Council meetings are conducted in accordance with the rules and orders of the Council.
<i>The Chief Whip of Council</i>	<p>The main role of the Chief Whip of the Council is to maintain cohesion within the governing party and to build relationships with other political parties. Other tasks include;</p> <ul style="list-style-type: none"> • Ensuring that each political party is accurately represented on committees; • Maintaining sound relations between the political parties; and, • Attending to disputes amongst political parties.
<i>Section 79 Committees</i>	<p>The role of the Section 79 committees includes;</p> <ul style="list-style-type: none"> • Exercising oversight on the performance of the Executive; • Facilitating public participation by receiving submissions from the public on municipal matters; and, • Considering matters or investigating matters referred by Council.

Table 4: City's structures and their roles

2.2.2 Standing committees.

The City of Johannesburg Metropolitan Municipality has the following standing Committees; Ethics & Disciplinary; MPAC; Petitions; Programming; and Rules Committees. Both Section 79 and Standing Committees play an oversight role and are not delegated any decision-making powers. Refer to the table below.

Section 79 Committee (July 2024 – June 2025)	Chairperson
Cllr Marema, V A (ANC) 29 August 2024 to June 2025	Chair of Chairs
Cllr Mkomo (COPE) July 2024 to June 2025	Community Development
Cllr Mpolobosho, M (AHC) From July 2024 to June 2025	Human Settlements
Cllr Raseruthe, S H (EFF) from July 2024 to June 2025	MPAC
Cllr Ponsonby, D (PA) August 2024 to June 2025	OCOL
Huggett, E A (DA), 29 August 2024 to September 2024 Cllr Zigebe, Y L (UDM) 28 Nov 2024 to June 2025	GEYODI
Cllr Munyai from August 24 to June 2025	EISD
Cllr Magwentshu, L C (ATM) from August 2024 to June 2025	Governance
Cllr B Dammie from June 2024 to June 2025	Rules
Cllr J Kaldine (PA) from July 2024 to June 2025	Development Planning
Cllr Mhlongo, T A (AIC) from July 2024 to June 2025	Economic Development
Cllr Edward from 29 August 2024 to June 2025	Finance
Cllr Nkokou TP (PAC) July 2024 to October 2024 Cllr Amad, T (AL JAMA-AH) from 28 Nov 2024 to June 2025	Health
Cllr I Nonkumbi (ANC) July 2024 to November 2024 Cllr Wissler S (ActionSA) 30 Jan 2025 to June 2025	Public Safety
Cllr Ndlela, M C (ANC) July 2024 to June 2025	Transportation
Cllr Mnyameni, M (ANC) July 2024 to June 2025	Ethics & Disciplinary
Cllr Mabuke, T A (ANC) July 2024 to June 2025	Petitions
Cllr Raphadu, A T (ANC) July 2024 to June 2025	Corporate & Shared Services

Table 5: Section 79 Committee in 2024/25 financial year

The role of various standing committees is as follows:

Standing Committee	Role
Ward Committees	The City of Johannesburg has ward committees in all wards that encourage participation by the community. Each of these committees is chaired by a ward councillor and comprises 10 members. Ward committees act as advisory bodies. They make recommendations to the Council, but they do not have the power to take decisions on their own.
Leader of the Executive Business	As a result of the separation of the executive and legislative functions, the Leader of the Executive Business plays a critical role in liaising between the two arms of the Council. This position ensures that executive business is effectively processed to Council via the Programming Committee. The Leader of Executive Business represents the executive in the Council and the position is occupied by a Member of the Mayoral Committee (MMC).
Chairperson of Committees (Chair of Chairs)	The Chair of Chairs is elected by Council resolution. Responsibilities include overseeing and co-ordinating the work of all Council committees, except those chaired by the Speaker. He/she presides at Council meetings when the Speaker is absent.
The Executive Mayor and Mayoral Committee	The executive function of the municipality is led by the Executive Mayor who is responsible for the strategic leadership of the city. The Executive Mayor performs functions and exercises the powers delegated by the municipal council and assigned by legislation. The City Manager spearheads the administrative structure. An appointed Mayoral Committee assist the Executive Mayor. Each member of the Mayoral Committee is responsible for a specific portfolio within the city structure and is directly accountable to the Executive Mayor. The City's Mayoral Committee ensures that service delivery takes place, including but not limited to improving efficiency, credit controls and revenue, as well as the administration of the municipality.

Table 6: Standing Committee Various Roles

2.2.3 The Administration

2.2.3.1 The City Manager

The City Manager is appointed by Council in terms of Section 82 of the Municipal Structures Act and is designated as the Accounting Officer and the Administrative Head of the City. He is also the Chief Information Officer of the City and is responsible for managing the Promotion of Access to Information Act (PAIA) requirements. The responsibilities of the City Manager include the management of financial affairs as the accounting officer and service delivery in the Municipality. The City Manager is assisted by the Chief Operations Officer and the various Group Executive Directors and Group Heads as well as the Heads of the core City Departments and Entities.

2.2.3.2 The Chief Operations Officer

The primary role of the Chief Operations Officer is to ensure services are delivered to customers and residents of the city in a customer-centric, transformative, sustainable, and resilient manner to ensure that the quality of life of the City's residents is improved. The Chief Operations Officer (COO) manages all the operational departments of the city through the Delegations of Power, whereas the Governance Departments report directly to the City Manager.

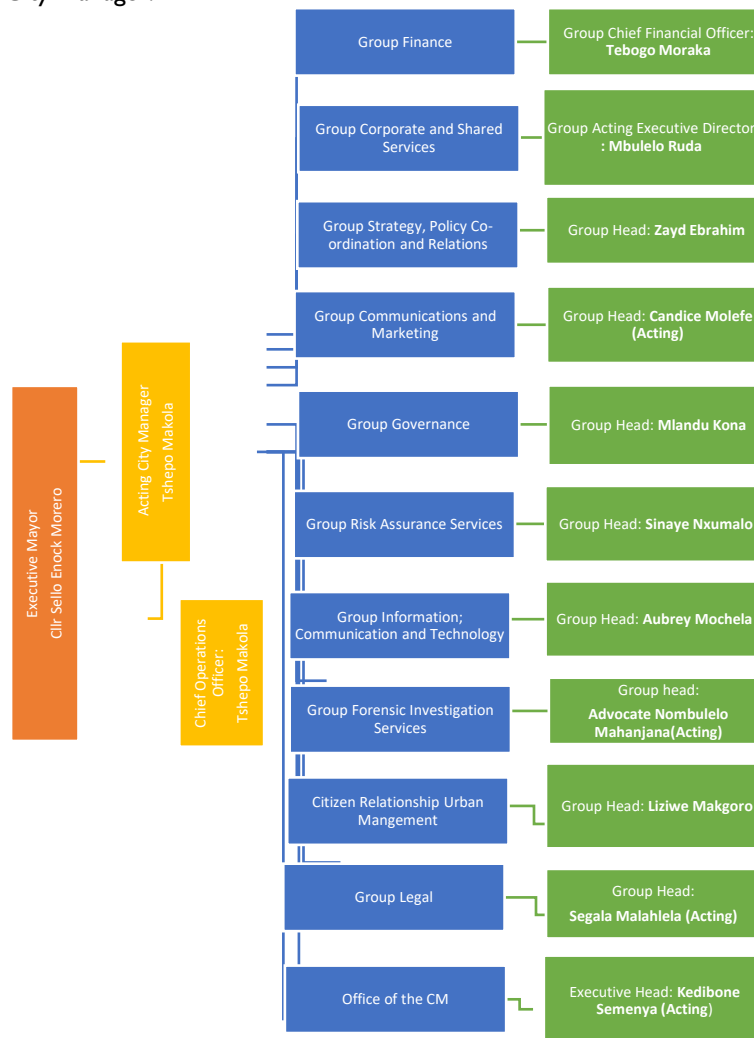


Figure 22: Group Functions Reporting to the City Manager

Group Heads and Executive Directors				
Title	First Name	Last Name	Job Title	Company
Mr	Floyd	Brink	City Manager (Left 12.2024)	City of JHB
Mr	Tshepo	Makola	Acting City Manager (20.01.2025 – 30.06.2025)	City of JHB
Mr	Tshepo	Makola	Chief Operations Officer	City of JHB
Ms	Hellen	Botes	Acting Chief Operations Officer ((30.12.2024 – 30.06.2025)	City of JHB
Mr	Andile	Gobinca	Acting Secretary of Council	City of JHB
Mr	Zayd	Ebrahim	Group Head: GSPCR	City of JHB
Adv	Mlandu	Kona	Group Head: Governance	City of JHB
Ms	Sinaye	Nxumalo	Group Head: GRAS	City of JHB
Mr	Segala	Malahlela	Group Head: Legal and Compliance	City of JHB
Mr.	Mbulelo	Ruda	GED: GCSS	City of JHB
Mr	Aubrey	Mochela	Group Head: GICT	City of JHB
Mr	Chris	Vondo	A/Chief of Staff	City of JHB
Mr	Tshumbo	Nephawe	Chief Of Staff – left 30.05.25	City of JHB
Ms	Vicky	Manyathi	Acting HOD: Public Safety	City of JHB
Mr	Tebogo	Moraka	Group Chief Financial Officer	City of JHB
Dr	Gadirobe	Mothibi	ED: Health	City of JHB
Mr	Siya	Nodu	Special Advisor to CM	City of JHB
Mr	Eric	Rabotshaga	Acting ED: Development Planning	City of JHB
Ms	Candice	Molefe	Acting Group Head: Group Communication and Marketing	City of JHB
Mr	Siyanda	Mnukwa	ED: Community Development	City of JHB
Ms	Lungile	Mtshali	A/Executive Director: Human Settlements 01.09.25-	City of JHB
Mr	Oupa	Nkoana	A/Executive Director: Human Settlements	City of JHB
Mr	Martin	Lebea	A/ED: Social Development	City of JHB
Ms	Sinaye	Nxumalo	Acting Group Head: GFIS	City of JHB
Ms	Liziwe	Makoro	Group Head: Citizen Relationship and Urban Management	City of JHB
MDs & CEOs for MOEs				
Title	First Name	Last Name	Job Title	Company
Ms	Xoliswa	Nduneni-Ngema	CEO: Joburg Theatre	City of JHB
Mr	Zweli	Nyathi	A/CEO: JHB Roads Agency	City of JHB
Mr	Ntshavheni	Mukwevho	MD: JHB Water	City of JHB
Mr	Musah	Makhunga	CEO: JHB Property Company	City of JHB
Mr	Bongani	Radebe	MD: JHB Metrobus	City of JHB
Mr	Themba	Mathibe	CEO: JHB Development Agency	City of JHB
Mr	Sello	Makhubela	MD: Joburg Fresh Produce Market	City of JHB
Mr	Thanduxolo	Mendrew	MD: Jhb City Parks & Zoo	City of JHB Braamfontein
Ms	Nokwazi	Mtshali	A/CEO: JHB Social and Housing Company	City of JHB
Ms	Tshifularo	Mashava	MD: City Power	City of JHB
Ms	Bukelwa	Njingolo	MD: PIKITUP	City of JHB
Mr	Thedi	Moropa	MD: MTC	City of JHB
Mr	Thandubuhle	Mgudlwa	CEO: JHB Tourism	City of JHB
Adv	Sduduzo	Gumede	Ombudsman: City of Johannesburg	City of JHB

Table 7: Executive Management Team (EMT) for 2024/25 financial year

2.2.4 Group Functions

The role of the Group Functions is to ensure that there is alignment and consistency in the strategic approach and implementation of the respective discipline across the entire City of Johannesburg Group i.e., both Core Departments and Municipal Entities. This is done in a manner that provides the required flexibility within the system to meet the specific needs of the Municipal Entities. The City of Johannesburg Group Functions are;

Group	Function(s)
Group Strategy, Policy Coordination and Relations	Includes Innovation and Knowledge Management, Corporate Strategy and Research, International and Intergovernmental Relations, Integrated and Community-Based Planning, and Monitoring and Evaluation
Group Finance	Includes Revenue Shared Services, Treasury, Group Accounting, Core Accounting, and Supply Chain Management;
Group Corporate and Shared Services	Includes Group Human Capital Management, Occupational Health, Safety, Environment, Logistics, Administration and Fleet Contract management, as well as Strategic and Management Support Services;
Group Governance	Includes Committee Support, Shareholder Services and Governance;
Group Risk Assurance Services	Includes Group Risk Services, Group Compliance and Monitoring, and Combined Assurance and Business Process Excellence and Reporting
Group Audit	Includes Group Internal Audit, Regulatory and Compliance
Group Forensic and Investigation Services	Deals with investigating cases related to fraud and corruption, theft of assets, maladministration, etc
Citizen Relationship and Urban Management	Includes Citizen Relationship and Interface, and Regional Urban Management (Regions A to G)
Group Information & Communications Technology	Is responsible for the provision of Information and Communication technology.

Table 8: Group Functions

2.2.5 City Departments

The role of the departments in the city is to ensure that the operations of the city are executed. The City of Johannesburg departments are as follows:

Department	Mandate
Department of Health	The core mandate of the Health Department is to the provision of both personal primary health care and environmental health services (Municipal Health Services) and ensuring that the residents of the City are provided the opportunity for a long and healthy life. The delivery of personal primary health care services is undertaken by the City of Johannesburg on behalf of the Gauteng Health Department through a service level agreement. The municipality's core mandate is to carry out the constitution's mandate of bringing health closer to the people.
Department of Social Development	The Social Development department focuses on creating opportunities for communities to meet their developmental needs in order for them to become resilient and self-reliant. It also provides opportunities to collaborate with strategic partners that are well placed to extend its offering to include realistic and tangible outputs aimed at addressing the needs of communities in order for them access and benefit from the economy.
Department of Community Development	The mandate of the department is to build active and sustainable communities by ensuring equitable access, development, and excellence, thereby contributing to social inclusion, and improving the quality of life.
Department of Public Safety	Public Safety Department provides services through the following compartments: Johannesburg Metropolitan Police Department (JMPD); Emergency Management Services (EMS), Disaster Management Unit and Licensing Services. The Department as the custodian for safety and security has initiated a number of programmes and projects aimed at ensuring that the City's Citizens are served with diligence.
Department of Human Settlements	The Department of Human Settlements' mandate is underlined by Section 26 (1) of the Constitution of the Republic of South Africa which provides for all citizens to have access to adequate housing. The Departments fulfils this statutory responsibility by planning and implementing programmes that promote the creation of sustainable human settlements for the communities of the City of Johannesburg.
Department of Transportation	The Transport Department is responsible for setting the sector's strategic direction and policy framework; transport planning; transport promotions; road safety; public transport infrastructure and the provision of public transport services including the rollout of Rea Vaya BRT system.
Department of Environment and Infrastructure Services (EISD)	The Environment and Infrastructure Services department (EISD) in the City is responsible for ensuring that all activities of state organs do not harm the environment, in accordance with national legislation. This includes protecting the City's biodiversity, managing waste, regulating air quality, and managing natural water resources

Department	Mandate
Department of Economic Development	The Department of Economic Development is mandated to provide strategic direction and to facilitate development of the economy of the city. The Department seeks to work with other departments and municipal owned entities in the City and with public and private sector role-players at National, Provincial and Local levels towards an inclusive, job-intensive, resilient competitive and smart economy that harnesses the potential of all citizens
Department of Development Planning	The Department of Development Planning is responsible for setting out the City's future development trajectory, and for processing the site-level development applications which over time collectively aim to achieve the future city vision. Enterprise-wide development facilitation and coordination is therefore the fulcrum of the Department's role in the city. This role is intangible from a program budget perspective, as it is embedded within the mainly statutory operations that are undertaken as daily services

Table 9: City Departments

2.2.6 Group reporting processes

Reporting flows as outlined in the section below in Figure 26 from the entities and departments up to the Council where applicable:

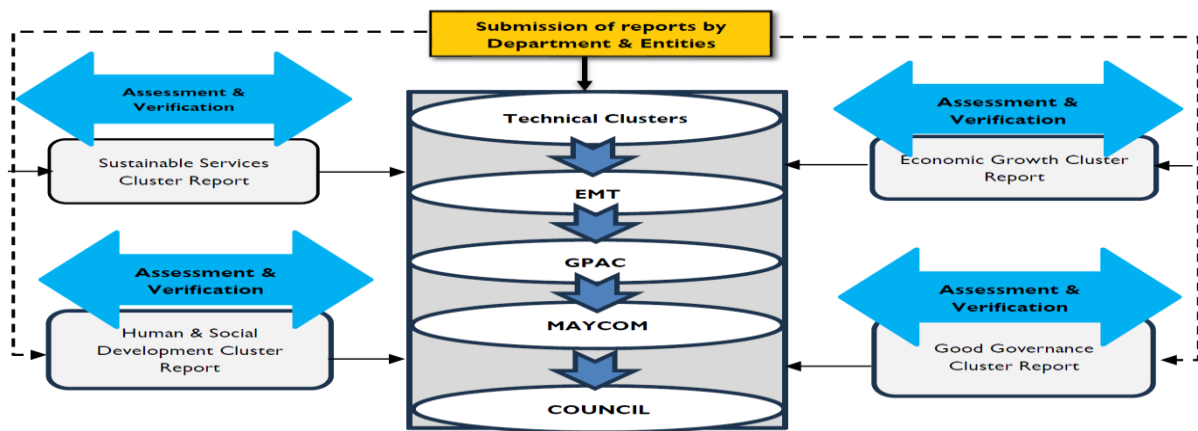


Figure 23: Group Reporting Functions

2.2.7 Group audit opinions

The focus on good corporate governance and activism of the shareholder has assisted the City in obtaining unqualified audit opinions over the past seven financial years. A lot of improvement is still required to achieve the required audit outcomes, such as having clean audit outcomes for most of the municipal entities. See Table 10 below.

ENTITY	2020/21	2021/22	2022/23	2023/24	2024/25
CoJ Group	Unqualified	Unqualified	Unqualified	Unqualified	TBC
City Power	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
Joburg Water	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
Pikitup	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
JOSHCO	Unqualified	Qualified	Unqualified	Unqualified	Unqualified
JCT	Unqualified	Unqualified	Clean Audit	Clean Audit	Clean Audit
JCPZ	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
JRA	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
JPC	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
JDA	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
Metrobus	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
Joburg Market	Unqualified	Unqualified	Clean Audit	Clean Audit	Clean Audit
MTC	Qualified	Unqualified	Unqualified	Unqualified	Unqualified
JTC	N/A	N/A	Unqualified	Unqualified	Unqualified

Table 10: Five-Year Audit Opinion Outcome

2.2.8 Group Advisory Committees

In terms of the approved COJ Shareholder Policy, the Group Advisory Committees (GACs) are required to report on their quarterly performance activities to Mayoral Committee and MPAC on quarterly basis. However, these performance reports must be considered by the respective GAC Committees prior to being submitted to the Mayoral Committee and subsequently to MPAC.

Group Advisory Committees have annually reviewed Terms of Reference (ToRs) that assist them in delivering their legislative and advisory mandates. Table 10 shows the number of meetings held by the advisory committees.

Advisory Committee	Number of meetings
Group Audit Committee	09
Group Performance Audit Committee	13
Group Risk Governance Committee	5

Table 11: Advisory Committee and Meetings held

2.2.8.1 Group Audit Committee (GAC)

In terms of Section 166 of the MFMA, the GAC is established as an independent oversight and advisory body to advise the City, Council, Mayoral Committee, Accounting Officer, and the management, as well as the municipal entities on matters relating to: Internal financial control and internal audits; Risk management; Accounting policies; The adequacy, reliability and accuracy of reporting and information; Performance management and evaluation; Effective governance; and, any other issues referred to it by COJ or the Mayoral Committee.

The GAC's primary role is to provide oversight with respect to the financial control environment of the City of Johannesburg and to advise the Mayoral Committee in this regard. The GAC is tasked with *inter alia*, the approval and monitoring of Internal Audit and the Audit Strategy, the review and recommendation for adoption of the Annual Financial Statements (AFS) of the City to Council and providing reasonable assurance within the Combined Assurance Framework on the adequacy and effectiveness of the CoJ's Internal Control Environment as well as the CoJ policies and procedures in this regard. Table 11 below shows the composition of the Group Audit Committee.

Members of Group Audit Committee (GAC) 2024/25 Financial Year	
New Members Appointed 01 March 2023	
Solomon Mogase	Grade 12, budget and IDP Programme, Municipal Finance, Management Programme, MFMA Programme
Mpho Sedibe	Chartered Accountant
Thilivhali Ramawa	Honours in Finance
Lungelwa Songqishe	Certificate Municipal Executive Financial Management, High-Level Leadership and Management Development, Masters in Business Administration, Bachelor of Accounting Sciences, Certificate in Corporate Governance, a Certificate program in Labour Relations and Leadership
Ayanda Ntsho	Master of Business Administration (Management of International Organisations), University of Stellenbosch Business School, Cape Town, South Africa BCom Honours (Accounting), University of KwaZulu Natal, Durban, South Africa
Mpho Mtsi	BSc Actuarial Science and Mathematical Statistics, MSc in Global Finance, Actuarial Society of South Africa, JSE Sponsor Development (SDP) Programme
Tumi Ramonotsi	MBA, MAP, B. TECH, PBA, ITIL, COBIT, ARIS
Members Appointed 31 July 2024	
Solomon Mogase	Grade 12, budget and IDP Programme, Municipal Finance, Management Programme,

Members of Group Audit Committee (GAC) 2024/25 Financial Year	
New Members Appointed 01 March 2023	
	MFMA Programme.
Mpho Sedibe	Chartered Accountant
Tumi Ramonotsi	MBA, MAP, B. TECH, PBA, ITIL, COBIT, ARIS
Swelihle Mfeka	Doctor of Laws (Constitutional Law) University of the Free State Current (projected to be completed in 2024). NQF 7 Nadel Education - Customary Law Certificate Master Of Laws (Tax Law) University Of Pretoria - Master Of Laws (Tax Law) 2018 Bachelor Of Laws (Cum Laude) University Of Zululand 2015
Ruby Francisco Mathang	Bachelor of Science Urban & Regional Planning (2007); University of the Witwatersrand • Executive Leadership Programme on City Economic Development Strategies & Activities (November 2015); Gordon Institute of Business Science •Completed Master of Science Development Planning (2016); University of the Witwatersrand, which also included the following relevant course Property Economics
Lunga Bernard	•Bachelor of Arts: English and Psychology University of The Witwatersrand •Postgraduate Certificate in Education: Education University of The Witwatersrand
Kgotso Maja	Master of Business Administration (Johannesburg Business School) – To complete in 2023. •Bachelor of Laws – LLB (University of Witwatersrand) – Completed.

Table 12: Group Audit Committee Composition

2.2.8.2 Group Performance Audit Committee

In accordance with the provisions of section 14(2) of the Regulations, GPAC is established as an independent oversight and advisory body to advise the City, Council, the Executive Mayor and Mayoral Committee, Accounting Officer and the management on matters relating to; Performance management; Performance evaluation; Compliance with the MSA and any other applicable law; and any other issues referred to it by COJ or the Mayoral Committee.

GPAC, amongst other responsibilities, assesses and oversees the organisational performance management system and its service delivery performance including the municipal entities. The other primary objective of the GPAC is to assist the Mayoral Committee in fulfilling its oversight responsibilities and reviewing the performance targets, as set out in the Business Plans, IDP and the SDBIP. Table 12 below refers to the composition of the GPAC.

Members of Group Performance Audit Committee (GPAC) 2024/25 Financial Year	
Appointed 01 March 2023	
Mr. Griffith Zabala (Chairperson)	<ul style="list-style-type: none"> • Master of Management: Human Resource Management • Diploma in Social Development • B.A. Social Work, • Certificate of Accomplishment: Atlantic Region Labour Education Centre • Certificate of Achievement: How to Diagnose and Manage Organizational Culture

	<ul style="list-style-type: none"> • Certificate: Promotion of Small-Scale Enterprises in Developing Countries
Adv. Neo Ntingane [resigned – letter of resignation dated 23 July 2023]	<ul style="list-style-type: none"> • LL.M Master of Law degree in commercial law
Mr. Themba Mveli James Maseko	<ul style="list-style-type: none"> • BA LLB
Ms. Sandy-Lee Peterson	<ul style="list-style-type: none"> • BCom Hons (Business Management)
Ms. Toivo Muofhe	<ul style="list-style-type: none"> • Honours in Public Governance
Ms. Joyce Phiri	<ul style="list-style-type: none"> • BA Honours in Philosophy
Ms. Moipone Qhomane	<ul style="list-style-type: none"> • Baccalaureus Artium Honoris (BAHons)
Members Appointed 31 July 2024	
Mr. Griffith Zabala	<ul style="list-style-type: none"> • Master of Management in the Human Resources Area; B.A. Social Work, Certificate in Small, Medium & Micro-Enterprises; Diploma in Social Development
Ms. Toivo Muofhe	<ul style="list-style-type: none"> • Honours in Public Governance
Ms. Ditshego Tsebe	<ul style="list-style-type: none"> • Master of Philosophy in Development Finance
Mr. Theory Mbadamana	<ul style="list-style-type: none"> • Honours in Political Science and International Relations
Mr. Busani Ngcaweni	<ul style="list-style-type: none"> • DPhil, Economics, Huangpu Institute of Advanced Study, University of the Chinese Academy of Social Sciences, in progress • Bachelor of Arts Honours, Creative Writing • Advanced Project Management Programme
Mr. Monty Goldberg Maphike	<ul style="list-style-type: none"> • BA in Administration, Political Science, Public Administration, International Politics, Philosophy, Constitutional and Administrative Law, Sotho, and Afrikaans
Ms. Dietla Lichaba	<ul style="list-style-type: none"> • Advance Diploma Christian Studies and ministry Diploma • Hotel And Tourism Management • Christian Studies Certificate • Christians Psychology/Counselling • Construction management • Local Government /IDP and Policy making. • Business communications • Management of Boards • Local Government /IDP and Policy making

Table 13: GPAC Composition

2.2.8.3 Group Risk Governance Committee (GRGC)

The GRGC is an independent oversight and advisory body that advises the City, Council, the Executive Mayor and Mayoral Committee, Accounting Officer and the management on matters relating to; Governance Risk and Compliance, corporate governance practices as per KING III and KING IV; Enterprise risk management; City-wide risk profile and appetite; Compliance management processes; Information security management; and, Any other issues referred to it by COJ or the Mayoral Committee.

The City's GRGC provides oversight advisory services on matters relating to Risk Governance and Compliance as well as overseeing the Enterprise Risk Management System. The committee also ensures that all risks that might affect service delivery and the attainment of clean audits, are addressed and measures are put in place to prevent future occurrences. Table 13 below shows the composition of GRGC.

Members of Group Risk Governance Committee (GRGC) 2024/25 Financial Year	
Appointed 01 March 2023	
Mr. Pascal Paul Moloji	<ul style="list-style-type: none"> • BA (Sociology and Politics)- Wits University
Ms. Pumla Mzizi	<ul style="list-style-type: none"> • Bcom Honours
Mr. Mthobisi Malinga	<ul style="list-style-type: none"> • CA (SA)
Ms. Karabo Moloko	<ul style="list-style-type: none"> • Digital Strategy and Transformation – Instead, France
Prof. Shamila Singh	<ul style="list-style-type: none"> • Doctorate in Business Leadership (DBL)

Members of Group Risk Governance Committee (GRGC) 2024/25 Financial Year	
Ms. Thandeka	<ul style="list-style-type: none"> • Project Management • Matric
Mr. Simphiwe Mamvura	<ul style="list-style-type: none"> • MBA
Members Appointed 31 July 2024	
Ms. Roslynn Greeff	<ul style="list-style-type: none"> • National Diploma Drama • Human Resource Management • Communication • Local Government Management
Ms. Thandeka Shongwe	<ul style="list-style-type: none"> • Project Management • Matric
Ms. Simphiwe Shongwe	<ul style="list-style-type: none"> • Bachelor of Commence in Business Management • Bachelor of Commerce in Business Management – (Hons) • Bachelor of Commerce in Law • Business Leadership Development and Entrepreneurship- Certificate • Master of Business Administration (MBA)
Prof. Themba Maseko	<ul style="list-style-type: none"> • BA LLB
	<ul style="list-style-type: none"> • MBA • Senior Executive Programme (SEP)
Ms. Langelihle Maphanga	<ul style="list-style-type: none"> • Bachelor of Laws • Bachelor of Arts
Ms. Dineo Debbie Raphuti	<ul style="list-style-type: none"> • Masters in public management • Postgraduate in Public Policy and African Studies • Certificate in International Women Capacity Building Programme on Conflict Resolution, Negotiation and Mediation • Bachelor of Nursing Education and Administration (B Cur I et A) • Diploma Community Nursing • Higher Diploma Nursing Administration • Diploma Nursing Science • Certificate in Finance • Certificate in Law of Evidence and Labour Relations • Certificate as a Tour Guide • Certificate in Project Design and Management
Mr. Mandla Mlangeni	<ul style="list-style-type: none"> • Higher Certificate in Municipality Governance and Management • Certificate of Competence

Table 14: GRGC Composition

2.2.8 Board of Directors in the Municipal Entities (MEs)

The City ensured the stability of the 12 Entity Boards and 3 Group Advisory Committees in 2023/24. This was done by retaining experienced members to ensure that strategic direction and institutional memory remains uninterrupted. In addition, it resolved that the Joburg Tourism Company be resuscitated. The city continued its developmental approach to capacitate the boards and Oversight Committees, where the annual rotation of seasoned members creates a balance and opportunity for new and less experienced individuals to serve with experienced members in the boards and committees. This creates an enormous platform for the growth of young professionals. The focus on good corporate governance and activism of the shareholder has seen sustained and improved performance in the audit outcomes at several MOEs as well as at core.

Role and Responsibilities of the Board of Directors

The Directors are appointed in accordance with the City of Johannesburg Group Policy on the Governance of the Group Advisory Committees, Municipal Entities Board of Directors, and Independent Audit Committees (IACs) or any other policy determined by the Shareholder from time to time. The Board of Directors is mandated to manage the affairs and the business of the Company and is accountable to the Shareholder for compliance within the applicable legal framework. The Board shall further ensure that the Company complies with the provisions of The Companies Act of 2008, The Municipal Finance Management Act of 2003, the Municipal Systems Act of 2002 and all other

Role and Responsibilities of the Chairperson of the Board

The Board must be led by a chairperson, who shall be an independent non-executive director duly appointed in terms of the City's Group Policy. The Chairperson of the Board of the Company together with the Chief Executive Officer (CEO) shall be the point of contact in dealings with the Shareholder unless otherwise delegated. The chairperson's responsibilities must be separate from those of management led by the CEO.

Role and Responsibilities of the CEO or Managing Director (MD)

The Board shall in consultation with the shareholder recruit the appointment of the CEO who shall be appointed as a full-time employee of the Company and manager of the Company's office. The CEO shall be an Executive member of the Board and is accountable to the Board for the management of the Company. The CEO must ensure that the operations of the Company, ensuring that the Company is run effectively and effectively in accordance with the strategic decisions of the Board. The CEO shall be responsible for the day-to-day management of the Company and to provide the Board with accurate and relevant information provided to the Board timeously.

Term of office and removal

The term of office of each Director shall be determined by the City of Johannesburg Group Policy on the Governance of the Group Advisory Committees, Municipal Entities Boards of Directors and Independent Audit Committees or any policy determined by the City from time to time. A member may resign by giving three months' notice to the City or such notice as determined by the City from time to time. The resigning director must promptly return to the Company all confidential information and other documentation, which may have been given to him as a result of his position as director of the Company. The City shall have sole and absolute discretion to remove or recall one or more Directors of the Company without giving reason thereof.

2.3 Intergovernmental Relations

The foundation for intergovernmental relations (IGR) is drawn from the constitutional arrangement of government into distinct, interdependent, and interrelated spheres: national, provincial, and local. Each sphere has specific powers and functions as outlined in Schedules 4 and 5 of the Constitution of the Republic of South Africa. The Intergovernmental Relations Framework Act (No. 13 of 2005) provides the legislative framework for cooperative governance and sets out mechanisms for promoting coordination, resolving disputes, and aligning developmental priorities across spheres of government.

2.3.1 Institutional Strengthening and Strategic Coordination

The City of Johannesburg continues to strengthen its institutional capacity for intergovernmental coordination through formal mechanisms and systems. The Group Strategy, Policy Coordination and Relations (GSPCR) Department leads the implementation of the IGR Strategy and Implementation Plan, ensuring that intergovernmental collaboration is integrated into the City's planning, monitoring, and performance management processes.

The City's Intergovernmental Relations Forum serves as a functional coordination platform that facilitates structured engagement between departments, municipal entities, and intergovernmental partners. The Forum is chaired by the Deputy Director: Intergovernmental Relations within GSPCR and supported by a Secretariat within the same department. It is convened on a quarterly basis, or as required, to align departmental priorities, coordinate joint engagements with other spheres of government, and address intergovernmental service delivery blockages.

The Forum's primary objective is to strengthen cooperative governance by improving the alignment of City programmes with provincial and national frameworks, promoting information sharing, and monitoring intergovernmental commitments. It also plays an instrumental role in ensuring coherence between City planning processes and cross-sphere initiatives such as the District Development Model (DDM).

2.3.2 Advancing the District Development Model (DDM)

During 2024/25, the City continued to advance the District Development Model (DDM) as the national framework for coordinated planning and implementation across spheres of government. Under the leadership of GSPCR, the City actively participated in the development of the DDM One Plan Generation 2, which focused on refining district-based priorities and integrating them into the City's Integrated Development Plan (IDP). This process enabled the City to strengthen alignment with national and provincial spatial and service-delivery priorities.

The City also participated in two key DDM engagement platforms during the period:

- DDM Week, a national platform for reporting progress on the institutionalisation and implementation of the DDM across metropolitan municipalities; and
- The Quarter 2 DDM Engagement with Metros, which focused on tracking the implementation of catalytic projects identified for rollout within the municipal space.

Through these engagements, the City was able to demonstrate progress in the alignment of its strategic programmes and catalytic projects with national priorities. There were also measurable advances in DDM institutionalisation through the establishment of internal coordination mechanisms, enhanced data integration for reporting, and the development of foundational systems for intergovernmental performance tracking.

2.3.3 Preparatory Work Toward the Institutionalisation of the IGR Fusion Centre

Building on these developments, the City commenced preparatory work for the institutionalisation of the Intergovernmental Relations Fusion Centre (Planning Fusion Hub), planned for implementation in the 2025/26 financial year. The proposed Fusion Centre will serve as an integrated coordination, planning, and analytics platform designed to consolidate intergovernmental engagements, performance reporting, and strategic project tracking.

During 2024/25, preparatory work focused on defining the governance framework, identifying coordination themes, and aligning the platform's proposed model to the DDM and the City's planning instruments such as the IDP, SDBIP, and MTREF. This process is intended to strengthen data alignment and evidence-based reporting across the City's intergovernmental structures.

2.3.4 Emerging Intergovernmental Platforms

In the latter part of the reporting period, the City participated in the establishment of the Presidential Johannesburg Working Group (PJWG). The PJWG serves as a strategic intergovernmental coordination platform between the national, provincial, and local spheres. It aims to strengthen policy coherence and accelerate the implementation of catalytic interventions through collaborative planning and oversight. The City's participation in this structure complements its DDM-related coordination efforts and reinforces its commitment to institutionalising cooperative governance mechanisms.

At the provincial level, the City maintained participation in the Premier's Coordinating Forum (PCF), MEC/MMC Sector Forums, and the Provincial IGR Practitioners Forum, which serve as coordination platforms for strategic alignment, policy coherence, and joint problem-solving. The Cities Budget Forum (CBF), convened by National Treasury, remains a key platform for fiscal coordination among metropolitan municipalities.

2.3.5 Key Achievements and Institutional Impact

Key highlights for 2024/25 include:

- Strengthening of the City IGR Forum as the central coordination mechanism for intergovernmental engagement.
- Active participation in DDM Week and the Quarter 2 DDM Engagement with Metros, focusing on progress tracking of catalytic projects.
- Demonstrated progress in DDM institutionalisation, including improved internal coordination and data alignment for reporting.
- Initiation of preparatory work for the institutionalisation of the IGR Fusion Centre (Planning Fusion Hub).
- Participation in the establishment of the Presidential Johannesburg Working Group (PJWG) as an emerging intergovernmental coordination platform.
- Enhanced interdepartmental collaboration and improved documentation of IGR engagements through the IGR Dashboard.

The 2024/25 financial year marked a period of institutional strengthening and consolidation for the City's intergovernmental relations function. Through the operationalisation of the IGR Forum, participation in DDM coordination structures, and the initiation of the PJWG, the City has made measurable progress in advancing cooperative governance and integrated planning. These developments have laid a strong foundation for the full institutionalisation of the IGR Fusion Centre and deeper intergovernmental collaboration in the 2025/26 financial year.

2.4 Public Accountability and Participation

The White Paper on Local Government from 1998 states that municipalities need citizens to engage actively at four levels: as voters to guarantee the highest level of democratic accountability from elected councillors; as citizens who share their opinions through various stakeholder groups before, during, and after the policy formulation process to ensure that policies align with community preferences as closely as possible; as consumers and end-users who demand affordable, value-for-money services and polite, responsive service; and as organized collaborators who aid in resource mobilization for development through profit-oriented enterprises, non-profit organizations, and community-based entities.

The City of Johannesburg uses several structures and mechanisms to facilitate public participation. The City of Johannesburg public participation approach/mechanism provides for facilitation of public involvement in the legislative and other processes of the legislatures and their committees. The City's public participation is measured through the indicator "Number of citizens participated in the city events or engagements". The City's events or engagements refer to Community Based Planning sessions; IDP public consultation sessions; By-laws public consultation sessions; and Civic education sessions led by the City's Legislature Department.

The number of the citizens of the City that participated in the City's engagement recorded by end of 2024/5 financial year was 14048 against an annual target of 12 000 participants (117% performance against the annual target). The city through the indicated public participation initiative recorded in the 2024/5 financial year aimed to achieve the following outputs:

- A responsive, accountable, efficient and productive metropolitan government
- Meaningful citizen participation and empowerment

The following table provide a summary on core public participation activities implemented by the City Legislature and recorded participants thereof for the 2024/25 financial year:

2024/25 Quarters	Number of participants	public participation event/activities
Q1	2120	<ul style="list-style-type: none"> • Civic education on CBP • Public roads and public transport by-law consultation.
Q2	5330	<ul style="list-style-type: none"> • Community Based Planning sessions
Q3	2824	<ul style="list-style-type: none"> • General Intelligence Laws Amendment Bill engagement – 167 • Civic Education on the IDP and Voter Education - 2136
Q4	3867	<ul style="list-style-type: none"> • IDP public consultations • Municipal Demarcation Board (MDB) public consultation • Small, Medium and Micro Enterprises (SMME's) Workshop
Total	14048	

Table 15: Core Public Participation Activities Implemented by the City Legislature for the 2024/25 financial year

Public meetings

Public participation is the broad process of involving the public in government decision-making, while a public meeting is a specific event within that process, used to inform and consult citizens.

According to the Code of Conduct for Councillors, the Ward Councillor must hold public meetings to represent the community and report back on municipal issues. These meetings are often held quarterly and are where the Councillor provides feedback on service delivery and progress on community concerns. The Ward Councillor is responsible for convening ward public meetings. A total of 592 Ward Councillor convened public meeting were held against an annual target of 540 meetings (109% performance against the annual target), with a total annual public meeting attendance of 69830 in 2024/5 financial year. See the below tables for both number of public meetings held per regions and the total number of attendees per region.

Number of public meetings and attendees for the 2024/5 financial year:

Region	A	B	C	D1	D2	E	F	G	TOTAL
Q1 Public meetings	22	06	18	15	49	13	19	40	182
Q2 Public meetings	19	02	22	25	40	08	08	22	146
Q3 Public meetings	13	02	16	11	39	14	10	21	126
Q4 Public meetings	14	03	16	31	27	11	09	27	138
									592

Table 16: Number of Public Meetings for the 2024/5 financial year

Region	A	B	C	D1	D2	E	F	G	TOTAL
Quarter 1 attendees	4555	595	2259	1501	4208	1138	1653	8275	24184
Quarter 2 attendees	1125	40	2687	1302	3965	881	517	3850	14367
Quarter 3 attendees	1524	41	1552	1104	3720	906	949	4175	13971
Quarter 4 attendees	2304	293	2349	3589	2317	778	1327	4351	17308
									69830

Table 17: Number of Public Meetings Attendees for the 2024/5 Financial Year

The public participation of the City is guided by the Johannesburg City Public Participation Policy (PPP), which was adopted in 2002. The shortcomings of the 2002 policy are that it is based on a more traditional approach, from the top up, highlighting the legal obligation to engage marginalized communities rather than to promote continuous and meaningful dialogue. It lacks strategies to fully embrace technological advances, such as digital platforms, social media and real-time engagement tools, which are essential for attracting young and technologically informed people and improving inclusion. In addition, the policy offers limited feedback mechanisms that hinder transparency and responsibility by failing to provide clear channels for citizens to track their input progress.

Subsequently, the City then initiated a review of the public participation policy in 2002 through the Legislature in 2025. The aim of the review is to establish a more inclusive, transparent and effective framework for community involvement, to ensure that public participation is aligned with the modern governance practice and the various needs of City residents. The City aims to complete the policy review process in the fiscal year 2025/26. The revised public participation policy will improve trust, active citizenship, and cooperation and ensure that public participation is not only a legal requirement, but a transformational and impactful force in the future of Johannesburg. By giving priority to inclusiveness and transparency, Johannesburg aims to rebuild confidence with its residents and promote a participatory culture in which every citizen can influence decisions that affect their lives.

2.5 Customer Perception from Satisfaction Trends Analysis (2024/25)

In 2024/25 the City undertook a satisfaction trends analysis in place of a survey. The Satisfaction Trends Analysis Report 2017-2024 presents a longitudinal analysis of customer satisfaction. By consolidating diverse data sources, the study aimed to provide a holistic view of residents' perceptions and experiences with municipal services over time, with a key focus on identifying areas with rapid increases in dissatisfaction rates.

The methodology for the study included taking data from the Household /Customer Satisfaction Surveys (CSS) for 2017/18 and 2022/23, undertaken by service providers for the City of Johannesburg; and data from the Quality of Life (QoL) survey 5 (2017/18); survey 6 (2020/21) and survey 7 (2023/24) undertaken by the Gauteng City Region Observatory (GCRO) to formulate the rate of change for CoJ residents dissatisfaction per year for the CSS and QoL surveys separately. Findings from various polling surveys in 2019/2020 and 2022/23 undertaken for the City of Johannesburg were also used to inform the report.

The Satisfaction Trends Analysis projects a one-percentage-point decline in the customer satisfaction index to 60% in 2024/25. This estimate is based on a trend projection method applied to longitudinal data.

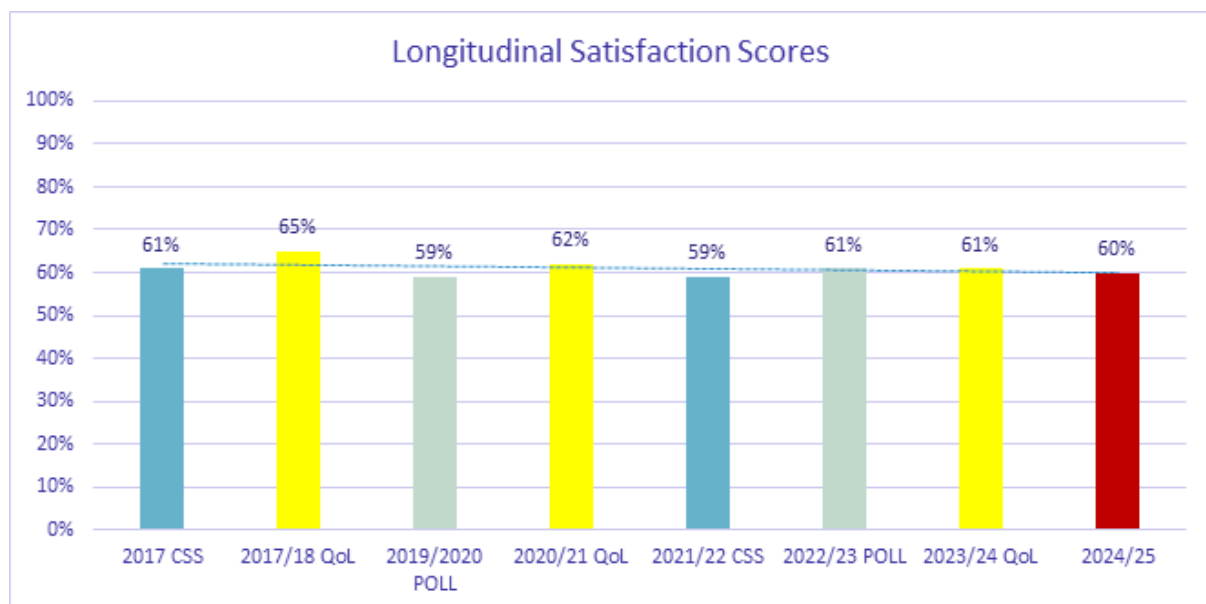


Figure 24: Customer Satisfaction Survey Longitudinal Results from 2005-2025

The City of Johannesburg's satisfaction levels show a downward trend. The City's Household Satisfaction Survey (2021/22) recorded an average index score of 63% between 2000 and 2017, compared to an average of 61% between 2017 and 2024. While it is understandable that the COVID-19 pandemic contributed to a low point between 2020 and 2022, when the score dropped to 59%, well below the long-term average, the 6th Quality of Life Survey (2023/24) shows that satisfaction levels have not yet rebounded, returning instead to levels last seen

in 2013/14 – confirming a broader downward trend. As such the Satisfaction Trends Analysis Report estimates a score of 60% for 2024/25.

Over the past eight years, satisfaction with key services in Johannesburg has declined. Community feedback surveys consistently point to safety and infrastructure reliability: particularly energy, roads, and more recently, water; and billing as the main sources of dissatisfaction.

Additionally, the Satisfaction Trends Analysis highlighted wards where dissatisfaction with basic services has risen fastest between 2017 and 2023, in order to assist the City target areas where frustration is growing and action is needed.

Service Intervention	Wards
Water Services	6, 8, 58, 61, and 121
Sanitation Services	61, 121, 8, 9, and 49
Electricity Service	125, 61, 8, 7, and 110
Refuse Services	121, 114, 61, 68, and 85
Roads Services	69, 97, 32, 61, and 63
Streetlights Services	92, 77, 133, 66, 105
Safety & security Services	134, 20, 112, 106, 36.

Table 18: Service Intervention and Respective Wards

Wards: 61, 121 and 8 represent hotspots or high impact zones for integrated services attention.

2.6 Supply Chain Management

The City of Johannesburg Metropolitan Municipality (CoJ) is fully committed to upholding and ensuring compliance with all applicable statutory and regulatory prescripts. In accordance with Section 217 of the Constitution of the Republic of South Africa, as well as the Local Government: Municipal Systems Act 32 of 2000 and the Municipal Finance Management Act 56 of 2003 (MFMA), the City of Johannesburg municipality like all other municipalities is mandated to conduct its operations in a manner that promotes transparency, accountability, and sound financial management. The MFMA provides the framework governing the exercise of municipal powers and the management of financial affairs within the local government sphere. Within this context, SCM serves as a strategic instrument through which the CoJ advances effective and efficient service delivery, while steadfastly upholding the principles and ethos of good corporate governance.

Key Achievements for 2024/25 financial year

- The City Continue to train staff members who participate in any of the supply chain management processes. The SCM Policy amendments approved by Council on 31 October 2023 require that all staff members who participate in the SCM processes, must be trained on the amendments. As a consequence of this Council resolution, new and untrained officials as they get involved in SCM processes are trained accordingly.
- Section 217 of the Constitution of South Africa require that procurement be done in a cost-effective manner. To achieve this the departments and entities are expected to present on a monthly basis to show that awarded contracts are assessed to ensure the City is not provided goods and services at inflated prices including by the highest points scorer.
- The e-procurement system is now at advances stages. Various supplier groupings are currently being familiarised with the system to ensure ease of submission of tenders in this system with minimal human intervention.

The system requires the involvement of end-user departments to ensure inclusivity at the early stages of production and implementation.

The modules below have been fully implemented

- **Demand management module:**
- **e-Training module**
- **Management oversight and reporting**
- **User Access Management**
- **E-Tender module**
 - Budget confirmation
 - Cost Containment
 - Committee Creation
 - Pre-BSC (TOR compilation)
 - BSC
- **Vendor Management**
- The SCM Forums held throughout the year, where City's SCM Practitioners discuss, share ideas and experiences on different topics and exchange notes of matters of mutual interest. These forums are appreciated by SCM practitioners across the City and have become the gateway for other bodies such as Provincial Treasury, Construction Industry Development Board and similar bodies to engage with the City broadly and in one space.

Challenges

- E-procurement system is a windows-based system. However not all suppliers have been reached to ensure smooth engagement with the new paperless procurement system.
- Pricing or submitting quotes which is below market acceptable parameters and bidders then fail to honour their obligations.
- Insufficient skills capacity within the SCM environment to ensure expediting without compromising compliance and quality.
- Longer lead times taken to finalize tenders (from pre-specification to awarding).
- Inadequate contract performance monitoring, which may result in unwarranted deviations, and
- Negative public perception about public sector procurement also adds to procurement legal challenges.

2.7 By-laws in 2024/25 financial year

By-laws in the City of Johannesburg are developed and implemented in terms of the following legal framework:

The Constitution, Act 106 of 1996

It is a specific competency of a municipality to make by-laws, section 156(2) read with section 156(1) of the Constitution provides that a municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer, this being local government matters Parts B of Schedule 4 and Part B of Schedule 5 of the Constitution.

Sections 160(2) & (4) and 162 of the Constitution provide respectively that the power to pass by-laws may not be delegated and that no by-law may be passed by a Municipal Council unless all members of the Council have been given reasonable notice and the proposed by-law has been published for public comment.

The Local Government: Municipal Systems Act 32 of 2000

A municipality exercises its legislative authority by-passing by-laws as provided for in Section 11(3)(m) of the Act. Section 12(2) (a) & (b) stipulates that a by-law must be made by a decision taken by a municipal council in accordance with the rules and orders of the council, and with a supporting vote of a majority of its members.

Section 12(3) (a) & (b) further provides that no by-law may be passed by a municipal council unless all the members of the council have been given reasonable notice; and the proposed by-law has been published for public comment in a manner that allows the public an opportunity to make representations with regard to the proposed by-law.

In terms of Section 13, a by-law passed by a municipal council must be published promptly in the Provincial Gazette, and, when feasible, also in a local newspaper or in any other practical way to bring the contents of the by-law to the attention of the local community.

The Gauteng Rationalisation of Local Government Affairs Act 10 of 1998

Section 7(1) of the Act provides that to make a by-law, a municipal council must pass a resolution declaring its intention to this effect. Subsection (2)(b) provides for a notice in which the public's comments are invited on a proposed by-law and such notice must state that:

- comments are invited,
- in summarized form what the by-law deals with,
- a contact name and address where enquiries may be directed,
- a place where copies of the by-law can be obtained,
- where the by-law may be inspected, and
- the period during which comments may be made which may not be less than a month and the place where comments on the by-law may be lodged.

Promulgation:

BY-LAWS - 2024/25 FY			
No	By-law	Approved for Public Participation	Promulgated /Approved for Promulgation
1.	Closed-Circuit Television by-law		Promulgated 28 February 2025
2.	Municipal Property Rates by-law	✓	Promulgated on 24 July 2024
3.	Township Economies by-law	✓	
4.	Public Road by-law		Promulgated 27 February 2025
5.	Public Transport by-law		Promulgated 27 February 2025

Table 19: Gazetted by-laws

2.8 Smart City Programmes

2.8.1 Smart City Highlights and Achievements for 2024/25

The City of Johannesburg made measurable progress in advancing its smart city agenda in the 2024/25 period, with notable achievements in digital transformation, energy efficiency, water management, and public connectivity. While high-performing entities delivered strong results, many projects across departments experienced delays due to procurement issues, lack of budget allocation, and capacity challenges. The following highlights and achievements were noted:

Category A: High Performers (Significant Spend & Achieved Targets)	Category 2: Moderate Performers (Progress, but Mixed Results)	Category 3: Low Performers (Minimal to No Expenditure)
<p>1. Digital Transformation – Water Demand Management (Johannesburg Water)</p> <ul style="list-style-type: none"> • Spend: R108.3 million (69.4% of budget) • Achievements: <ul style="list-style-type: none"> - Completion of infrastructure upgrades including STS smart meter installations in Orange Farm, Alexandra, and Soweto - Next phase planned for July 2025. - Cosmo City project progressing for completion in 2025/26. • Impact: Major contribution to reducing water losses and improving consumption management. <p>2. Smart Governance – Billing System, E-Procurement, Smart City Enablement (GICT)</p> <ul style="list-style-type: none"> • Spend: Total GICT expenditure of R354.6 million. • Achievements: <ul style="list-style-type: none"> - Billing System upgrade (R119.1m spent) near completion. - E-Procurement system overhaul (R35.3m spent) achieved. • Impact: Strengthening municipal financial sustainability, auditing readiness, and process automation. • Comment: GICT remains the backbone of the City's digital modernisation drive. <p>3. Green Buildings – Energy Efficiency Programme (City Power)</p> <ul style="list-style-type: none"> • Spend: R54.2 million • Achievements: <ul style="list-style-type: none"> - Continued modernisation of public buildings and energy-efficient infrastructure. - Rooftop PVC initiative suspended due to budget adjustment. • Impact: Supports energy reduction goals and contributes to Just Energy Transition foundations. 	<p>1. Smart Transport & Mobility (JRA & JDA)</p> <ul style="list-style-type: none"> • Achievements: <ul style="list-style-type: none"> - Multiple tactical JRA projects (remote monitoring, LED lighting, UPS installations) spent 65–98% of allocated budgets. - Several achieved their annual targets. • Constraints: <ul style="list-style-type: none"> - The Minibus Taxi Feeder Study was re-advertised due to insufficient budget and poor market responses. <p>2. Intelligent City & Informal Economy Digitalisation (DED & Public Safety)</p> <ul style="list-style-type: none"> • Status: <ul style="list-style-type: none"> - Informal Trading Permit System: Commitments made, but no spend due to mid-year budget removal. - IIOC Phase 2: 0% expenditure, with limited progress reports available. • Impact: Limited ability to quantify progress due to poor reporting. <p>3. Energy Mix & Just Energy Transition (City Power)</p> <ul style="list-style-type: none"> • Achievements: <ul style="list-style-type: none"> - Small-Scale Embedded Generation (SSEG) delivered 248.4 MW connected, despite no tracked budget/spend. - Municipal Independent Power Producer Programme (MIPPP) progressing gradually. • Constraints: <ul style="list-style-type: none"> - Slow approvals from National Treasury and NERSA. - Waste-to-Energy and other energy transition projects stalled. <p>4. Precinct Development – Re-inventing Joburg (JPC)</p> <ul style="list-style-type: none"> • Achievements: <ul style="list-style-type: none"> • Orlando Ekhaya Waterfront achieved 99.2% expenditure (R11.9m). • Constraints: <ul style="list-style-type: none"> - Several property acquisition projects awaiting Council approval before negotiations proceed. <p>5. Joburg Connected – Free Public WIFI</p> <ul style="list-style-type: none"> • Achievements: <ul style="list-style-type: none"> - Over 1.1 million users actively using CoJ WIFI. - WIFI commercialisation procurement completed after delays. • Constraints: <ul style="list-style-type: none"> - Prolonged SCM delays due to incomplete submissions from vendors 	<p>Most focus areas fall into this category, signalling systemic issues in programme implementation. These include:</p> <ul style="list-style-type: none"> • Smart Services – Joburg Online • Digital Financial Management Systems • Smart Economy & Innovation • Knowledge-Based & Green Economy • Smart Safety / Safer City / 24/7 City • Smart Parks & Cemeteries • Climate Action Plan Smart Initiatives • Food Security through Urban Agriculture • Smart and Green Infrastructure • Smart Utilities • Digital Government & Smart Institution (multiple initiatives) <p>Common Pattern: These initiatives are stuck at planning, design, or procurement stages, with almost no tangible progress reported during the period.</p>

2.8.2 Smart City Challenges

The following issues posed a challenge to the implementation of smart city initiatives in the city:

Challenge	Impact
Budgetary Constraints	<ul style="list-style-type: none"> • 27 initiatives had zero budget allocation, stopping progress entirely. • Mid-year budget reductions disrupted ongoing smart city projects. • Several critical projects (e.g., SSEG) are operationally active but not financially tracked.
Procurement Delays	<ul style="list-style-type: none"> • Many projects are stuck at SCM stages due to: <ul style="list-style-type: none"> ○ Poor bidder submissions ○ Re-advertising ○ Long evaluation processes ○ Limited internal procurement capacity
Poor Reporting & Data Quality	<ul style="list-style-type: none"> • Incomplete reporting affects decision-making. • Risk & mitigation sections often empty, reducing early detection of obstacles.
Capacity Gaps	<ul style="list-style-type: none"> • Departments such as Transport, Metrobus, and Joburg Market consistently reflect low implementation capability and require technical and project management support.
Strategic Alignment Gaps	<ul style="list-style-type: none"> • Some initiatives lack clarity on departmental ownership, timelines, or implementation pathways.

2.8.3 Smart City Opportunities and Recommendations

The following recommendations should be implemented to maximise opportunities for Smart City Programme in the city:

a) Prioritise High-Impact, Quick-Win Projects

- Identify initiatives in the implementation phase with available budgets and accelerate delivery for visible progress.

b) Strengthen Budget Stability

- Reduce mid-year budget reallocations to prevent project stoppages.
- Introduce protected funds for multi-year smart city initiatives.

3. Improve Procurement Efficiency

- Establish specialised SCM task teams for complex ICT and infrastructure projects.
- Introduce pre-qualification criteria for vendors to reduce poor submissions.

4. Enhance Project Management Support

- Deploy centralised PMO resources from GICT and Group Strategy to underperforming entities.
- Introduce monthly project troubleshooting sessions.

5. Enforce Reporting Standards

- Make “Challenges/Risks/Mitigations” reporting mandatory.
- Standardise expenditure tracking for all smart city initiatives.

6. Strengthen Inter-departmental Coordination

- Create cross-entity Smart City working groups to integrate planning across Water, City Power, Transport, and GICT.

2.9 Websites

Section 75 of the MFMA requires that a municipality places key documents and information on its website, including the Integrated Development Plan (IDP), Integrated Annual Report, the annual budget, adjustments budgets and budget-related documents and policies. As such the municipality's website is an integral part of its communication strategy. If managed effectively, it will allow for easy access to relevant information, serve as a tool for community participation and improve stakeholder involvement in monitoring and evaluation of municipal performance. This gives impetus to the key elements of good governance, namely transparency and accountability.

The table below provide official websites of the city and its municipal entities where key documents such as the Annual Reports of MoEs can be accessed:

ENTITY	WEBSITE
City of Johannesburg	www.joburg.org.za
City Power	www.citypower.co.za
Joburg Water	www.johannesburgwater.co.za
Pikitup	www.pikitup.co.za
Johannesburg Social Housing Company (JOSHCO)	www.joshco.co.za
Joburg City Theatres	www.joburgcitytheatres.com
Joburg City Parks and Zoo (JCPZ)	www.jhbcityparksandzoo.com
Joburg Road Agency (JRA)	www.jra.org.za
Joburg Property Company (JPC)	www.jhbproperty.co.za
Joburg Development Agency (JDA)	www.jda.org.za
Metrobus	www.mbus.joburg.org.za
Joburg Market	www.joburgmarket.co.za
Metro Trading Company (MTC)	www.mtc.joburg.org.za
Joburg Tourism Company (JTC)	visit.joburg

Table 20: Provide Official Websites of the city and its Municipal Entities Where Key Documents can be Accessed

2.10 Corporate Governance

The City of Johannesburg Metropolitan Municipality is a Category A Municipality in South Africa, as defined in the Municipal Structures Act, Act No. 117 of 1998, as amended. The report is informed by guidelines provided by the Circular 63, International Integrated Reporting Council (IIRC) and considers the reporting priorities outlined in the King Code of Governance for South Africa (2016) (King IV). In line with having a well-defined politically governed system, the municipality upholds the principles of a well governed administrative system according to the principles of King IV on Good Corporate Governance. These principles apply to the City's MEs and departments that form the core administration of the Group.

The City has implemented the applicable principles of King IV, to the extent implemented and applied by the various entities falling under the City as disclosed in the applicable annual reports of such entities, which reports may be found under 2.9 Websites.

King IV principles and practices	Application of the principles and practices in the city	Compliance
Principle 1: The board should lead ethically and effectively	Members of council have led with integrity, competence, responsibility, accountability, fairness, and transparency as individuals and collectively. There is no indication in the year under review that they have not exhibited the characteristics mentioned above.	Yes.
Principle 2: The council should govern the ethics of the municipality in a way that supports the establishment of an ethical culture.	The City of Johannesburg Metropolitan Municipality has a standing Ethics Committee, as well supports the establishment of an ethical culture through ethics champions, ethics workshops/training throughout the city.	Yes.
Principle 3: The council should ensure that the municipality is and is seen to be a responsible corporate citizen.	<i>"As part of its long-term vision, the city is committed to creating a high-performing metropolitan government that proactively contributes to and builds an inclusive, resilient and sustainable Gauteng City Region (GCR)"</i> – Annual Integrated Report, 2024/25	Yes.
Principle 4: The council should appreciate the municipality's core purpose its risks and opportunities, strategy, business model performance and sustainable development are all inseparable elements of the value creation process	The integrated annual report consists of the municipality's core purpose/vision, their strategic plans which include long and short-term plans in the form of the Growth Development Strategy (GDS), the Integrated Development Plan (IDP), and Service Delivery and Budget Implementation Plans (SDBIP) as well as departmental and entities' business plans that are approved by Council. This also includes the outcomes associated with the aforementioned plans and how these are to be achieved.	Yes.
Principle 5: The council should ensure that reports issued by the municipality enable stakeholders to make the assessments of the municipality's performance and its short-, medium- and long-term prospects.	The City publishes annual financial statements/integrated annual reports including planning for short/medium- and long-term prospects, outcomes expected and implementation plans	Yes.
Principle 6: The council should serve as a focal point and custodian of corporate governance in the municipality	The council serves as the focal point and custodian of corporate governance in the city through doing the following: <ul style="list-style-type: none"> Steering the City and setting its strategic direction Approving policies and planning that give effect to the direction provided. Overseeing and monitoring of implementation and execution by executive management Ensuring accountability for performance by means of KPIs/Scorecards reporting and disclosure 	Yes.
Principle 7: The council should comprise the appropriate balance of knowledge, skills, experience, and diversity for it to discharge its governance role and responsibilities objectively and effectively	The council comprises of a diverse group of individuals with different skills sets/qualifications/experience etc. It also consists of an appropriate mixture of all genders.	Yes.

Principle 8: The council should ensure that its arrangements for the delegation within its own structures promote independent judgment and assist with the balance of power and the effective discharge of its duties	The Executive arm of the municipality is headed by the Executive Mayor who is responsible for performing functions and exercising powers delegated by the municipal council. The administrative arm, led by the City Manager, is responsible for ensuring administrative performance in the rendering of services to the public.	Yes.
Principle 9: The council should ensure that the evaluation of its own performance and that of its committees, its speaker, and its individual councillors, support continued improvement in its performance and effectiveness.	In accordance with the provisions of section 14(2) of the Regulations, GPAC is established as an independent oversight and advisory body to advise the City, Council, the Executive Mayor and Mayoral Committee, Accounting Officer and the management on matters relating to performance evaluation.	Yes.
Principle 10: The council should ensure that the appointment of and the delegation to management contribute to role clarity and the effective exercise of authority and responsibilities.	The City Manager is appointed by the Council in terms of Section 82 of the Municipal Structures Act and is therefore, designated as the Accounting Officer and the Administrative Head of the City.	Yes.
Principle 11: The council should govern risk in a way that supports the municipality in setting and achieving its strategic objectives.	The committee (GRGC) also ensures that all risks that might affect service delivery and the attainment of clean audits, are addressed and measures are put in place to prevent future occurrences. The city also has a Risk Management Function which is designated to identify and manage the risks within its risk appetite. Business Continuity Management (BCM) is a holistic management process that identifies potential threats to the city and impact to business operations should those threats be realised.	Yes.
Principle 12: The council should govern compliance with applicable laws and adapted, non-binding rules, codes and standards in a way that supports the municipality being ethical and a good corporate citizen.	The GRGC is an independent oversight and advisory body that advises the City, Council, the Executive Mayor and Mayoral Committee, Accounting Officer and the management on matters relating to governance, compliance, enterprise risk management and other issues within the City.	Yes.
Principle 13: The council should govern technology and information in a way that supports the municipality setting and achieving its objectives	<p>The council has established a Group Information Communications Technology and Information Management department which is responsible for the architecture, hardware, software, and networking of computers within the City of Johannesburg environment.</p> <p>The GCTO Strategy alignment purpose is to ensure that there is complete alignment between the City Strategy (GDS 2040, Gauteng City Region), Citizen Strategy (Integrated Development Plan, Spatial Development Framework), ICT Strategy (GCTO Business Plan, Current ICT Strategy) objectives and Implementation shortfalls.</p>	Yes.
Principle 14: The board should ensure that the municipality remunerates fairly, responsibly, and transparently so as to promote the achievement of strategic objectives and outcomes in the short, medium, and long term.	The City has a Remuneration Policy Framework which was reviewed during 2019/2020 and an updated draft Policy Framework developed, which will provide guiding principles that will drive high level decision making regarding remuneration and the consistent application thereof throughout the City Group.	Yes.
Principle 15: The council should ensure that assurance services and functions enable an effective control environment and that these support the integrity of information for internal decision making of the municipality's external reports	<p>In terms of Section 166 of the MFMA, the Group Audit Committee (GAC) is established as an independent oversight and advisory body to advise the City.</p> <p><i>"The GAC is tasked with inter alia, the approval and monitoring of Internal Audit and the Audit Strategy, the review and recommendation for adoption of the Annual Financial Statements (AFS) of the City to Council and providing reasonable assurance within the Combined Assurance Framework on the adequacy and effectiveness of the CoJ's Internal Control Environment as well as the CoJ policies and procedures in this regard."</i></p> <p>The Auditor General also provides assurance services for the City of Johannesburg Metropolitan Municipality.</p>	Yes.

<p>Principle 16: In execution of its governance role and responsibilities, the council should adopt a stakeholder approach that balances the needs, interests, and the expectations of a material stakeholders in the best interest of the municipality over time.</p>	<p>The City of Johannesburg aims to establish and maintain constructive and informed relations with its stakeholders.</p>	<p>Yes.</p>
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Table 21: King IV Principles and Practices

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

COMPONENT A: BASIC SERVICES PROVISION

3.1 Johannesburg Water

3.1.1 Mandate of the entity

Johannesburg Water (SOC) Ltd was incorporated on 21 November 2000 and commenced business on 1 January 2001. Johannesburg Water is a municipal entity wholly owned by the CoJ and is mandated to provide water and sanitation services as principal activities to the residents of Johannesburg. The Company's strategic objectives are linked to the Shareholder's priorities through the SDBIP, the IDP, and cluster plans whereby Johannesburg Water is assigned to the Sustainable Services Cluster. In addition, the relationship between the Company and the Shareholder is governed through the SDA, which is reviewed from time to time.

The Entity provides services to an area stretching from Orange Farm in the south to Midrand in the north, Roodepoort in the west, and Alexandra in the east. The operating environment is as of local government with no competitors for the services offered. The Company employed 2 822 people (as of 30 June 2025) and operates within six regions, with ten network depots and six wastewater treatment plants. The Company also employed 73 cleaners and 289 security guards whose salaries are administered by the CoJ.

As of the end of June 2025, the Entity supplied on average 1700 Mega litres per day of potable water, procured from Rand Water, through a water distribution network of 12 526 km, 111 reservoirs and water towers, and 31 water pump stations. Wastewater was collected and reticulated through 11 955 km of wastewater networks and 38 sewer pump stations. Johannesburg Water treated on average 993 Mega litre per day of sewage at its six Wastewater Treatment Works (WWTW).

Website: www.johannesburgwater.co.za

3.1.2 Performance Highlights for 2024/25

The following were the main and key achievements of the entity in 2024/25 financial year:

Service delivery focus	Achievements
Water	<ul style="list-style-type: none">An average of 1.7 billion litres of water, complying with acceptable drinking water of the South African National Standards 241 (SANS 241), was distributed to households within the CoJ daily.23 521 water bursts were restored within 48 hours of notification achieving 70.35% against a target of 85%.A total of 174 additional households were provided with access to basic water against a target of 1 250.A total of 174 additional households were provided with access to basic water against a target of 1 250.A total of 1 288 million litres of water was transported to stationary tanks in informal settlements for the 2024/25 financial year.Water consumption per capita per day of 244.69 l/c/d against as target of 260l/c/d.20.451 km of water pipes replaced against a target of 15.60 km of old water pipes. which represents a 131.09% performance.328 water pipe bursts were experienced per 100 km of infrastructure length against a target of 330.

Service delivery focus	Achievements
Sanitation	<ul style="list-style-type: none"> • 14.741 km of sewer pipes replaced against a target of a target of 16.00 km of sewer pipe replacement which represents a 92% performance against an annual target of 16.00. • 464.21 sewer blockages were experienced per 100 km of infrastructure length against a target of 460. • A total of 1 796 additional households were provided with access to basic sanitation against a target of 1 700. • 178 320 Ventilated Improved Pit-latrines (VIPs) services were conducted (One VIP gets de-sludged on average monthly). • 50 038 sewer blockages cleared within 24 hours of notification achieving 90.89%. against a target of 92%. • 14 116 chemical toilets were provided and serviced (average two times a week).
Infrastructure maintenance	<ul style="list-style-type: none"> • Entity managed to replace 20.451 km and 14.741 km against the annual targets of 15.6 km and 16 km for water and sewer, respectively. In real essence, • 92.76 % of manhole covers were replaced within 24 hours against a target of 95%.

Table 22: The Key Achievements of the Entity in 2024/25 Financial Year

3.1.3 Challenges and Mitigations in 2024/25

Challenge	Highly affected areas (Region and areas)	Mitigations
Unexpected Occurrences	All Regions (Region A to G)	<p>Johannesburg Water experienced delays and disruptions in the fleet contract. As a result, new specification vehicles were completely delivered to the Entity at the end of 2024. The disruptions caused by the unavailability of fleet resulted in teams being unable to attend to service delivery failures on time thus impacting response times and productivity negatively. The setbacks have been resolved.</p> <p>The first stages of implementation of the Field Service Management (FSM) to improve fault logging and work execution resulted in some system glitches. As such, delays were experienced with receiving batches of works orders during the first half of the financial year which resulted in backlogs and impacted response times on some jobs. This error has since been rectified, and the FSM system is on track to full implementation during the first quarter of the 2025/26 financial year.</p>
Infrastructure Backlogs	All Regions (Region A to G)	<p>Asset management plans dictate a renewal rate of 1.5% per year of assets' replacement value as per industry norm. An asset renewal rate is defined as the yearly proportion of an asset that needs to be replenished to ensure that the asset is replaced by the end of its expected useful life. Short-expected useful life assets, such as electro-mechanical equipment, will have a higher renewal rate compared to long-expected useful life assets, such as civil infrastructure.</p> <p>The current expenditure pattern indicates that an average renewal rate of 1.0% has been achieved with current funding allocations. The Company has a total infrastructure renewal backlog (i.e. asset with remaining useful life less than 10 years) of R25.2 billion as a result of underfunding, which has also led to having 20% of the asset base that has a remaining useful life of less than ten years.</p> <p>The renewal backlog (i.e., asset with remaining useful life between zero to two years and assets which are due for upgrade) of R26.61 billion requirement is categorised as follows:</p> <ul style="list-style-type: none"> ▪ Water mains replacement: R2.7 billion. ▪ Sewer mains replacement: R2.9 billion. ▪ Water and sewer capacity upgrading backlog: R13.7 billion. ▪ WWTW capacity upgrading and equipment replacement: R7.3 billion.

Challenge	Highly affected areas (Region and areas)	Mitigations
		<p>The strategy in mitigation of the ageing infrastructure portfolio involves prioritising critical assets for replacement under the Pipe Replacement Programme and the Wastewater Works Renewal Programme. Where possible, development bulk services contributions are being utilised to upgrade the network as the CoJ develops. Ongoing efforts are also being made to source additional funding to assist in eliminating the infrastructure backlog.</p> <p>There is a need to look beyond the existing funding models to realistically reduce the infrastructure backlog. The entity is exploring the following funding mechanisms:</p> <ul style="list-style-type: none"> ▪ Investment fund (with Group Treasury). <p>The company is driving a process together with Group Treasury to create and contribute toward an infrastructure fund to fund capital programs in the future. The fund will ensure that additional revenue collections above target and revenue generated from other income is ring-fenced for future infrastructure development.</p> <ul style="list-style-type: none"> ▪ Performance Based Contracts. <p>In collaboration with Government Technical Advisory Centre (GTAC) and PPP office within CoJ, Johannesburg Water has appointed a Transaction Advisor (TA) to conduct feasibility study to implement Performance Based Contracts projects to reduce Non-Revenue Water.</p> <ul style="list-style-type: none"> ▪ Public- Private Partnerships (PPPs) <p>Similarly, in collaboration with Government Technical Advisory Centre (GTAC) and PPP office within CoJ, Johannesburg Water has appointed a (TA) to conduct feasibility study Public-Private Partnerships for the following projects.</p> <ul style="list-style-type: none"> ▪ Water reclamation (Effluent Re-Use) Project ▪ Biogas to Energy Project ▪ New Lanseria WWTW (Budget Facility for Infrastructure is being explored as the preferred option) <ul style="list-style-type: none"> ▪ DBSA <p>There is continuous engagement with DBSA to look into various funding options to support the backlog in water infrastructure as well as NRW, through ring fencing option.</p> <ul style="list-style-type: none"> ▪ National Treasury Metro Trading Service Reform Program <p>The company has aligned itself with the National Treasury Metro Trading Service Reform Program. The program is an incentive-based program, where the CoJ and its trading entities are required to meet all predetermined Performance Improvement Action Targets and in return for meeting these targets, the CoJ and the entity will unlock this additional incentive grant. The total funding made available by National Treasury for the program over the six-year term is R54 billion across all the metros. The allocation available to the COJ will be 18.71% or R10.1bn of the total allocation, of which a minimum of 40%(R4bn) up to a maximum of 70% (R7bn) can be allocated to Water and Sanitation services by the COJ, to address the critical infrastructure backlog over a six-year period.</p>
Water Conservation and Water Demand Management	All Regions (Region A to G)	<p>The audited 2024/25 non-revenue water is 44.8%. This is an improvement when compared to the 46.2% achieved in the 2023/24 financial year. In order to reduce NRW, Johannesburg Water has accelerated the rollout of the WCWDM Strategy. This is a multi-faceted interventions which include amongst others, pipe replacement and repairs to leaking reservoirs, pressure management and advanced leak detection, replacement of customer meters to facilitate enhanced billing, credit control and</p>

Challenge	Highly affected areas (Region and areas)	Mitigations
		<p>revenue collection as well as the repairs and maintenance of zonal and bulk meters to ensure efficient management of the water network as a whole.</p> <p>The use of STS prepaid meters will improve the Entity's revenue and reduce commercial losses.</p> <p>Minimum night flows reduction through advanced pressure management systems has been identified to have a potential savings of 5 918 MI per annum. In the 2023/24 financial year, Johannesburg Water refurbish 15 PRVs and retrofitted them with Smart Pressure Controllers.</p> <p>In the 2024/25 financial year, Johannesburg water has installed an additional 26 Smart controllers in identified high consumption zones to reduce minimum night flows and system losses. This brings the total to 51 smart controllers installed thus far.</p> <p>The organisation has procured a contract for supply, deliver and onsite training of leak detection equipment. The project scope entails deploying noise loggers (pipeline embedded sensors) to detect underground leaks for repairs. The Entity procured 125 leak detection sensors at a cost of R5.6 million. These were installed in 2024/25 financial year with plans to install additional in the 2025/26 financial year.</p> <p>Water demand, which is linked to system input volume, is closely linked to NRW. Our analysis indicates that the regions with the most increasing demand are the Randburg/Roodepoort and Sandton/Alex regions. As such these regions have been prioritised for Water Demand Management interventions including pressure management, leak detection and where required pipe replacement specifically older areas with troublesome asbestos cement and steel pipe sections.</p> <p>A further contributing factor to the NRW was the deemed customer category which is unique to the CoJ. These customers are billed at a flat rate of 20 kl, 10 kl, or 6 kl. Investigations, however, indicated that the actual consumption to these deemed customers ranges between 50 kl and 60 kl. The difference between the flat rate being billed and the actual consumption translates into NRW and is catered for under Unbilled Authorised Consumption. The areas affected in this category are Soweto, Orange Farm, and Alexandra and as such some of these areas were installed with STS prepayment meters in the 2024/25 financial year in order to enhance metering and billing. However, it was found that some newly installed meters were either bypassed or vandalised by customers shortly after being installed. In order to address this shortcoming, Bylaw enforcement is being intensified in those areas. Johannesburg Water is working closely with JMPD Bylaw Enforcement to perform level 3 disconnections and enhance credit control to ensure customers adhere to the user pay principle.</p>
<p>Bulk Water Supply</p> <p>The delay in Phase II of the Lesotho Highlands Water Scheme Project has created challenges and added pressure on the currently available water resources. Phase II was required to be completed in 2018; however, due to various delays, it will only be completed in 2029. Due to this delay, no further increases are allowed on</p>	<p>All Regions (Region A to G)</p>	<p>Johannesburg Water implemented various activities to reduce the bulk water supply into its area of responsibility. Leaking reservoirs that require urgent refurbishment were identified during previous financial years. This was based on investigation reports done over several years ago, 42 reservoirs were currently leaking and 23 of them were identified to be critical. These reservoirs were allocated to a panel of consultant for design and scoping with the intention to start rehabilitating the reservoirs from the first quarter of the 2025/26 financial year.</p> <p>Johannesburg Water has 730 zonal Pressure Reducing Valves (PRVs) of which a large portion were vandalized or in-operational due to lack of proper maintenance and repairs. With the appointment of Original Equipment Manufacturers to augment existing resources and ensure spares availability, (211) 29% of PRVs have thus far been repaired during the 2024/25 FY and brought to operational status</p>

Challenge	Highly affected areas (Region and areas)	Mitigations
<p>the water abstraction licenses from the Integrated Vaal River System.</p> <p>The implication for the CoJ Is that the water demand needs to be reduced to 1 550 Ml per day as part of the apportionment licensing from Rand Water. To address this challenge, Johannesburg Water is part of a Project 1 600 steering committee driven by Rand Water to improve the water use efficiencies of the CoJ. It is anticipated that the interventions discussed at the Steering Committee will assist in reducing the CoJ's water demand. Johannesburg Water has a WCWDM Strategy which consists of various operational and capital projects. All of these are aimed to reduce overall demand and system losses to operate our Network in a sustainable and efficient manner and meet the above compliance targets.</p>		<p>The section below provides progress on the STS project per area contributing to the WCWDM strategy.</p> <p>These projects are in implementation in Soweto, Orange Farm and Alexandra areas. The scope entails the upgrading of secondary mains, retrofitting of leaking plumbing fixtures and installation of STS meters. The projects progress was negatively affected by resistance to meter installations. Historical culture of non-payment for services is a major problem and meters have been installed in open mode because of the resistance to the project. The open mode meters were switched to prepaid.</p> <p>The community cited lack of consultation and information on the meters as a problem hence public meetings and distribution of information booklets have been planned to close the gap.</p> <p>A total of 40 537 STS meters were installed of which 40 399 meters have been uploaded on the vending platform. Data for the balance of 138 is being verified on site and submitted for uploading on the new vending platform.</p> <p>It is important to note that while implementing the technical aspects of reducing water demand and consumption, the Entity has taken consideration of the human element and implements measures, which aim at changing consumer behaviour. This was done by participating in educational campaigns, covering the seven regions of the CoJ.</p> <p>The public awareness campaigns were conducted with the following key messages:</p> <ul style="list-style-type: none"> ▪ Water saving tips. ▪ paying for services. ▪ ESP registration. ▪ benefits of a smart meter. ▪ what are foreign objects in the system and how to take care of the infrastructure.

Table 23: Challenges and Mitigations in the 2024/25 Financial Year

3.1.4 Service IDP Policy Objectives

Johannesburg Water is driven by seven strategic goals, which are aligned with the CoJ priorities. In executing the shareholder’s mandate, Johannesburg Water has taken cognisance of the vision of the CoJ, which is detailed in the GDS 2040. In this light, the strategic goals have been developed to support the GDS 2040 outcome two being – a resilient, liveable, sustainable urban environment underpinned by infrastructure supportive of a low carbon economy.

IDP Programme	Key Performance Area (KPA)	5 Year Target and Commitments (2020/21-2024/25)	Service Delivery Performance				
			2020/21	2021/22	2022/23	2023/24	2024/25
3. Transforming Sustainable Human Settlements.	3.1 Access to basic services in informal settlements.	3% improvement in the provision of basic services such as water, electricity, housing, and primary health care.	96.09% (6 411) of new households were provided access to basic water at minimum LoS1 in informal settlements.	98.33% (4 125) of additional households were provided access to basic water at minimum LoS1 in informal settlements.	99.12% (1 453) of additional households were provided access to basic water at minimum informal settlements.	927 additional households were provided access to basic water at minimum LoS1 in informal settlements.	174 additional households were provided access to basic water at minimum LoS1 in informal settlements.
			43.47% (678) new households provided access to basic sanitation at minimum LoS1 in informal settlements.	44.01% (1 001) additional households provided access to basic sanitation at minimum LoS1 in informal settlements.	45.29% (2 349) of additional households provided access to basic sanitation at minimum LoS1 in informal settlements.	0 of additional households provided access to basic sanitation at minimum LoS1 in informal settlements.	1 796 households provided access to basic sanitation at minimum LoS1 in Informal settlements.
	Water losses		24.8%	31.8%	211 957 ML	226 968ML	207 136 836KL

Table 24: Basic Service Delivery Performance from 2020/21-2024/25 Financial Year

3.1.5 Joburg Water Financial Performance for 2024/25

Details	2022/23	2023/24	2024/25			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
REVENUE:						
Total Operational Revenue	16 087 714	18 476 439	19 435 346	19 440 530	19 978 413	103%
EXPENDITURE:						
Employees	1 530 269	1 668 195	1 815 240	1 753 500	1 824 638	101%
Repairs and maintenance	529 193	686 930	865 591	865 591	965 398	112%
Other	12 890 632	15 016 533	15 356 090	15 721 182	15 365 336	100%
Total Operational Expenditure	14 950 094	17 373 699	18 036 921	18 340 273	18 155 952	101%
Net Operational Expenditure	1 137 620	1 102 740	1 398 425	1 100 257	1 822 461	130%

Table 25: Joburg Water Financial Performance for 2024/25

3.1.6 Completed Projects in 2024/25

The following projects were implemented in 2024/25 financial year:

#	Contract Number (WBS number)	Description	Total Contract Value R' 000	Actual Expenditure R'000	Completion Date
1	JW13829RR	Florida North Pump Station	6 766	6 278	15-Jul-24
2	JW14220I	Blairgowrie Water Pipe Replacement Phase 2	4 311	4 287	16-Jul-24
3	JW14220K	Blairgowrie Water Pipe Replacement Phase 4	3 625	3 497	16-Jul-24
4	JW14220L	Blairgowrie Water Pipe Replacement Phase 5	4 202	4 043	16-Jul-24
5	JW13979	Completion of Soweto Infrastructure Upgrade and Rehabilitation Project in Super Block 7B	48 492	48 443	17-Jul-24
6	JW14220	Georgia Water Pipe Replacement	4 797	4 318	30-Jul-24
7	JW14416	Crosby Basic Water	6 200	6 092	30-Aug-24
8	JW14220D	Gembok Water Pipe Replacement Phase 1	6 138	5 544	06-Sep-24
9	JW14220E	Gembok Water Pipe Replacement Phase 2	5 923	5 303	06-Sep-24
10	JW14220A	Sharonlea WPR Phase 1	7 036	6 753	24-Nov-24
11	JW14220B	Sharonlea WPR Phase 2	6 632	6 292	24-Nov-24
12	JW14220V	Rivonia WPR Phase 10	3 755	3 740	23-Oct-24
13	JW14220U	Rivonia WPR Phase 9	3 885	3 860	23-Oct-24
14	JW14220R	Rivonia WPR Phase 6	4 055	3 334	23-Oct-24
15	JW14220S	Rivonia WPR Phase 7	4 171	3 370	05-Nov-24
16	JW14220F	Melrose North Ext.2 WPR	8 313	2 553	29-Nov-24
17	JW14220M	Rivonia Water Pipe Replacement Phase 1	4 837	4 711	05-Nov-24
18	JW14220X	Rivonia Water Pipe Replacement Phase 12	3 615	3 588	05-Nov-24
19	JW14220N	Rivonia Water Pipe Replacement Phase 2	3 724	3 654	29-Nov-24
20	JW14220O	Rivonia Water Pipe Replacement Phase 3	4 093	3 741	29-Nov-24
21	JW14220P	Rivonia Water Pipe Replacement Phase 4	3 421	3 077	29-Nov-24
22	JW14220Q	Rivonia Water Pipe Replacement Phase 5	4 520	4 034	29-Nov-24
23	JW14220T	Rivonia Water Pipe Replacement Phase 8	4 024	3 959	30-Nov-24
24	JW14220W	Rivonia Water Pipe Replacement Phase 11	3 670	3 637	05-Nov-24

#	Contract Number (WBS number)	Description	Total Contract Value R'000	Actual Expenditure R'000	Completion Date
25	UFW913_BLK D	ALEXANDRA BLOCK D	25 859	25 715	29-Nov-24
26	JW13857	UFW916 - JW13857-Greater Orange farm - Phase 2A	106 311	74 831	30-Sep-24
27	JW13858	UFW916 - JW13858-Greater Orange farm - Phase 2B	88 037	87 630	30-Sep-24
28	JW14054	NWWTW IRP Phase 1 Electrical MV Upgrade and Refurbishment	147 220	146 533	30-Nov-24
29	JW OPS 049/19R	T-CODES	110 833	110 421	31-Jan-25
30	JW14376	Protea South Ext 9 Sewer Pipe Replacement Phase 9	11 274	10 662	29-Jan-25
31	JW14377	Cedar Lakes Sewer Pipe Replacement	6 280	5 690	19-Feb-25
32	UFW913_BLK C	Alexandra Renewal of Secondary Mains and Discretisation in Sub Block C	21 955	19 957	21-Feb-25
33	JW14220N	Rivonia Water Pipe Replacement Phase 2	3 724	3 654	04-Mar-25
34	JW14228_B	Stretford Ext 6, 7 and 8 Sewer Bulk Pipe Replacement	22 087	21 698	16-May-25
35	JW13829RR	Florida North pump station	6 766	6 278	04-Apr-25
36	JW14412	Alternative Energy Project Phase 1	60 000	60 000	30-Jun-25
	Total		770 550	721 177	

Table 26: Completed Projects by Joburg Water in 2024/25 Financial Year

3.1.7 Major Bulk Projects

Joburg Water invested in the following capital projects in the financial year 2024/25:

#	Project Description	Project Objective	Projected Completion Date	Total Value (R'000)	Total Expenditure (R'000)	Progress Status
1.	NWWTW Unit 4 - liquor	Objective of the project is to construct a new Liquor Treatment Plant to prevent high levels of suspended solids and phosphates to be recycled back into the process resulting in non-compliance of the final effluent.	29 Aug 2025	91,743	88,743	Construction progress is at 96% against a target of 96%. Additional works have been issued to the Contractor resulting in the expected completion date to be 29 Aug 2025.
2	Ennerdale WWTW: Infrastructure Renewal Plan - Module mixers	Objective of the project is to refurbish and replace electromechanical and civil infrastructure at the WWTW to ensure compliance with DWS Standard.	04 Jul 2025	26,452	26,089	Construction is 100% complete.
3	Unit 5 -Phase 2 (Civil works)	Objective of the Project is to construct Unit 5 Module 2 and its associate structures including a Unit 5 Head of Works with the goal in increasing the	14 Nov 2025	328,822	283,754	Construction progress is at 82% against a target of 82% and is on schedule. The plan is to have the project completed by Nov 2025.

		capacity of the works by 50Ml/day				
4	NWWTW IRP Phase 1 Electrical MV Upgrade and Refurbishment	To ensure the support of CoJ new developments and compliance with DWS Standards at Northern WWTW.	15 Nov 2024	147,220	146,532	Project is complete and handed over.
		Total		594,238	545,118	

Table 27: Joburg Water Bulk Projects in 2024/25 Financial Year

3.1.8 Human Resource Management

Employees of Joburg Water

Skills Level	Job Level	2022/23		2023/24		2024/25			
		No. of Posts	No. of Employees	No. of Posts	No. of Employees	No. of Posts	No. of Employees	Vacancies (Full time equivalent) No.	Vacancies (as a % of total) %
Professionally Qualified	D	183	60	137	84	137	88	49	36%
Senior Technicians	C	335	220	387	192	387	220	167	43%
Semi-Skilled	B	709	481	684	439	684	494	190	28%
Unskilled	A	3 971	3 279	5 140	4 649	5 140	4 345	795	15%

Table 28: Employees of Joburg Water

Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Occupational Level (below EAP row)	Male				Female				Foreigner		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management (Level 1-2)	3	0	0	0	5	0	0	0	0	0	8
	37.5%	0%	0%	62.5%	0%	0%	0%	0%	0%	0%	100%
Senior Management (level 3-4)	8	2.40	3	1	3	1	1	0	1	1	19
	42.1%	0%	15.8%	5.3%	15.8%	5.3%	5.3%	0%	0%	0%	89%
Professional Qualified (Level 5-6)	95	2.50	5	7	64	1	4	0	6	0	187
	50.8%	5%	2.7%	3.7%	34.2%	0.5%	2.1%	0.0%	3.2%	0%	100%
Skilled Technical (Level 7-8)	569	2.50	11	29	327	11	5	4	6	0	991
	57.4%	29%	1.1%	2.9%	34.0%	1.1%	0.5%	0.4%	0%	0%	99%
Semi-Skilled (Level 9-10)	380	18	4	5	217	11	2	1	0	1	639
	59.5%	2.8%	0.6%	0.8%	34.0%	1.7%	0.3%	0.2%	0%	0%	100%
Unskilled (Level 11)	517	54	19	3	313	53	170	1	0	0	978
	52.9%	5.5%	19%	0.4%	32.0%	5.4%	1.7%	0%	0%	0%	100%
Total FT/Permanent	1 572	1 006	42	46	929	77	29	6	13	2	2 822
Temporary	11	0	1	0	14	0	0	0	0	0	26

Table 29: Joburg Water Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Disability Percentage Standing

Actual Number of Staff with Disabilities	71
Total Staff Compliment	2 822
Disability Target	3%
Actual Disability %	2.52%

Table 30: Joburg Water Disability Percentage Standing

3.1.9 Service delivery levels based on services levels standards

The following table provides the detailed Service Level Standard KPI performance:

Ref	Service Standard Indicator	Service Standard	2023/24 Actual	2024/25 Actual	Variance	Evidence	Variance explanation	Mitigations
SS1	Percentage of planned water supply interruptions concluded within prescribed timeline of notification per category (A, B or C): A = 12 Hours B = 24 Hours C = 72 Hours	90%	11.65%	85.19%	-4.81%		The target was not met due to challenges with the isolation of non-operational/ faulty valves resulting in isolation being extended further upstream in the network, taking more time to operate additional valves, which resulted in the system requiring more time to drain before repairs could be conducted. These delays resulted in the response time target being exceeded.	Faulty valves were identified and a works requests were submitted to Capex for the valves to be replaced as part of the annual Pipe Replacement Programme. Once these faulty valves are replaced, response times will improve.
SS2	Percentage of fire hydrants repaired within 48 hours of notification	80%	68.11%	71.06%	-8.94%		The target was not met due to the following factors: Resources were diverted to prioritize repair of water pipe bursts, resulting in delays with fire hydrant-related jobs. A shortage of general workers forming part of various repair teams resulted in reduced productivity and increased time in executing jobs. An IT system challenge with the SAP CRM interface caused an influx of old works orders being posted from COJ to the depots and resulted in the depot teams having to be dispatched to burst- related jobs (which is the priority) resulting in this KPI not being met.	The recruitment process for General Workers is soon to be concluded, which will improve productivity and response times. The recruitment process is currently underway for the filling of vacant positions within the Operations Department. The IT SAP/ CRM interface challenge is being jointly addressed between JW and the COJ and a notable reduction in the number of interface errors has been observed.
SS3	Percentage of stolen meters replaced within 24 hours of notification	90%	85.03%	90.7%	+0.7%		Target exceeded.	N/A
SS4	Percentage of defective meters repaired within 3 days of notification	80%	75.42%	76.25%	-3.75%		The target was not met due to the following: The high influx of water-related jobs created a backlog and the prioritisation of bursts - meant to reduce physical	Backlogs have been reduced to an acceptable level by daily tracking and resolution. This has allowed the teams to focus on other KPIs in order to improve response times.

Ref	Service Standard Indicator	Service Standard	2023/24 Actual	2024/25 Actual	Variance	Evidence	Variance explanation	Mitigations
							losses, resulted in delays to repairs of defective meters (repairs not within the response time target). The shortage of general workers resulted in a reduced number of repair teams, thus affecting productivity and response times.	The recruitment process for General Workers is concluded, this will improve productivity and response times.
SS5	Percentage of leaking valves repaired within 48 hours	92%	79.41%	62.08%	-29.92%		The target was not met due to the following factors: Resources were diverted to prioritise burst repairs, resulting in delays in fire hydrant-related jobs. A shortage of general workers on various repair teams, resulted in reduced productivity and increased time in the execution of jobs. An IT system challenge with the SAP CRM interface caused an influx of old works orders being posted from COJ to the depots and resulted in the depot teams having to be dispatched to burst- related jobs (which is the priority) resulting in this KPI not being met.	The recruitment process for General Workers (to be concluded by the end of July 2025) which will improve productivity and response times. The recruitment process is currently underway for the filling of vacant positions within the Operations Department. The IT SAP/ CRM interface challenge is being jointly addressed between JW and the CoJ and a notable reduction in the number of interface errors has been observed.
SS6	Percentage of missing manhole covers replaced within 24 hours of notification	95%	97.68%	92.76%	-2.24%		The target was not met due to prioritisation of the clearing of sewer blockages. The same teams that clear blockages also replace sewer manhole covers and the prioritisation arrangement impacted the KPI negatively. There was an IT system challenge with SAP CRM interface that resulted in an influx of old works orders being posted from COJ to the depots. This error meant the depot teams had to be dispatched to sewer blockage jobs first, resulting in this KPI not being met.	The IT SAP/ CRM interface challenge is being jointly addressed between JW and the CoJ and a notable reduction in the number of interface errors has been observed.
SS7	Percentage repair of water pipe burst within 48 hours of notification	85%	71.66%	70.35%	-14.65%		The target was not met due to: A shortage of general workers resulted in a reduced number of teams thus affecting productivity and response times. There was an IT system challenge with SAP CRM interface that resulted in an influx of old works orders being posted from COJ to the depots. This error meant the depot teams had to be dispatched to sewer blockage jobs first, resulting in this KPI not being met.	The recruitment process for General Workers (to be concluded by the end of July 2025) will improve the productivity of teams. The IT SAP/ CRM interface challenge is being jointly addressed between JW and the CoJ and a notable reduction in the number of interface errors has been observed.

Ref	Service Standard Indicator	Service Standard	2023/24 Actual	2024/25 Actual	Variance	Evidence	Variance explanation	Mitigations
SS8	Percentage sewer blockages cleared within 24 hours of notification	92%	94.63%	90.89%	-1.11%		A high influx of sewer blockages was experienced due to preventative sewer maintenance not taking place in hotspot areas. This is mainly due to JW not having Jetting Trucks to perform preventative maintenance. A shortage of general workers resulted in reduced team sizes, thus affecting productivity and response times.	The interim plan is for teams to be placed on extra duty to catch up on backlogs. The process to procure Jetting trucks is currently underway and once in place, will result in reduced blockages in hotspot areas. The recruitment process for General Workers is concluded. will mean teams will be better capacitated to perform repairs on time
SS9	Percentage of new water connections completed within 15 days of receiving request from customer	70%	68.35%	65.27%	-4.73%		The prioritisation of burst repairs to reduce water losses has resulted in some of the new connection jobs being delayed as teams had to be diverted to focus on burst repairs.	Backlogs on bursts are being monitored daily, and action plans are in place to reduce these numbers. This has resulted in meter teams now focusing a bit more on this KPI to improve performance.
SS10	Percentage actual water meter readings submitted to bill	88%	85.36%	90.29%	+2.29%		Target exceeded	N/A
SS11	Percentage of planned service interruption communiqués sent within seven days.	95%	100%	91.75%	-3.25%		The target was not met due an internal error with communicating service interruptions from the depot to the Stakeholder Relations and Communication Department.	An improved communication plan for service interruptions has been put in place and e improvement is envisaged on this KPI going forward.
SS12	Communication of unplanned service interruptions send immediately	95%	100%	95.00%	0.00%		Target achieved.	N/A
SS13	Ratio of households per chemical toilet	10:1	11.74:1	12:1	-2.1		The target was not met due to daily increases in the number of residents within informal settlements. Budget allocation is not adequate and sustainable for the required number of services.	Placement of Chemical toilets is done on the request of the Department of Human Settlements and according to their budget availability. Engagement with the department is ongoing to address these shortcomings.

Table 31: Service Delivery Levels Based on Services Levels Standards

3.2 Pikitup

3.2.1 Mandate of the entity

Pikitup Johannesburg SOC Ltd (herein referred to as Pikitup), 100% owned by the City of Johannesburg and established in terms of the Companies Act on 1 November 2001, is mandated to provide waste management and refuse removal services to the residents of Johannesburg. A Board of Directors, appointed by the City of Johannesburg, is authorized to manage and direct the business and affairs of Pikitup, as set out in the Companies Act and the Memorandum of Incorporation, and subject to accountability and effective oversight by the City of Johannesburg. The City of Johannesburg utilizes the Environment, Infrastructure and Services Department (EISD) led by the MMC for EISD and the Group Governance Department to oversee the governance of the entity.

The strategic focus of Pikitup is to ensure waste prevention and minimization and a community-driven approach to waste management. This requires the implementation of projects and approaches, innovative solutions, partnerships and stakeholder involvement. Programmes are designed to create opportunities for developmental service delivery and for communities to take responsibility for the way services are delivered. This contributes to the alleviation of poverty, inequality and unemployment. There is a particular focus in the business plan to address organizational transformation to build an effective and efficient company that delivers world-class services as required from a developmental state.

3.2.2 Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year, amongst others:

Service delivery priority	Achievements
Percentage of known informal settlements receiving basic removal services	100% achievement
Cleanliness levels city-wide	Level 2 achievement
Percentage of households with basic refuse removal services or better	100% achievement
Clearing of predetermined Illegal dumping spots	90% achievement

Table 32: The Key Achievements of the Entity in 2024/25 Financial Year

3.2.3 Challenges and Mitigations in 2024/25

The entity experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas (Region and areas)	Mitigations
The shortage of general workers and loaders	All regions	<ul style="list-style-type: none">▪ The recruitment of 400 general workers is still in progress.▪ The shortage of loaders is currently supplemented by ad hoc contract casuals.
The transportation of workers was a challenge, as taxi owners' associations prohibited buses from transporting employees from home to work	All regions	<ul style="list-style-type: none">• Employees were deployed to sites which are nearer to their residential areas where possible, instead of clocking at the depot.• Other employees had to travel to work through their own arrangement

		<ul style="list-style-type: none"> The staff transport matter has been referred to the Office of Executive Mayor for intervention.
Shortage of fleet resources	All regions	<ul style="list-style-type: none"> The shortage of fleet is currently supplemented by ad hoc fleet contract Procurement of fleet by the city is in progress
Cashflow challenge resulting in blocking of fuel cards and maintenance of Pikitup fleet	All regions	<ul style="list-style-type: none"> Pikitup constantly liaises with the city on cashflow challenges Ad hoc trucks assist to ensure service delivery continues

Table 33: Challenges and Mitigations in 2024/25 Financial Year

3.2.4 Service IDP Policy Objectives

IDP Programme	Key Performance indicator (KPI)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		24/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
	Percentage of known informal settlements receiving basic removal services	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 34: Service IDP Policy Objectives

NB: Cleanliness levels city-wide are defined as per the photometric cleanliness levels adapted from Gauteng Department of Agriculture and Rural Development (GDARD)

3.2.5 Pikitup Financial Performance for 2024/25

Details	2022/23	2023/24	2024/25			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
REVENUE:	R2,239	R2,842	R2,889	R2,889	R2,945	19%
Total Operational Revenue	R2,239	R2,842	R2,889	R2,889	R2,945	19%
EXPENDITURE:						
Employees	R1,504	R1,604	R1,801	R1,801	R1,824	-1.2%
Repairs and maintenance	R31,5	R23	R0	R0	R24	
Other	R1,501	R1,749	R1,620	R1,620	R1,874	-15.7%
Total Operational Expenditure	R3,037	R3,376	R3,421	R3,421	R3,722	-10,2%
Net Operational Expenditure	(R798)	(R534)	(R532)	(R532)	(R827)	-55%

Table 35: Pikitup Financial Performance for 2024/25 Financial Year

3.2.6 Completed Projects in 2024/25

The following projects were implemented in 2024/25 financial year:

No	Project Name	Region	Budget (2024/25)	Brief Description	Project Status
1	Construction of a guard house, reinforced concrete boundary wall, stormwater management system, installation of boreholes, and dewatering	Region	R7,9million	Phase 1 construction of a guard house, reinforced concrete boundary wall, stormwater management system, installation of boreholes, and dewatering at Goudkoppies Landfill Site.	Completed
2	Consulting services for stages 5 and 6 for Phase 1 construction of sewer pipeline and upgrading of ablution facilities	Region	R2,8million	Consulting services for stages 5 and 6 for Phase 1 construction of sewer pipeline and upgrading of ablution facilities at Selby Depot	Completed
3	Supply, Delivery, and Offloading of the Office equipment on an as-and-when-required basis.	Head office	R,5million	Supply, Delivery, and Offloading of the Office equipment on an as-and-when-required basis.	Completed
4	ICT Hardware and Software	Head office	R10,2million	Supply of the ICT Hardware and Software	Completed

Table 36: Completed Projects by Pikitup in 2024/25 Financial Year

3.2.7 Major Bulk Projects

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
Phase 2 construction of a new temporary leachate pond, installation of the leachate pumping system, and rehabilitation of the existing contaminated pond at the Goudkoppies landfill site.		R19.7million		Compliance with environmental regulations.	The Contractor is currently at 22% physical progress. The project is a multi-year project.	None at this stage.
Construction of a reinforced concrete boundary wall at Robinson Deep Landfill Site.		R5,5million			The Contractor is currently at 38% progress. The contractor suspended works on the site due to delayed payment	N/A
Construction of a sorting facility for reclaimers at					The physical construction progress on site is at 97% completion. The contractor suspended	N/A

Robinson Deep Landfill Site.					works on site due to delayed payment	
Upgrading of the leachate pond/dam at Robinson Deep Landfill Site		R9.9million			The project was 89% completed in December 2024. Currently, the pond is overflowing and has been unsuitable for activities since January 6, 2025. The Geosynthetic Clay Liner was damaged when the dam overflowed and requires replacement.	

Table 37: Pikitup Major Bulk Projects

3.2.8 Human Resource Management

Employees of Pikitup

NUMBER OF VACANCIES				
2024/25				
Levels	No. of Positions	Filled Positions	Vacant Positions	% of Vacant Positions
Top Management	8	6	2	25%
Senior Management	29	13	16	55%
Professionally Qualified	206	86	120	58%
Skilled Technical	832	247	585	70%
Semi-Skilled	2633	1882	751	29%
Unskilled	6758	2358	4400	65%
Total	10466	4592	5874	56%

Table 38: Employees of Pikitup

Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

OCCUPATIONAL LEVEL	MALE				FEMALE				TOTAL EMPLOYEES	% OF TOTAL STAFF
	A	C	I	W	A	C	I	W		
Top management	3	0	0	0	3	0	0	0	6	0.1%
Senior management	7	0	0	1	5	0	0	0	13	0.3%
Professionally qualified	37	1	1	6	36	3	1	1	86	1.9%
Skilled technical	119	4	0	3	119	2	1	0	248	5.4%
Semi-skilled	1 446	12	0	0	419	4	0	1	1 882	41%
Unskilled	479	0	0	0	1 873	5	0	0	2357	51%
Total per demographic	2 091	17	1	10	2 455	14	2	2	4 592	

Table 39: Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Disability Percentage Standing

Actual Number of Staff with Disabilities	N/A
Total Staff Compliment	4 592
Disability Target	N/A
Actual Disability %	N/A

Table 40: Pikitup Disability Percentage Standing

3.2.8 Service delivery levels based on Service Levels standards.

The following service delivery standards were reported on by the entity in 2024/25 financial year:

Core Service	Service-Level Standard Target	2023/24	2024/25	Evidence	Variance	Variance explanation	Mitigations
1. Collecting refuse bags on the curbside	90%	98%	100%	Yes	N/A	N/A	N/A
2. Cleaning of a predetermined illegal dumping spot	85%	98%	100%	Yes	N/A	N/A	N/A
3. Delivery of new or replacement wheelie bins (240L) ordered by the customer	85%	87%	88%	Yes	N/A	N/A	N/A
4. Households in informal settlements, including backyard shacks (bag/bin/skip) /hostels (skips), receiving refuse removal services	90%	100%	100%	Yes	N/A	N/A	N/A
5. Removal of animal carcasses	100%	100%	100%	Yes	N/A	N/A	N/A
6. Resolution of complaints	85%	86%	88%	Yes	N/A	N/A	N/A

Table 41: Service Delivery Levels Based on Service Levels Standards

3.3 City Power

3.3.1 Mandate of the entity

The City Power mandate as provided for with the Service Delivery Agreement in provision of electricity stipulates the following:

- ✓ Energy Equality (speaks to access for all)
- ✓ Energy Independence (speaks to reducing dependency from Eskom)
- ✓ Energy Security (speaks to energy mix)
- ✓ Energy Supply (speaks to the extent of the capacity and stability of the network as well as minimal unplanned outages).

The aim of City Power is to assist the CoJ in addressing the South African challenge of security and quality of electricity supply in the short term, and energy supply in the medium to long term. It is to enable consumers, who reside under the CoJ's jurisdiction, to have continuous access to electricity and other energy sources, with acceptable quality and reliability standards, yet at affordable and transparent rates. In parallel to this objective, City Power will also be required to ensure the sustainability of the business through the achievement of certain agreed to financial, social, and environmental goals.

3.3.2 Performance Highlights for 2024/25

The following were the main and key achievements of the entity in 2024/25 financial year:

Service delivery priority	Achievements
Electricity Supply	Service Delivery Achievements Achieved 98% on logged query resolution performance against a target of 95%. These are meter related queries that customers have logged to address metering issues. This demonstrates the commitment of the Entity to address the liquidity position of the organisation.
	Valid Customer applications Achieved 96 % of valid quotations to customers (New Service Connections) against a target of 95%.
	New service connection The Entity achieved 96% in processing all quotations received from customers for a new service connection within 10 days as per NRS 047.
	Planned maintenance The Entity achieved a target of 82.35% of planned maintenance execution for its schedule maintenance plan for the year against a target of 40%.
	Number of dwellings provided with connections to mains electricity supply by the municipality A total 3,522 number of dwellings were provided with connections to mains electricity supply by the municipality against a target of 3,200.
	Public Lighting Installation 1,218 Public lights were installed against a target of 700.
	SMME's Support The Entity supported 261 SMME's against a target of 250.

Service delivery priority	Achievements
	Installed capacity of approved embedded generators Achieved a 36.25MW on installed capacity of approved embedded generators on the municipal distribution network against a target of 9.5MW.
Infrastructure Refurbishment / Maintenance	securing of the network minisubs A total of 2 445 minisubs were secured across Service Delivery Centres between July 2024 and June 2025. In total 4 248 minisubs have been secured since September 2023.
	Plants out of service A total of 2,686 plants out of service were restored on the network between July 2024 and June 2025. The Entity has seen an increase in the Plant Out of Service in the current financial year when compared to the previous FY2023/24.
	Network outages The outage occurrences on the network continue to reduce in the financial year. The Outage reduction for the financial year is 16.45%.
	Network Minisubs A total of 1,642 minisubs were secured. There has been a decrease in theft and vandalism in the Roodepoort and Randburg SDCs which was noticed in reduced outages.
	High Voltage Network Outages The High Voltage network outages increased by 4 outages when comparing to the previous financial year, while the Low voltage classification decreased by 26,333 outages.
Infrastructure vandalism and cable theft	Infrastructure vandalism and cable theft 20% increase in essential infrastructure crimes from 249 in Financial Year 2023/24 to 298 in Financial Year 2024/25. However, a year-on-year comparison depicts a 27% reduction from 1556 in Financial Year 2023/24 to 1140 in Financial Year 2024/25. 38% decrease on suspects arrested from 132 in Financial Year 2023/24 to 82 in Financial Year 2024/25. However, a year-on-year comparison depicts a 30% increase from 295 in Financial Year 2023/24 to 383 in FY2024/25, see the graph below.

Table 42: Achievements of the Entity in 2024/25 Financial Year

3.3.3 Challenges and Mitigations in 2024/25

Challenge	Highly affected areas (Region and areas)	Mitigations
Infrastructure vandalism	<ul style="list-style-type: none"> • Lombardy East (Alexandra SDC) – increased vandalism incidents • North Riding (Randburg SDC) – growing vandalism trends • Denver & Cleveland (Inner-City SDC) – hotspots of vandalism and violent confrontations with SAPS and security personnel • Inner-City tunnels (Bree, etc.) – vandalism linked to illegal miners, resulting in fires and large-scale outages 	<ul style="list-style-type: none"> • Enhanced Security Deployment: Static security personnel at 113 substations, with increased focus on high-risk areas such as Inner City, Randburg, and Alexandra SDCs. • Joint Operations with SAPS & Law Enforcement: 24 operations conducted in FY2024_25 to combat vandalism. • Intelligence-Led Policing: Investigations into criminal syndicates, including suspected SAPS involvement, to dismantle networks. • Field Employee Escorts: 165 escort services in FY2024_25 for employee and

Challenge	Highly affected areas (Region and areas)	Mitigations
		contractor safety in volatile vandalism-prone zones. <ul style="list-style-type: none"> • Community Engagement: Awareness drives in hotspot areas to discourage public tolerance of vandalism and promote reporting.
Cable theft	<ul style="list-style-type: none"> • Denver & Cleveland (Inner-City SDC) – frequent thefts, high confrontation risks. • Inner-City tunnels (Bree tunnels & other underground routes) – large-scale copper thefts by illegal miners, resulting in fires and outages. • Randburg & Alexandra SDC regions – spikes in cable theft reported alongside vandalism trends. • Informal settlements (various regions) – illegal connections and tampering with City Power networks. 	<ul style="list-style-type: none"> • Static and Mobile Armed Response: 32-armed response teams allocated across SDCs, including 5 in Inner City and 4 in Randburg. • Cut-off & Revenue Protection Operations: Large-scale operations in Inner City, Hursthill, and Randburg SDCs to disconnect illegal connections and recover revenue. • Illegal Connections Removal: 403 joint operations in FY2024_25 targeting informal settlements and properties. • Prosecution & Court Testimonies: 46 court appearances by City Power security staff in FY2024_25, supporting stronger convictions (14 suspects sentenced to 86 years). • Technology & Monitoring: Surveillance, trench patrols, and tunnel monitoring to curb theft of underground copper cables.

Table 43: Challenges and Mitigations in the 2024/25 Financial Year

In summary, the most affected areas are Inner City (Denver, Cleveland, Bree tunnels), Lombardy East, North Riding, Randburg, and Alexandra SDCs, with theft/vandalism most acute in tunnels and informal settlements. The mitigation strategy revolves around increased security deployment, joint law enforcement operations, intelligence-driven investigations, community engagement, technology monitoring, and strong judicial follow-through.

3.3.4 Service IDP Policy Objectives

Johannesburg Water is driven by seven strategic goals, which are aligned with the CoJ priorities. In executing the shareholder’s mandate, Johannesburg Water has taken cognisance of the vision of the CoJ, which is detailed in the GDS 2040. In this light, the strategic goals have been developed to support the GDS 2040 outcome two being – a resilient, liveable, sustainable urban environment underpinned by infrastructure supportive of a low carbon economy.

IDP Programme	Key Performance Area (KPA)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Transforming sustainable Human	Number of public lights Installed	700	600	1,619	1,000	1,034	850	1,687	700	1,256	700	1,218

Settlement	Number of dwellings provided with connections to mains electricity supply by the municipality (EE1.11)	3,200	1,225	2,467.00	3,200	5,769	3,200	4,245	3,200	3,515	3,200	3,522
	Percentage of valid customer applications for new electricity connections processed in terms of municipal service standards: 10 working days (EE1.13)	95.00	1,225	2,467	95.00	73.00	95.00	95.00	95.00	96.85	95.00	96.00
	Installed capacity of approved embedded generators on the municipal distribution network (EE4.12)	9.50	4.00	7.86	376	10,30	9.00	27,84	9.50	26.47	9.50	36,25

Table 44: Basic Service Delivery Performance from 2020/21-2024/25 Financial Year

3.3.5 Joburg Water Financial Performance for 2024/25

Details	2022/23	2023/24	2024/25			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
REVENUE:						
Total Operational Revenue	17 073 373	20 526 901	23 995 637	23 995 637	22 990 057	96%
EXPENDITURE:						
Employees	1 728 003	1 972 708	1 972 099	1 972 099	2 068 680	105%
Repairs and maintenance	1 143 566	1 569 216	1 476 455	1 476 455	1 168 235	79%
Other	17 351 776	20 578 154	19 244 228	19 244 228	23 413 967	122%
Total Operational Expenditure	20 223 346	24 120 078	22 692 782	22 692 782	26 650 882	117%
Taxation	873 184	657 996			489 557	
Net Operational Expenditure	-2 276 789	-2 935 181	1 302 855	1 302 855	-3 171 268	-243%

Table 45: City Power Financial Performance for 2024/25

3.3.6 Completed Projects in 2024/25

The following projects were implemented in 2024/25 financial year:

Electrification

This project will ensure access to electricity to the new mixed developments in the area, which also forms part of the corridors of freedom. Other sites involve new reticulations, new connections to informal housing and infills where there are new houses in previously electrified areas. The Below table provides status of the Electrification projects as of 30 June 2025:

No	Project Name	Region	Budget (24/25)	Brief Description	Project Status
1	ABC Conversion	Region F	R5,000,000	Replace bare conductor with ABC	Completed
2	Closing Spur T-switch 783 Drysdale	Region B	R1,500,000	Closing Spur T-switch	Completed
3	JHB Zoo Network Enhancement	Region B	R2,000,000	Network Enhancement	Completed
4	Load Centre upgrade (TH Hospital Street)	Region F	R2,000,000	Load Centre upgrade	Completed
5	Provision of standby distributor for 20th Ave and King flats Distributor	Region E	R4,500,000	Provision of standby distributor	Completed
6	Replacement of first port cable from Ekurhuleni City Centre	Region A	R5,900,000	Replacement of first port cable	Completed
7	Timber St Tss to Coetzee St Mss MV cable replacement	Region C	R4,800,000	Cable replacement	Completed
8	Reroute and replace MV cables between MSS3902 & BMK00352 Cedar Street	Region B	R1,200,000	Reroute and replace MV cables	Completed
9	Solar High-Mast City Wide	All Regions	R50,000,000	Installation of Solar high mast with an annual target of 78 installations	Completed
10	Glen Austin	Region A	R9,000,000	Installation of 200 streetlights	Completed
11	Kibler Park	Region F	R675,000	Installation of 15 streetlights	Completed
12	Linbro Park	Region E	R9,000,000	Installation of 200 streetlights	Completed
13	Partlyn	Region F	R2,250,000	Installation of 50 streetlights	Completed
14	Sol Plaatjie	Region C	R2,250,000	Installation of 50 streetlights	Completed
15	Fleuhof	Region C	R2,250,000	Installation of 50 streetlights	Completed
16	Electrification of Shalazile	Region F	R11,150,683,00	Provide electricity to approximately 273 dwellings at Shalazile	Completed
18	Electrification of the View	Region F	R6,764,578.00	Provide electricity to approximately 180 dwellings in the view Camp	Completed
19	Bellevue Observatory	Region C	R20,000,000,00	Supply and Install MV Cabling and terminations onto new Standby board.	Completed

Table 46: Completed Projects by City Power

Public Lighting

This is one of the most critical programs in improving the safety of the citizens of Johannesburg. The projects are derived from the IDP (Infrastructure Development Plan) requests and seeks to address requirements in the different region within COJ, the projects also include reduction of carbon emission footprint and energy costs by rolling out the latest LED (Light Emitting Diode) technology. The projects are spread as equal as possible through all regions to achieve maximum results with the limited budgets made available. The challenges that influence this program is mostly theft of equipment onsite and delayed service connections from Eskom and unavailability of material from stores, though procurement process is in advanced stages.

The total number of public lights (Conventional Streetlights and Solar High Mast) installed to date is 1218 against a target of 700. The Below table provides status of the Public Lighting projects as of 30 June 2025:

Description	Number of New Lights installed	Estimated Budget	Benefit	Status as of 30 June 2024
Glen Austin	225	R9,000,000	Improve visibility and reduce reliance to Eskom	225 public lights installed
Kibler Park	15	R675,000	Improve visibility and reduce reliance to Eskom	15 public lights installed
Linbro Park	232	R9,000,000	Improve visibility and reduce reliance to Eskom	232 public lights installed.
Partlyn	35	R2,250,000	Improve visibility and reduce reliance to Eskom	35 public lights installed.
Sol Plaatjie	56	R2,250,000	Improve visibility and reduce reliance to Eskom	56 public lights installed
Fleuhof	56	R2,250,000	Improve visibility and reduce reliance to Eskom	56 public lights installed
Drieziek	93		Improve visibility and reduce reliance to Eskom	93 public lights installed – This is an additional project that was added because funds were available (Savings from other projects were utilised)
Klipspruit	8		Improve visibility and reduce reliance to Eskom	8 public lights installed – This is an additional project that was added because funds
Orlando East	8		Improve visibility and reduce reliance to Eskom	8 public lights installed – This is an additional project that was added because funds were available (Savings from other projects were utilised)
Soweto (Dube)	28		Improve visibility and reduce reliance to Eskom	28 public lights installed – This is an additional project that was added because funds were available (Savings from other projects were utilised)

Table 47: Public Lighting Project

3.3.7 Major Bulk Projects

City Power invested in the following capital projects in the financial year 2024/25:

In line with the 2024/25 Business Plan, various programmes have been identified in accordance with the budget allocated to City Power, for the current financial year to enhance and improving customer service delivery.

Outlined on the table below is a high-level summary of the Capital Projects and progress as at end of the June 2025.

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
Bellevue Observatory	Supply and install 132kV XLPE 1000mm ² Al cable from Bellevue to Observatory substation, installation includes the Trenching, drilling, backfilling, and Reinstatements. Supply and Install 132kV 1000mm ² Al cable joints and terminations. Supply and install the earthing equipment for the cable. Provide for all Factory Acceptance Tests & Site Acceptance Tests for 132kV XLPE 1000mm ² Al cable. The design, supply, integration and commissioning of SCADA system, RTU and Communication back to master station if required.	R29,992,340.75	February 2025	Network Strengthening	Completed	N/A
Pritchard Moisture Ingress Rehabilitation	Remove, Redo, and Reshape Layer Works, Paving, And Replace Damaged Waterproof Membrane. Test Ground Floor Heat Extraction System for HV Transformer and GIS Switch Rooms. Install Basement Heat Extraction System for MV Transformer and GIS Switch Rooms and Alley	R2,498,946.61	30 June 2027	Strengthening the network to improve reliability and stability	Project is at design stage (100%) Complete. Awaiting 25/26 FY funding to proceed with Rehabilitation works.	N/A
Replacement of Standby Feeder boards	Supply and install of 11 kV Standby-boards comprising of Incomer breakers, Bus-section breakers, Interconnector breakers with arc protection, together with a Set of maintenance tools for the switchgear. Supply and Install MV Cabling and terminations onto new Standby-boards. Testing and commissioning of the	N/A	30 June 2027	Network strengthening	(Mayfair, Cydna, Gresswold & Ridge) – Procurement process is at Pricing Intelligence Stage	N/A

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
	completed Standby boards.					
Bellevue Substation	Supply and Install MV Cabling and terminations onto new Standby board. Supply and install panels with Incomer feeder protection scheme, Interconnector protection scheme, Bus section protection scheme, Outgoing feeder protection scheme. Supply and Install protection Cabling and terminations onto new protection panels.	R2,341,052.00	30 June 2026	To enhance network flexibility and availability	(transformer and 11 kV cables) Project is complete.	N/A
33 kV Cables Replacement	Clear the cable route of any vegetation, debris, or obstructions that may impede the works. Excavate and trench. Prepare the trench bed with appropriate bedding material to provide a stable and protective environment for the cable. Ensure the existing 33kV copper cable is safely isolated and earthed at both Sentral substation and Nursery substation prior to any removal activities.	R27,851,768.00	30 June 2026	Network strengthening	60% of cables laid, awaiting 25/26 FY funding to continue with the project	N/A

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
Graymont	Remove the tower legs and foundation. Excavate the foundation pit for the new tower, ensuring proper depth and dimensions. Assemble the tower sections on the ground. Align the tower vertically and horizontally, ensuring proper positioning. Install grounding systems to protect the towers and the power system from lightning strikes and other electrical disturbances. Conduct various electrical tests, such as insulation resistance, continuity, and high-potential tests.	R823,715.00	30 June 2026	Network strengthening	Graymont Overhead Lines design – Project completed.	N/A
Transformer Capital Program	Replacing copper cables with aluminium cables. Replacing oil filled & paper cables with XLPE. Replacing aged and/or obsolete Transformers, Cables, and Switchgear Replacing aged associated accessories with latest technology infrastructure Refurbishment of aged and/or obsolete Transformers and Switchgear Rigging, Transportation, Installations, and Commissioning.	R24,500,000.00	30 June 2026	Network strengthening	<ul style="list-style-type: none"> • High Risk Transformer Elimination program (Inner City) – programme in progress and is 80%Complete, (Lenasia SDC trfrs) • Cleveland Transformer relocation & refurbishment Transformer has been moved and installed at Lunar substation. Project has been completed. 	N/A
Lutz Substation	Supply and installation of HV accessories. Supply and installation of 2 x auxiliary transformers. The SAT and commissioning of power transformers. SAT and commissioning of all HV assets already installed. Supply and installation of MV feeder board	R35,794,569.95	30 June 2026	To enhance network flexibility and availability New Revenue	The project is 100% aligned with the 2024/25 budget and 65% of the overall scope is complete. Major wiring and commissioning activities for secondary and primary plant equipment are done, including battery systems	<p>Challenges: Delays caused by rain Delayed payments to service providers</p> <p>Risk: Delay asset creation and refurbishment</p> <p>Mitigations: Install new</p>

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
	complete with accessories. Delivery and installation of MV protection and control panels.				and control panels (except bay 5). Structural works like plinth casting, yard stone, and curbing are complete. Current works in progress include 88kV and 11kV busbar installations, SF6 gas refilling, transformer earth connections, paving, and adjustment of isolator mechanisms.	approved equipment. City Power to ensure that payments are made to various contractors
Mondeor Substation	Mondeor 88/11kV substation will connect to various 88kV substations through ten 88kV line bays as listed below and thereby strengthening the 88kV network and providing operational flexibility in managing power supply interruption efficiently: •2x Mondeor - Prospect 88kV lines •2x Mondeor - Robertsham 88kV lines •2x Mondeor - Orlando (or Quattro) 88kV lines •2x Mondeor – Eikenhoff 88kV lines, and •2x Mondeor – Mulbarton 88kV lines.	R67,000,000	30 June 2027	Improved network reliability Improve quality of supply and service New Revenue	Mondeor Substation project is 70% complete and progressing on schedule. Major milestones achieved include completion of Rand Water pipe relocation, 94% foundation progress, full assembly of steel structures, and installation of CTs and control cables. Key works in progress include conductor stringing and investigation of cracks in the old Robertsham Gentry 1 foundation.	Challenges: Delayed payments to the Service Providers are resulting in delayed procurement. Delivery delays of outstanding materials. Risk: Project may fall behind schedule. Mitigations: City Power to ensure that payments are made to various contractors
Pennyville Switching Station	Construction of a HV Switching Station at Pennyville comprising of a Double HV Busbar System and associated HV Bay Equipment (Circuit Breakers, VTs, CTs, Control and	R89,998,689.91	30 June 2027	Improved network reliability Improve quality of supply and service	Power supply to the control room has been completed. Earth mat testing is done, and equipment procurement is	Challenges: Delays caused by rain Delayed payments to service providers

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
	Protection Equipment). The switching station will allow an increase of reliability and contingency to downstream substations			New Revenue	ongoing. Security system installation is underway, along with control cable installation. Primary plant equipment has been tested, and both fire detection and intrusion systems are installed.	Risk: Project may fall behind schedule. Mitigations: City Power to ensure that payments are made to various contractors
Vasco Da Gama Switching Station relocation to Marlboro Substation	The relocation of the Vasco Da Gama Switching Station to Marlboro Substation involves the construction of a 11 kV Switch room, control room and battery room equipment with brand new 11 kV Feeder board, Control & Protection panels and batteries.	R702,289.52	30 June 2027	Improved network reliability Improve quality of supply and service New Revenue	Project is on hold due to Eskom – City Power Disputes. Engagements are still ongoing.	Challenge: Project delayed due to dispute Mitigations: Ongoing engagements between Eskom and City Power.

Table 48: City Power Bulk Projects

3.3.8 Human Resource Management

Employees of City Power

Skills Level	Job Level	2022/23		2023/24		2024/25			
		No. of Posts	No. of Employees	No. of Posts	No. of Employees	No. of Posts	No. of Employees	Vacancies (Full time equivalent) No.	Vacancies (as a % of total) %
Professionally Qualified	D	198	82	223	110	278	156	122	43,8%
Senior Technicians	C	39	20	50	14	50	14	36	72%
Semi-Skilled	B	354	250	453	337	446	279	167	37,4%
Unskilled	A	458	404	745	574	700	356	374	53,4%

Table 49: Employee of City Power

Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Occupational Level (below EAP row)	Age Group	Male				Female				Foreigner		Total
		A	C	I	W	A	C	I	W	M	F	
Top Management (Level 1-2)	18-34											
	>35	2				3						
	Total	2				3						5
Senior Management (Level 3-4)	18-34	1				2						
	>35	57	3	1	2	31		2	3			
	Total	58	3	1	2	33		2	3			102
Professional Qualified (Level 5-6)	18-34	7		1		4						
	>35	56		1	9	44	2	1				
	Total	63		2	9	48	2	1				125
Skilled Technical (Level 7-8)	18-34	112	1	1	1	161	1					
	>35	488	21	3	61	244	5	8				
	Total	600	22	4	62	405	6	8				1107
Semi-Skilled (Level 9-10)	18-34	47				52	4					
	>35	131	5	17		104	5	1	11			
	Total	178	5	17		156	9	1	11			377
Unskilled (Level 11)	18-34	87				54	2					
	>35	170	4	1	1	94						
	Total	257	4	1	1	148	2					413
Temporary	18-34	99	3			132	2					
	>35	59	3			67	2					
	Total	158	6			199	4					367

Table 50: City Power Workforce Profile

Disability Percentage Standing

Actual Number of Staff with Disabilities	50
Total Staff Compliment	2496
Disability Target	2%
Actual Disability %	2%

Table 51: City Power Disability Percentage Standing

3.3.8 Service delivery levels based on Service Levels standards

No.	Set Service Level Standards	Measure	Baseline FY2023/24	Target FY2024/25	Achieved FY2024/25	Variance	Variance Explanation	Mitigations
Shareholder Compact Reference: Sustainable service delivery; Infrastructure development & refurbishment								
1	Average time taken to repair logged streetlight queries (Motorways)	Days	2.70	2.00	1.73	0.27	Target achieved	
2	Average time taken to repair logged streetlight queries (Secondary Roads, Main Arterials and Area lighting)	Days	11.30	3.00	3.50	-0.50	Target not met due to: <ul style="list-style-type: none"> ✓ High Call ✓ Volumes ✓ Eskom area-wide disconnections ✓ (Affecting suburbs within city power supplied areas) ✓ Theft and ✓ vandalism of ✓ infrastructure 	The following mitigations will be implemented: <p>Reporting</p> <ul style="list-style-type: none"> ✓ Execution of the Planned Work Orders will produce a list of Plant Out of Service. ✓ POS will be logged as reported faults which will be executed as per KPI's for reported faults. <p>Reporting and measuring</p> <ul style="list-style-type: none"> ✓ Monthly Schedule Attainment Reports will be used to monitor the execution on the planned work. Closed W/O will be monitored to ensure adherence to KPI's vs All Reported Faults including POS. (Reported Faults vs Executed Faults) will be measured. <p>Performance Enhancement Projects</p> <ul style="list-style-type: none"> ✓ Advanced stage reached in developing the Solar Lights Specification, in which plans to go out on tender within this financial year are underway. The procurement of a Smart Streetlight Controller System is also at an advanced stage, this will assist with visibility, control and security of the streetlights among other benefits. The development of a Maintenance Standard for Security and Maintenance of Streetlights is also almost

No.	Set Service Level Standards	Measure	Baseline FY2023/24	Target FY2024/25	Achieved FY2024/25	Variance	Variance Explanation	Mitigations
Shareholder Compact Reference: Sustainable service delivery; Infrastructure development & refurbishment								
								complete. This will strategically ensure that theft and vandalism are dealt with.
3	Percentage resolution of logged queries within 30 days.	%	98.00	95.00	98.00	3.00	Target achieved	
4	Percentage of Large Power Users (LPU) meters read as per the download file.	%	90.00	98.00	98.00	0.00	Target achieved	
5	Percentage of Domestic meters read as per the download file.	%	86.65	95.00	85.00	-10.00	Target not met due to: <ul style="list-style-type: none"> ✓ Inaccessible and Unread Meters ✓ Vacant stand /land Empty properties demolished ✓ By-passed meters ✓ Illegal connections ✓ Lack of sim cards ✓ Theft and Vandalism of infrastructure ✓ System updates 	The following mitigations will be implemented <ul style="list-style-type: none"> ✓ Teams to work on all unread and inaccessible meters ✓ Deactivate meters on the billing system ✓ Normalizations and install meters ✓ Disconnections ✓ Escalate lack of sim cards to GM's ✓ Engage Risk ✓ Control to tighten security ✓ Request assistance from other to program date time of meters ✓ Ensure meters are updated before the next billing cycle
6	Average time taken to communicate planned power interruptions	Days	15.04	7.00	15.93	8.93	Target achieved	
7	Average time taken to communicate unplanned interruption post logging	Hours	3.00	3.00	2.41	0.59	Target achieved	

Table 52: Service Delivery Levels Based on Service Levels Standards

3.4 Free Basic Services and Indigent Support

3.4.1 Introduction

The Expanded Social Programme (ESP) is a social policy intended for indigent households specifically catering for the provision of Free Basic Services (FBS) whose objective is to promote social security with the idea of households ultimately participating in the economy and to improve their quality of life. This programme represents a significant step towards the fulfilment of subsidized services recognizing that household circumstances are not the same and that poor households are unable to meet municipal payment obligations due to high financial burdens.

The application of Free Basic Services in the city is more distinct such that it separates the haves from the have nots. This approach makes much sense because it provides for three (3) tiers which determines eligibility per capita based on individual income therefore regulating the number of rebates provided in each band. **Band 1** - is the lowest level of subsidy, aimed at helping those on the borderline of poverty while **Band 2** – is the middle level of subsidy, aimed at those who earn some formal income but whose earnings fall below the survival level defined by the poverty index and **Band 3** – is the highest level of subsidy, aimed at those with no formal income living in the most deprived circumstances.

The indigent rebates expand to include metered and non-metered services while programme participation must be renewed semi-annually. As households' circumstances, improve, these households should be exiting the programme, giving way to other beneficiaries.

3.4.2 Overall Free Basic Services Report during 2024/25 financial year

One of the key factors contributing to the low figures for the target on the Key Performance Indicator (KPI) regarding the number of indigent households benefiting from Free Basic Services (FBS) was the lack of service purchases by households. Despite registering for the indigent program, many households were not committed to buying the services.

For instance, in April 2025, the department shared a file with Joburg Water containing 1 168 accounts. However, only 169 households purchased Free Basic Water (FBW) while 999 did not which implies that households are by-passing systems to access the services.

Similarly, in April '25 only, a total of 7 256 pre-paid accounts was shared with Eskom but only 3 254 households collected the services. The remaining 4 002 households either provided incorrect meter numbers, had meters not yet configured by Eskom due to capacity issues or customers not purchasing electricity since January 2025. This pattern has also been evident in Quarters 1 to 3 and was a contributing factor to low intake during the ESP Campaigns.

Furthermore, the department anticipated that the indigent rebates for 1 778 accounts that did not benefit in March 2025 would have been resolved and included in this quarter. However, the approval by the Revenue Department remains pending, which has further impacted the final annual figures. The quarter 4 achievement broken down per band is reflected on the table below:

NUMBER OF BENEFICIARIES				
	Band 1	Band 2	Band 3	Total:
Quarter 1	38	320	18 738	19 096
Quarter 2	54	457	20 577	21 088
Quarter 3	37	446	19 955	20 438
Quarter 4	36	530	22 137	22 703

Table 53: Quartely Number of Benefits per Band

Throughout the fourth quarter, service delivery efforts were significantly impacted by a combination of external disruptions and internal resource constraints. One of the key challenges was the inaccessibility of service centres due to ongoing water supply & electricity interruptions in centers such as Westbury (Region B); Meadowlands (Reg D); Pimville (Reg D); Senoane (Reg D); South Hills (Reg F); Alexandra (Reg E) & Ennerdale (Reg G). These interruptions necessitated early closures in adherence to Occupational Health and Safety Act (OHASA) regulations for water, directly affecting indigent registration activities and overall service provision.

Compounding these challenges was the continued lack of essential operational tools including desktops and stable internet connectivity. Despite multiple requests, the provisioning of these resources remained unresolved, which severely limited the department's ability to operate efficiently and meet its performance targets.

The breakdown of FBS services for the quarter under review is captured as follows:

Service Type	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Electricity	17 154	13 325	18 842	27 241
Water	24 644	24 992	24 410	28 853
Sewer	26 129	26 349	25 989	30 537
Refuse	43 511	44 718	44 331	50 133
Property Rates	45 217	46 180	46 033	52 056

Table 54: Breakdown of FBS Services for the Quarter Under Review

ESP Online Registration

On the 26 May 2025, the ESP campaigns ended abruptly due to all fleet in the city being grounded. This situation further impacted the intended city-wide campaigns scheduled from 02 June 2025. Nonetheless, the department continued to participate in events and Revenue Open Days, ensuring that the department remained engaged with the community and provided support where possible despite the logistical challenges.

Date	Event	Reg	Venue	Type of Participation
01 & 02 April '25	ESP Campaign	D	Nkwe Primary School, Meadowlands Zone 7(Ward 43)	ESP Registrations & information sharing
02 April '25	ESP Campaign	G	Nirvana Retirement Village Lenasia (Ward 9)	ESP Registrations & information sharing
03, 04 April '25	ESP Campaign	D	Paul Mosaka Primary School Pimville(Ward 22)	The campaign was postponed because we did not have desktops to work on. We had to return the laptops that were borrowed to us.
14 & 15 April '25	ESP Campaign	D	Paul Mosaka Primary School Pimville (Ward 22)	ESP Registrations & information sharing
23 April '25	ESP Campaign	D	Jabulani Safehub Soweto (Ward 34)	The campaign was postponed due to Eskom maintenance taking place on the set date.
24 & 25 April '25	ESP Campaign	G	Naturena Primary School, Naturena (Ward 119)	ESP Registrations & information sharing
29 & 30 April '25	ESP Campaign	G	Lenasia Cricket Stadium (Ward 19)	ESP Registrations & information sharing
02 May '25	ESP Campaign	D	Jabulani Safehub Soweto (Ward 34)	ESP Registrations & information sharing
03 May '25	Revenue Open Day	A	Halfway Gardens, Midrand Fire Station	ESP Registrations & information sharing
05 & 06 & 07 May '25	ESP Campaign	D	Zola Admin Office, 3700 Masizakhe Str (Ward 51)	ESP Registrations & information sharing

Date	Event	Reg	Venue	Type of Participation
07 May '25	City Power Educational Campaign	G	Nancefield Housing for Senior Citizens Eldorado Park (Ward 18)	ESP Presentation & distribution of pamphlets
08 & 09 May '25	ESP Campaign	G	Nancefield Housing for Senior Citizens Eldorado Park (Ward 18)	ESP Registrations & information sharing
12 & 13 May '25	ESP Campaign	D	Realeka Butt Hutts, 3198 Modjadji and Malatjie Str Rockville (Ward 33)	ESP Registrations & information sharing
14 May '25	ESP Campaign	D	Thulani Primary School, 2952 Palama Avenue Zola (Ward 46)	ESP Registrations & information sharing
15 May '25	ESP Campaign	D	Pace Secondary School, 1340 Bendile Road Zola 1340 (Ward 46)	ESP Registrations & information sharing
16 May '25	ESP Campaign	D	Bhukulani Secondary School 666 Masingafi Street Zondi	ESP Registrations & information sharing
19 May '25	ESP Campaign	D	Orlando West Administration Office (Ward 39)	ESP Registrations & information sharing
20 May '25	ESP Campaign	D	Mayors Park Hall, 10176 Mabasothe Street Mzimhlope (Ward 39)	ESP Registrations & information sharing.
21 May '25	ESP Campaign	D	Ubuntu Kraal, 11846 Senokoanyana Street (Ward 39)	ESP Registrations & information sharing.
22 May '25	Revenue Awareness Campaign	D	Meadowlands Meadowpoint (Ward 41)	ESP Presentation & distribution of pamphlets
26 May '25	ESP Campaign	D	Nazarene Church, Mofolo North, 640 Langalibalele Street. (Ward 47)	The campaign was postponed due to fleeting grounding COJ vehicles. (There was no transport.)
27, 28 & 29 May '25	ESP Campaign	D	Kopanong Community Hall, 2332 Luthuli Street Dobsonville (Ward 47)	ESP Registrations & information sharing.
31 May '25	Public Meeting	C	Goudrand Hostel Hall, Roodepoort (Ward 127)	ESP Presentation & distribution of pamphlets
04 June '25	Briefing Session	F	Arts, Culture and Heritage Building Newtown- 3 rd Floor Boardroom	ESP Presentation & distribution of pamphlets
07 June '25	Revenue Open Day	A	Rabie Ridge Community Hall	ESP Registrations & information sharing.
07 June '25	Revenue Open Day	G	Old Corobrick Complex K43 Road Lenasia South East Corobrick Customer Service Centre	ESP Registrations & information sharing.
19 June '25	Briefing Session	B	Coronationville Recreation Center	ESP Presentation & distribution of pamphlets
21 June '25	Revenue Open Day	D	Pimville Community Hall	ESP Registrations & information sharing.

Table 55: ESP Events and Revenue Open Days Participation in the 2024/25 Financial Year

3.5 Human Settlements Department

3.5.1 Mandate of the department

The Department of Human Settlements is central to fostering sustainable urban development. Our mandate encompasses the planning, delivery, and regulation of human settlements to ensure equitable access to adequate housing and essential services for all residents within the City. This aligns with the City's vision of creating a resilient, liveable, and inclusive urban environment by 2040, as outlined in the Integrated Development Plan (IDP) and the Growth and Development Strategy (GDS).

Our responsibilities extend beyond the provision of housing but includes the strategic allocation of land, facilitation of infrastructure, and promotion of integrated communities. The department plays a vital role in addressing historical spatial inequalities while advancing urbanisation, economic inclusion, and sustainable living conditions. The department's work is guided by several key policy and legislative frameworks, including:

- a) Constitution of the Republic of South Africa (1996) – The Constitution of the Republic of South Africa (1996) affirms access to adequate housing as a fundamental right in Section 26, requiring the state to take reasonable legislative and other measures, within available resources, to progressively realise this right. It prohibits arbitrary evictions and demolitions without a court order that considers all relevant circumstances. The developmental role of municipalities is outlined in Sections 152 and 153, mandating them to prioritise basic needs and promote development. Housing is a concurrent function of national, provincial, and local government under Schedule 4, with assignment and delegation of functions guided by Sections 156 and 238 in line with cooperative governance principles.
- b) Housing Act (1997) - provides the legal framework for the development and implementation of housing policy at all levels of government. Section 10 of the Act defines how municipalities must be accredited for the “administration of national human settlements programmes.”
- c) National Housing Code (2009) - defines accreditation in terms of the delegated authority to exercise functions relating to the administration of National Human Settlements Programmes at the municipal sphere. It details the strategies and programs for housing development, including the Upgrading of Informal Settlements Programme (UISP) and enables the city to plan and implement some human settlements’ developmental functions.
- d) Breaking New Ground (2004) - introduced by the National Department of Human Settlements to create sustainable human settlements by promoting spatial integration, economic inclusion, and mixed-use development. It also emphasizes the accreditation of metropolitan municipalities and their role as developers in their area of jurisdiction.
- e) Draft White Paper for Human Settlements - defines the role of the Municipalities, Metropolitan Municipalities in particular, as developers of sustainable human settlements. The White Paper is intended to culminate into the development of the Human Settlements Act. It is a policy document that provides a framework for enhancing human settlement development by focusing on inclusive, sustainable, and integrated approaches to housing and urban planning.

The Department distinguishes itself as not just holding a mandate of providing housing delivery, which focuses on constructing and allocating residential units and merely addressing immediate shelter needs but ensuring the provision of sustainable human settlements which encompasses broader objectives such as:

- Integrated Communities, by developing neighbourhoods with diverse housing options, economic opportunities, and social services.
- Infrastructure and Services, through ensuring access to water, sanitation, electricity, and public transportation.
- Environmental Resilience, by designing settlements that mitigate climate risks and promote energy efficiency.
- Social Inclusion, through bridging gaps created by apartheid-era spatial planning and fostering vibrant, cohesive communities.

The shift from housing delivery to sustainable settlements represents a strategic move towards creating urban developments that are equitable, resilient, and conducive to long-term growth and development.

3.5.2 Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year, amongst others:

Service delivery priority	Achievements
Launch of integrated Mixed Development Mega Projects	Southern Farms The R27 billion Southern Farms Mega City Project has officially broken ground at the Bushkoppies Site Camp in Region G of the City of Johannesburg. The site handover, held on 9 May 2025, marks the start of a 10-year initiative to deliver integrated housing and economic upliftment in Joburg South. Central to the project is the construction of 43,000 housing units, directly addressing the City's long-standing housing backlog.
Title Deeds	The Department has issued a total of 1881 title deeds against the annual target of 1500
Land Invasion Stakeholder engagement	The MMC for Human Settlements, CLLR Mlungisi Mabaso hosted a city-wide stakeholder engagement on the City of Johannesburg's response to land invasion. The session convened on the 13 February 2025, at Brixton Multipurpose Centre.
DoHS/ Coj Informal Settlements Policy	The Department embarked on a vigorous Public Participation process during this FY, the process was aimed at soliciting inputs for the DoHS/ Coj Informal Settlements Policy. Residents of the City of Johannesburg were provided an opportunity to input on how the City can improve the living conditions in informal settlements through provision of services, infrastructure and community driver solutions.

Table 56: The Key Achievements of the Entity in 2024/25 Financial Year

3.5.3 Challenges and Mitigations in 2024/25

The department experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas (Region and areas)	Mitigations
Low cash flow	All repairs and maintenance in the City	Cannot be mitigated by Human Settlements
Absence of panel to procure R&M services	All repairs and maintenance in the City	The City is in the process of finalising the procurement of R&M panel. The Department had provided a human resource to assist in the procurement process.
Insufficient USDG allocation to mega projects	Region C- Goudrand Ext 4	Budget reallocation from other projects and USIP

Table 57: Challenges and Mitigations in the 2024/25 Financial Year

3.5.4 Service IDP Policy Objectives

IDP Programme	Key Performance Indicator (KPI)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
3. Transforming Sustainable Human Settlements	Number of mixed housing units constructed	TBC	2400	2972	2500	3134	2644	2688	2850	3022	2010	431
	Title Deeds issued	TBC	3900	2951	2800	2811	3000	1588	1500	2131	1500	1881
	No. of informal settlements upgraded	TBC	04	0	10	0	10	03				
	No. of informal settlements households provided with electricity. (new KPI wording)	TBC							1370	1520	2000	1059 (1269)
	Number of serviced sites	TBC	800	0	1057	150	1400	970	266	701	600	0

Table 58: Service IDP Policy Objectives

3.5.5 Financial Performance of the department for 2024/25

Details	2022/23	2023/24	2024/25			
	Audited Outcome	Original Budget	Adjusted Budget	YTD Budget	YTD Actual	% Achievement for Annum
REVENUE:						
Total Operational Revenue	144 125	122 512	122 512	122 512	179 877	47%
EXPENDITURE:						
Employees	210 428	222 104	230 414	230 414	223 115	-3%
Repairs and maintenance	7 892	8 214	29 000	29 000	14 660	51%
Other	88 242	135 921	154 671	154 671	454 216	194%
Total Operational Expenditure	321 088	303 571	285 071	285 071	577 161	102%
Net Operational Expenditure	(475 633)	(539 084)	(568 084)	(568 084)	(1 089 275)	191,75%

Table 59: Financial Performance of the Department for 2024/25

3.5.6 Completed Projects in 2024/25

The following projects were implemented in 2024/25 financial year:

No	Project Name	Region	Budget (24/25)	Brief Description	Project Status
1	Refurbishment of 13 buildings in Region	Region B	R3 469 676.29	Funding provided for phase 1 to 3 of project	Finalised
2.	Provision of Sanitation Project	Region B	R22 Million	UISP Human Rights Package	Completed
3.	Provision of Water Project	Region B	R7 Million	UISP Human Rights Package	Completed
4.	Drieziek 3- Upgrading of gravel roads, and construction of related stormwater drainage system and sidewalks	Region G	R44 677 000	Upgrading of gravel roads, and construction of related stormwater drainage system and sidewalks	Project overall progress is 100%
5.	Drieziek Ext 5- Upgrading of gravel roads, and construction of related stormwater drainage system and sidewalks	Region G	R44 677 000	Upgrading of gravel roads, and construction of related stormwater drainage system and sidewalks	Project overall progress is 100%
6.	Shalazile Informal Settlement	Region F	R79 200 000.00	Electrification of the 269 Informal settlement households using Micro-grid	100% complete
7,	Riverside Mixed Development Project	Region a		Construction of 264 units	100% complete

Table 60: Human Settlements Completed Projects in the 2024/25 Financial Year

3.5.7 Major Bulk Projects

The department implemented the following major bulk projects in 2024/25 financial year:

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
Outenikwa, Hex and Sir Lowry	Replacing existing sewer line and sufficient manholes to increase serviceability	R 2,337,478.87	30 June 2026	Stock Upgrading	Procurement Process	None
Van Beek	Repairs/Replace Boiler in Block B	R5,698,574.75	30 June 2026	Stock Upgrading	Procurement Process	None
Drieziek Ext 3	Upgrading of gravel roads, and construction of related stormwater drainage system and sidewalks.	R44 677 000	05/05/2025	<ol style="list-style-type: none"> 1.Upgrading of 2,1km gravel roads to tar including sidewalks. 2.Empowerment of SMMEs. 3.Job creation through EPVWP programme 	Project overall progress is 100%	<ol style="list-style-type: none"> 1.Site stoppages by SMMEs-Continuous engagements facilitated by Councillor/Social Facilitator 2. Clashing of services- Services were rerouted. 3. Scope Creep-Redesigns was done. 4.Contractor's slow progress- Contractor was put on terms
Drieziek Ext 5	Upgrading of gravel roads, and construction of related stormwater drainage system and sidewalks.	R44 677 000	07/05/2025	<ol style="list-style-type: none"> 1.Upgrading of 2,5km gravel roads to tar including sidewalks. 2.Empowerment of SMMEs. 3.Job creation through EPVWP programme 	Project overall progress is 100%	<ol style="list-style-type: none"> 1.Site stoppages by SMMEs-Continuous engagements facilitated by Councillor/Social Facilitator 2. Clashing of services- Services were rerouted. 3. Scope Creep-Redesigns were done. 4. Hard rock- Blasting permit was granted.
Goudrand Ext 4	Installation of bulk, link and internal engineering services	R1.2 billion	February 2027	Over 10 000 housing opportunities will be created through civil and electrical infrastructure installed. A 3.4ML tower will alleviate the water pressure challenges in the great Braamfischerville	Overall project progress is 50,33% 455 BNG (Phase 3) units are at 98% completion. 516 BNG units (Phase 4) are under construction Construction of a bulk water tower (3.2ML) is at 62,96%. Contractor on schedule to finish by April 2026. Goudrand Substation (75MVA) designs have been approved by Eskom.	Slow payment of valid invoices by the City. Insufficient budget allocation

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
					Procurement of long lead transformers commenced.	
Kya Sands Electrification.	Electrification	TBC	NA	Electrification that is phased at 500hh per year.	Kya Sands: ISPUG business plan has no funds reservation allocated. City power designing phase one of 2200 households.	Environmental Concerns on the property therefore implementation is depends on positive outcome of environmental studies.
Helen Joseph Hostel Upgrade of Sewer and Water	Construction of 234m water reticulation Construction of 850m sewer reticulation	R 6.4M -Water R 9.7M- Sewer	Construction Completion 30 Sep 2026: Water Construction Completion 18 May 2026-Sewer		Tender procurement finalised and contractor appointed. Public Participation stage to follow	Delays with Joburg Water SCM processes in appointment of contractors which has been resolved.
Trans Relocation- Marlboro and Viola	Construction of 172 Marlboro Units & 432 Viola Units.	18 500 000	TBC	Addressing of housing challenges and unlocks hostel redevelopment programme.	75 percent of work done in 17 Viola 2. 85 percent progress is recorded in 12 Second avenue.	Vandalism has reversed progress. 85 percent progress is recorded in 12 Second avenue. Insufficient budget allocated for completion.
Trans Relocation- Madala	Construction of 520 Modular Units	4 045 000	TBC	Unlocks the redevelopment of Madala hostel.	Progress at 80%	Previous contractor has been terminated and new contractor to be appointed by October 2025 by Joshco.
Bramfischerville Ext 7 & 8 (Phase 2)		7 400 000	TBC	Tarred road with stormwater drainage	Overall progress is 97%.	Project is implemented by JDA on behalf of COJ Department of Human Settlements The project experienced a lot of delays attributed to SMMEs site stoppages, cashflow problem, encroachments, contractor's slow progress and local plant suppliers.
Bramfischerville Ext 12	13km road and stormwater	500 000	TBC	Tarred road with stormwater drainage	Practical Completion	Project is implemented by JDA on behalf of COJ Department of Human Settlements

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
						<p>Project achieved practical completion in 2023/24 FY.</p> <p>The project is on hold due to a pending investigation on work previously completed by the JDA.</p>
Cosmo City (Malibongwe Ridge)	2 500 000	Electrification of Ext 2	TBC	This project entails the electrification of 486 RDP houses, and 754 backyard rental units.	Practical completion	<p>Project No. 2: Electrification of Ext 2</p> <p>This project entails the electrification of 486 RDP houses, and 754 backyard rental units.</p> <ul style="list-style-type: none"> Re-surveying of 486 stands to establish encroachments was completed on 16 October 2024. <p>Installation of the bulk line from COSMO Business Park to Extension 2 commenced on 21st October 2024 is 100% complete.</p> <p>Internal electrification of 200 houses excluding the backyard rental units is 100% complete. Practical completion was achieved in January 2025.</p> <p>Internal reticulation to 286 stands is scheduled to achieve practical completion by 30th January 2025.</p> <p>Setting aside of the development Agreement:</p> <p>Attorneys were appointed to approach the High Court on behalf the City of Joburg in an endeavor to setting aside the Development Agreement between the City and CoDevco. The process is underway.</p>

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
Diepsloot (Riverside View)	Internal Reticulation and Mixed Development construction	6 400 000	264 Units completed in July 2025	Provision of Housing	264 Units completed in July 2025	All bulk infrastructure in place. 264 Units completed as per yearly Target. 200 units under construction. Internal reticulation on going for the servicing of the 152 units. Construction of 152 units to commence October 2025
Drieziek Ext 4	Upgrading of gravel roads, and construction of related stormwater drainage system and sidewalks.	5 000 000	The scope of work is Upgrading of 1,8km of gravel roads to tar including related stormwater drainage system	Tarred road with stormwater drainage	Construction progress is 94% complete.	Project is implemented by JDA on behalf of COJ Department of Human Settlements. The scope of work is Upgrading of 1,8km of gravel roads to tar including related stormwater drainage system. Construction progress is 94% complete. The project is 9 months behind schedule. The contract was terminated in December 2024 before achieving completion. JDA appointed a new contractor in April 2025 for a period of two months however an extension of time for a period of 9 months was submitted by the contractor and subsequently approved by the JDA.
Finetown Proper	Upgrading of 1.07km of gravel roads to tar including related stormwater drainage system	4 000 000	TBC	Tarred road with stormwater drainage	Construction-42% complete.	Project on track
Kanana Park Ext 3, 4 & 5	Planning, designing, tender document, procurement, and construction of the following: 1. Attenuation Dam 2. K158 Provincial Road 3. Internal roads and stormwater in extension 3. Detailed design review,	5 000 000		Detailed Planning for: -attenuation dam -Roads and stormwater	Design development=90% complete	Stage 3-Design development=90% complete. The Johannesburg Property Company has confirmed that the land where the pond will be built belongs to the City of Johannesburg. The JPC will issue a PTOB (Permission to Occupy & Build to the Department of Human Settlements) This document will be

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
	tender document, procurement, and construction of the following: 1. 600m long gravel road to bituminous surface (Nkululeko Street) 2. Related stormwater management system 3. Paving/side walkways					submitted to JRA via JDA to approve the designs
Tshepisoong Proper (Phase 2)	Construction of 1km tarred road and related stormwater drainage system.	5 000 000	TBC	Tarred Road with stormwater drainage	Construction: 52.92% complete	The JRA terminated the contract of the contractor on the 21 May 2025 after serving notices of terminations. JRA is currently busy with appointment of a new contractor for completion of the works. Continuation of the project is dependent on budget confirmation by the department.
Lehae Ext 1	Electricity Switching Station	5 500 000	TBC	Increasing capacity – provision of electricity	City Power Switching Station Stage 5-Construction Overall progress is 92% complete Eskom Switching Station Stage 5-Construction is 80% complete.	Project is implemented by City Power on behalf of COJ Department of Human Settlements. City Power Switching Station Stage 5-Construction Overall progress is 92% complete. Outstanding work -installation of control panels-2 feeders and wiring. -installation of batteries. -re-laying of stolen cables. -testing and commissioning of secondary plant. -painting of control room and cleaning up. - Installation of fire line - Installation of Multiplex/SCADA communication system

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
						<p>Eskom Switching Station Stage 5-Construction is 80% complete. On City Power yard. Eskom yard is 5% complete, however requires budget confirmation by Dept of Human Settlements to proceed. Design review was finalized in October 2024. Ordering of material to proceed after budget confirmation.</p> <p>The project progress is affected by insufficient budget provision.</p>
Lawley Ext 1 and 3	Upgrading of 10,9km of gravel roads to surfaced internal roads and related stormwater management system	3 000 000	TBC	Tarred road and stormwater drainage	Stage 4 – Doc & Procurement is 15% complete. Project is put on hold due to budget constraints . .	The estimated budget required to implement stage 4, 5, 6 is R25m. The budget for 2024/25 FY is R3m. The budget shortfall is R22m
Vlakfontein Ext 3	Construction of 0,9km in Ext 3.	5 000 000	TBC	Tarred road	Stage 5-Construction=84% complete and	Time Lapsed of 88%.
Elias Motsoaledi	Construction of roads and stormwater	7 500 000	TBC	Tarred road with stormwater drainage	The project is currently approximately 90% complete with all roads having been surfaced with asphalt.	CoJ appointed JDA as an implementing agent. Currently paving sidewalks and clearing blocked stormwater pipes. There is bound to be a shortage of budget for the project and additional budget may be required.
Informal Settlements (UISP)	Upgrading of Informal Settlements	225 234 000		Provision of Basic services	JOSCHO Phase 1 and 2: The following scope of work has been completed: Social compacts drafted. Geotech investigations completed.	<p>The department has 4 Implementing Agents involved in the implementation of UISP.</p> <p>Implementing Agent: JOSHCO Consultants appointed for Phase I and Phase II of the UISP. Planning works is currently underway for the formalization</p>

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
					<p>Submission of land use statutory applications.</p> <p>City Power: View (Booyens) – The electrification of 178 households in View Informal Settlement has been completed</p> <p>Shalazile- 269 household connections to solar/microgrid completed</p> <p>Joburg Water Wilgespruit: Construction of 4 communal standpipes. Project progress is at 90% completion</p> <p><u>Slovo Park- Region G:</u> The appointment of professional team has been completed, the team will be introduced to the community on 17 July 2025. Main Contractor appointment scheduled to be finalized in November 2025</p> <p>Patsing/ Veggiland Water and Sanitation design completed and submitted to Joburg Water; final approval is dependent on EISD approval of layout plan. Professional team has been appointed, planned to be introduced to the community</p>	<p>of various informal settlements. The following scope of work has been completed:</p> <p>Social compacts drafted. Geotech investigations completed. Submission of land use statutory applications.</p> <p>It should be noted that Tshepisoing Informal settlement has advanced to Phase III which includes the construction of permanent infrastructure. A contractor has been appointed for the construction of portable water system and installation of sewer reticulation system for Tshepisoing Extension 8, work is anticipated to commence in the first quarter of the next financial year.</p> <p>JOSHCO has appointed a contractor for the relocation of Kapok, Mazibuko Park and Precast and the construction of 1107 chromadek structures. To date 68 units have been constructed and families have been relocated. Material for the construction of 300 structures have been delivered to site with 120 slabs under construction.</p> <p>HDA HDA is appointed for Upgrading of informal settlements in regions A and F (Jumpas). The HDA concluded the appointment of consultants in Q3,</p>

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
					<p>on 17 July 2025. Main Contractor planned to be appointed in November 2025.</p>	<p>stakeholder engagements are currently in progress.</p> <p>City Power The department has appointed City Power for the electrification of various informal settlements across the City the following progress has been achieved:</p> <p>View (Booyens) – The electrification of 178 households in View Informal Settlement has been completed.</p> <p>Kathrada- 320 household connections completed in the first quarter. The electrification of 505 households is in progress. There are no access areas/spaces to implement the remaining 16 transformers and enable further internal electrical reticulation. Only 4 transformers have been installed. 1500 meters and boards have been supplied; installation is in progress</p> <p>Crosby- 502 household connections completed at Crosby (Slovo Park)</p> <p>Shalazile- 296 household connections to solar/microgrid completed in the third quarter</p> <p>There are challenges with illegal foreign nationals and illegal structures that are on the earmarked access ways. A legal adviser has been appointed to obtain court interdicts and demolition orders</p>

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
						<p>Denver, Vukani and Vlakfontein Informal settlements are targeted to be completed in the next financial year.</p> <p>Joburg Water JWater has been appointed to provide LOS1 and 2 for both water and sewer in the following settlements:</p> <p>Kathrada, Slovo, Farm Roodepoort (Kapok, precast and Mazibuko Park), Patsing, Rugby Club extension and Wilgespruit</p> <p>Challenges: The extent of the services required triggers environmental constraints thus causing delays in the provision of the services required.</p>

Table 61: Human Settlements Major Bulk Projects in the 2024/25 Financial Year

3.5.8 Service delivery levels based on services levels standards.

The following service delivery standards were reported on by the department in 2024/25 financial year:

Core Service	Service-Level Standard Target	2023/24	2024/25	Evidence	Variance	Variance explanation	Mitigations
Response to Group Legal and Contracts on new eviction matters, where City is joined to provide TEA (Temporary Emergency Accommodation).	Written response to Group Legal and Contracts within 7 days of receiving a request.	100%	100%	Affidavits responses from Legal		The Department has concluded 98 occupancy assessments for TEA reports in the current 2024/25 FY.	
Title deed registrations	Within 21 days from lodgment date	100%	100%	Conveyancers Registers		740 title deeds were registered in the current 2024/25 FY. 100% of the title deeds were registered before 21 days. This translates to 100% achievement.	
Issuing of title deeds	<6 months	100%	81%	Title deeds issuing database/listing	19%	A cumulative of 1881 title deeds have been issued in the current 2024/25 FY, 356 of these were issued beyond 6 months. This translates to an average of 81 % title deeds issued within 6 months.	The Department continues to engage with the beneficiaries/ communities from affected areas to resolve ownership issues and non-collection of title deeds.

Table 62: Service Delivery Standards were Reported on by the Department in the 2024/25 Financial Year

3.6 Johannesburg Social Housing Company (JOSHCO)

3.6.1 Mandate of the entity

The Johannesburg Social Housing Company (JOSHCO) was established by the City of Johannesburg municipality (COJ) in November 2003 with the responsibility of developing and managing affordable rental housing for low-income earners. Specifically, our mandate is to cater to households with a monthly income ranging from R1 850 to R22 000. We are a registered Social Housing Institution accredited by the Social Housing Regulatory Authority (SHRA), and we adhere to their operational requirements.

Our mandate allows us to use COJ's capital funds allocation to develop affordable rental units that meet social housing criteria. This includes the development of rental housing, refurbishments, upgrading, and management of council-owned rental housing stock. Additionally, we have been mandated to develop and manage student accommodation in line with our business diversification strategy.

As a Municipal-Owned Entity, JOSHCO is required to comply with all relevant legislation, including the MFMA, MSA, Social Housing Act, and the Companies Act. Our policies and strategies are in line with the COJ's long-term plans as outlined in its 5-year IDP.

Website: www.joshco.co.za

3.6.2 Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
Housing Units Completed	556 social housing units completed.

Table 63: The Key Achievements of the Entity in 2024/25 Financial Year

3.6.3 Challenges and Mitigations in 2024/25

The entity experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas	Mitigations
Higher interest accumulated from entity deficit	Finance	<ul style="list-style-type: none"> • Turnaround strategy: <ul style="list-style-type: none"> ○ Escalation to GCFO to recover long due amounts to reduce the overdraft and ultimately reducing the interest ○ Increase revenue from commercial, outdoor advertising, etc.
Debt owed to JOSHCO by other City Departments and Entities	Finance	<ul style="list-style-type: none"> • Continued engagements with the Finance departments of the Departments and Entities to recover
Rental collection	Former staff hostels, temporary emergency accommodation.	<ul style="list-style-type: none"> • The return of some projects back to the Department of Human Settlement. • Pre-Legal Department: Established to handle debts over 30 days, recommending recovery methods like attachment orders and evictions. • Settlement Discounts: Offered for tenants willing to settle debts in full or reduce overdue amounts.

		<ul style="list-style-type: none"> • Non-Reversible Payment Methods: Introduced DebiCheck mandates for new accounts, lease renewals, and payment arrangements. • Technology Enhancements: Deployed Speed Point devices for tenant convenience and biometric access for valid leaseholders. • Active call to default tenants to sign acknowledgement of debt (AOD's) and make payment arrangements for long outstanding debt. • Launch of new freeze and reversal promotion for current and historical interest charges for tenants who sign AOD's. • Improved credit evaluation process for new tenant applications.
Insufficient allocation of funds by the City	Housing Development projects, KPI on payment of invoices within 30 days.	<ul style="list-style-type: none"> • Engage Group Treasury on a continuous basis to ensure sufficient allocation.

Table 64: Challenges and Mitigations in the 2024/25 Financial Year

3.6.4 Service IDP Policy Objectives

IDP Programme	Key Performance indicator	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Sustainable Human Settlement	Number of Social Housing completed	2726	648	330	349	210	895	936	450	495	556	556

Table 65: Service IDP Policy Objectives

3.6.5 JOSHCO Financial Performance for 2024/25

Details	2022/23	2023/24	2024/25			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
REVENUE:	309 323	376 788	400 581	400 581	431 994	108%
Total Operational Revenue			400 581	400 581	431 994	108%
EXPENDITURE:	170 913	220 531				
Employees	78 696	201 101	222 741	222 741	238 845	107%
Repairs and maintenance	366 655	526 012	71 739	71 739	133 011	185%
Other	616 473	947 645	106 101	106 101	621 716	586%
Total Operational Expenditure	307 150	570 856	400 581	400 581	991 936	248%
Net Operational Expenditure	309 323	376 788	-	-	559 942	-

Table 66: JOSHCO Financial Performance for 2024/25

3.6.6 Completed Projects in 2024/25

The following projects were implemented in 2024/25 financial year:

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
Riverside View	Construction of 184 Units (phased)	R531m	2023/2025	Social Housing accommodation in Region A at low rentals to qualifying tenants.	Completed	1. Inadequate allocation of budget. Use of SHRA funds to finance the construction.
Nancefield	Construction of 372 units	R260m (R202M + R58m)	2026/06/30	Social Housing accommodation in Region D at low rentals to qualifying tenants.	InProgress	1. Late payments. Continued engagements with CoJ for additional funding. 2. Community challenges & stoppages – continued engagements with both Human Settlement and the community for permission to construct the sewer line.

Table 67: Completed Projects by JOSHCO in the 2024/25 Financial Year

3.6.7 Major Bulk Projects

The entity implemented the following major bulk projects in 2024/25 financial year:

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
Riverside View	Construction of 184 Units (part)	R531m	2023/2025	Decent accommodation at low rentals to qualifying tenants.	Completed	Inadequate funding. Use of SHRA funds to finance the construction.
Nancefield	Construction of 372 units	R260m (R202M + R58m)	2026/06/30	Decent accommodation at low rentals to qualifying tenants	InProgress	1.Late payments. Continue to engage Coj for funding 2.Community challenges- continue to engage both Human Settlement and community so that permission is granted to do the sewer line.

Table 68: JOSHCO Major Bulk Projects in the 2024/25 Financial Year

3.6.8 Human Resource Management

Employees of JOSHCO in 2024/25

Skills Level	Job Level	2022/23		2023/24		2024/25			
		No. of Posts	No. of Employees	No. of Posts	No. of Employees	No. of Posts	No. of Employees	Vacancies (Full time equivalent) No.	Vacancies (as a % of total) %
Top Management	1 &2	2	3	3	1	3	2	1	33%
Senior Management	3&4	5	4	6	4	2	1	1	50%
Professionally Qualified	5&6	35	30	38	32	42	34	8	19%
Senior Technicians	7&8	106	120	125	99	144	116	22	15%
Semi-Skilled	9&10	2	5	7	5	7	4	3	42%
Unskilled	11	365	349	365	361	348	340	8	2.3%

Table 69: Employees of JOSHCO in the 2024/25 Financial Year

Workforce Profile in terms of Age, Race, Gender, and Foreign National Status 2024/25

Occupational Level	Age Group	Male				Female		Foreign National				Total	
		A	C	I	W	A	C	I	W	M	F		
Top Management	18-34	0	0	0	0	0	0	0	0	0	0	0	0
(Level 1-2)	>35	1	0	0	0	1	0	0	0	0	0	0	2
	Total	1	0	0	0	1	0	0	0	0	0	0	2
Senior Management	18-34	1	0	0	0	0	0	0	0	0	0	0	1
(Level 3-4)	>35	1	0	0	0	1	0	0	0	0	0	0	2
	Total	2	0	0	0	1	0	0	0	0	0	0	3
Professionally Qualified	18-34	5	0	0	0	2	0	0	0	0	0	0	7
(Level 5-6)	>35	15	0	0	2	8	0	1	0	1	1	1	26
	Total	20	0	0	2	10	0	1	0	1	1	1	33
Skilled	18-34	11	1	0	0	23	0	0	0	0	0	0	35
(Level 7-8)	>35	36	2	0	0	36	2	1	1	0	0	0	78
	Total	47	3	0	0	59	2	1	1	0	0	0	113
Semi-Skilled	18-34	2	0	0	0	2	0	1	0	0	0	0	5
(Level 9-10)	>35	0	0	0	0	0	0	0	0	0	0	0	0
	Total	2	0	0	0	2	0	1	0	0	0	0	5
Unskilled	18-34	45	0	0	0	25	0	0	0	0	0	0	70
(Level 11)	>35	108	2	0	0	161	3	0	0	0	0	0	274
	Total	153	2	0	0	184	3	0	0	0	0	0	344
Temporary	18-34	2	0	0	0	2	0	0	0	0	0	0	4
	>35	0	0	0	0	0	0	0	0	0	0	0	0
	Total	2	0	0	0	2	0	0	0	0	0	0	4
Grand Total		224	5	0	2	252	6	2	1	1	1	1	494

Table 70: JOSHCO Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Disability Percentage Standing

Actual Number of Staff with Disabilities	4
Total Staff Complement	494
Disability Target	10
Actual Disability %	0.80%

Table 71: JOSHCO Disability Percentage Standing

3.6.9 Service delivery levels based on services levels standards.

The following service delivery standards were reported on by the entity in 2024/25 financial year:

Core Service	Service Level Standard Target	Q1	Q2	Q3	Q4	2024/25	Evidence	Variance	Variance Explanation
Billing of customers	98% accuracy rate for bills to all active customers	98%	98,6 %	99%	98,3	98%	Dated and signed prebilling monthly report for each project Approved tariff report	None	None
Attending to requests for maintenance	96% of maintenance requests attended to within 14 working days of the logged call	97%	99,6 %	99,3%	99,5%	99,85%	MDA report on jobs logged	+3.49%	None
Routine building maintenance	Once per year and as and when required	100%	100%	100%	98%	99,5%	Approved Service Plan for 2024/2025 S submitted once during Quarter 1 or when reviewed; and MDA/jobs report	None	None
Application for rental housing	Outcome of enquiry to be sent to applicants within five days	1 day	1 day	1 day	2 days	1 day	Email database and emails	None	None
Application for rental housing	Outcome of the application communicated within 10 working days	3 days	2 days	2 days	2 days	2 days	Dated and signed tracking document or App report and SMS report	None	None
Resolution of complaints	Acknowledgement and response within 24 hours of complaint being logged	24 hours	24 hours	24 hours	24 hours	24 hours	Automated emails	None	None
Resolution of complaints	Resolution within five working days of logged call	1 day	1 day	1 day	1 day	1 day	Monthly spreadsheet with a summary of all queries addressed for the reportable month, and emails	None	None

Table 72: Service Delivery Standards were Reported on by the Entity in the 2024/25 Financial Year

3.6.10 Awards and Honors

No	Name of award/honours	Institution Offering the award.	Date receipt/awarded
1.	Affordable housing the year	Reside Summit	10 July 2025

Table 73: JOSHCO Awards and Honors

COMPONENT C: ROADS, TRANSPORT AND MUNICIPAL BUS SERVICES

3.7 Transport Department

3.7.1 Mandate of the department

The transport sector of the City of Johannesburg is comprised of Transport Department, the Johannesburg Roads Agency (JRA), the Metropolitan Bus Services (Metrobus) and MTC (Metropolitan Trading Company).

The Transport Department is responsible for setting the sector's strategic direction and policy framework; transport planning; transport promotions; road safety; public transport infrastructure and the provision of public transport services including the rollout of Rea Vaya BRT system. The mandate includes the department as the transport regulator within the City of Johannesburg's area of jurisdiction.

The Johannesburg Roads Agency (herein referred to as the JRA) is responsible for the planning, design, construction, operation, control, rehabilitation and maintenance of the roads and storm water infrastructure in the City of Johannesburg. This responsibility includes the construction and maintenance of bridges/culverts, traffic signals/traffic signal systems, footways, road signage and road markings.

The Johannesburg Metropolitan Bus Services (Metrobus) is responsible for the provision of quality Metrobus bus services to Johannesburg residents.

The MTC (Metropolitan Trading Company) is a broadband network company designed to offer both wholesale data services to public and private entities as well as retail and incidental services on behalf of the city.

The strategic agenda of the transport sector is aligned to the priorities, objectives, and the delivery agenda of the GLU (Government of Local Unity).

The Transport Department contributes in the main to sustainable service delivery, sustained economic growth, smart city, green economy, safer city, and other priorities of the GLU (Government of Local Unity).

Central to the transport agenda is walking, cycling and public transport including addressing the apartheid spatial planning and congestion, urban sprawl where the poorest of the city's residents reside in the periphery and furthest areas of the city and enduring long hours of travel to places of education, work, and access to various amenities. The transport interventions are also geared towards enhanced mobility on city roads, sustainable development including through integrated transport systems that are safe, integrated, efficient, effective, and affordable.

3.7.2 Performance Highlights for 2024/25

The key achievements of the department in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
Sustainable Service Delivery	<p>The Rea Vaya BRT system</p> <ul style="list-style-type: none">The following progress summary can be reported on the Rea Vaya BRT system. Below is a detailed account of the Rea Vaya BRT system and services:<ul style="list-style-type: none">✓ Phase 1A starts from Thokoza Park in Soweto to Ellis Park with phase 1B running on the route from Soweto to the Johannesburg CBD past Noorgesig, New Canada, Newclare, Westbury, Corronationville, Westdene, Auckland Park and Parktown.✓ The services are run through two (2) BOCs (Bus Operating Companies), namely, Piotrans and Litsamaiso owned by the previously disadvantaged public transport operators. The relationship between the City and these two (2) Bus Operating Companies (Piotrans and Litsamaiso) is managed

Service delivery priority	Achievements
	<p>and regulated through the Bus Operating Company Agreements (BOCAs), and the companies are paid on a fee per km travelled.</p> <ul style="list-style-type: none"> ✓ Challenges were experienced with regards to Piotrans which is currently under business rescue. This BOC is unable to meet its contractual obligations due to the unavailability of buses. The forty-five (45) conventional buses introduced by Piotrans were halted after service disruptions by public transport operators. The busses were introduced by Piotrans to address the challenge of bus shortage on the Rea Vaya phase 1A routes operated by the BOC (Piotrans). All feeder services which are part of the phase 1A BOCA (Bus Operating Company Agreement) with Piotrans are currently not operational. Engagements to address this challenge are ongoing. Currently 19 972 passenger trips per working day on average can be reported for the financial year under review. ✓ As part of improving accessibility and quality of the services, various Rea Vaya stations were maintained. This includes the Helen Joseph station, Soccer City , Thokoza Park, Mavumbi, Harrison, Orlando Police Station, Constitution Hill, Rissik, Corronationville, Carlton East, Joburg Art Gallery and Fashion Square South. Other Rea Vaya stations were rehabilitated including New Canada, UJ1, Industria, Noordgesis, UJ Helen Joseph and Kingsway Helen Joseph. ✓ The procurement process for phase 1 (roofing, administration building and workshop) of the Rea Vaya Meadowlands depot was finalised and the contractor appointed. The site has been established as part of commencement with implementation of the project. ✓ Maintenance work was also carried out on the Rea Vaya roadways during the period under review. ✓ Preparations to operationalise Phase 1C(a) are at advanced stage. This phase of the Rea Vaya system stretches between Johannesburg CBD, Alexandra and the Sandton CBD. Overall cumulative progress and milestones in this regard are summarised below: <ul style="list-style-type: none"> ✓ Watt street interchange is in place including cumulatively twelve (12) Rea Vaya phase 1C stations. ✓ The overall construction progress of the Rea Vaya Sandton station is 62% and Gandhi Square 56% respectively. ✓ Phase 1 (parking), phase 2A (Joint Operations Centre) and phase 2B (workshops) of the Rea Vaya Selby depot are in place with the construction of phase 2C (administration building) at 70% completion. ✓ The implementation of two (2) sections of the Rea Vaya BRT phase 1C(a) roadways which needed strengthening and road markings, signage, and demarcations of Katherine Drive and Edith Cavell Street are in progress. Overall progress in this regard is 35%. ✓ The upgrading of traffic signals on the intersections along the Rea Vaya phase 1C(a) route including Louis Botha, Katherine Drive and Rivonia Road are in progress. Overall progress in this regard is 70%. ✓ The Rea Vaya control room is currently operational from the Selby depot. ✓ The phase 1 of the Alexandra depot is in place. ✓ The Rea Vaya phase 1C (a) ICT (Information and Communications Technology) installations at constructed stations and depot are in place. ✓ Signage, demarcation blocks and corridor road markings are currently in progress with overall implementation progress now at 41%. <ul style="list-style-type: none"> • In terms of preparations towards the launch of the Rea Vaya phase 1C(a) service, the following can also be reported: <ul style="list-style-type: none"> ✓ The ABC (Pty) Ltd (Bus Operating Company) to run the Rea Vaya phase 1C(a) service is in place. ✓ The BOCA (Bus Operating Company Agreement) with the affected public transport operators (minibus taxis) on this phase (1Ca) is in place. The purpose of the BOCA is to regulate the contracting relationship between the city and the BOC (Bus Operating Company). ✓ The SLA (Service Level Agreement) with the affected public transport operators (minibus taxis) is also in place. The SLA is in the main enabling the capacitation of the BOC (Bus Operating Company) including the appointment of key personnel and governance authority, recruitment and training of key staff including drivers to mention a few. The bus drivers have already been trained. ✓ The sixty-eight (68) buses which were purchased from Bombela Concession Company to commence with the Rea Vaya phase 1C(a) services are being reconfigured and branded. The buses will be used to operationalise the Rea Vaya phase 1C(a) service. ✓ One hundred and forty-one (141) buses are being procured by the BOC (Bus Operating Company) as

Service delivery priority	Achievements
	<p>per Council resolution for the Rea Vaya phase 1C(a) service. The DBSA has approved the BOC's bus funding application. The BOC (ABC Pty Ltd) is currently engaging the bus manufacturers towards commencement with the manufacturing of the buses.</p> <ul style="list-style-type: none"> ✓ Seventy-six (76) Rea Vaya phase 1C(a) staff have been recruited / appointed as part of preparations to launch / operationalize the Rea Vaya phase 1C(a) service. <ul style="list-style-type: none"> • The city is also implementing the new AFC (Automated Fare Collection) system for the Rea Vaya BRT system. Progress for the period under review is summarised as follows: <ul style="list-style-type: none"> ✓ All operational phase 1A and 1B stations respectively are installed with the new AFC TOMs and validators. ✓ Over hundred (100) phase 1A and 1B rigid buses are fitted with the new AFC validators. ✓ Thirteen (13) Rea Vaya phase 1C(a) stations are fitted with the new AFC gates and validators and four (4) stations are installed with new AFC TOMs. <p>Public Transport Facilities</p> <ul style="list-style-type: none"> • The construction of Orange farm public transport facility is at practical completion. • The Cosmocity public transport infrastructure project which entails the construction of public transport stops and NMT (Non-Motorised Transport) is at practical completion. <p>Complete streets (including Non-Motorised Transport)</p> <ul style="list-style-type: none"> • Designs for complete Streets / NMT (Non-Motorised Transport) links to Phefeni Railway Stations are completed. • Detail designs for Complete streets / NMT (Non-Motorised Transport) links to Orange farm public transport facilities are completed. • The construction of NMT (Non-Motorised Transport) links to Tshepisong public transport facility is at practical completion.
Sustained Economic Growth	<p>Transport transformation.</p> <ul style="list-style-type: none"> • The negotiations with the affected public transport operators as part of preparations towards launching the Rea Vaya phase 1C (a) was continued during the financial year under review as. This corridor runs between the Joburg CBD (Central Business District), Alexandra and Sandton. Both the BOCA (Bus Operating Company Agreement) and SLA (Service Level Agreement) with the affected public transport operators are in place. It is anticipated that phase 1C(a) of the Rea Vaya system will be operationalized during October 2025 to coincide with the October Transport Month. The BOC (Bus Operating Company) is in place to run the services once operationalized. The BOCA will regulate the relationship between the city and the BOC (Bus Operating Company) once the services commence. • The capacitation training programme for the previously disadvantaged public transport operators (minibus taxis) was completed during the period under review through Wits School of Governance. The programme entails the capacitation / training of previously disadvantaged public transport operators (minibus taxis) to run successful businesses and their transition into the mainstream economy. This training is also targeted at the Rea Vaya BOCs (Bus Operating Companies). The training programme included modules such as corporate governance, project HR management, financial management, stakeholder relations management, basic economics, business management, marketing and corporate design, and conflict resolution and management. More training in this regard will be implemented in the next financial year (2025/2026).
Safer city	<p>Road safety education, behavioural change, open streets, cycle promotions, transport regulation and partnerships</p> <ul style="list-style-type: none"> • As part of promoting safety of road users and behavioural change, the Department implemented twenty-nine (29) road safety programmes / interventions in the current financial year in partnership with stakeholders and the community. • Four (4) Open streets programmes / interventions were implemented in this financial year (2024/2025). The open streets programme entails closing a particular portion of the road / street on a particular day and time to allow for use by the public (i.e walking, cycling etc). This is aimed at creating an awareness that roads are public spaces which must be shared by all road users including pedestrians, cyclists, public transport users etc and that, the roads are not only for motorists. • Three (3) cycle activation programmes / interventions were implemented during the financial year under review (2024/2025). The primary objective of these cycle activation programmes is to promote cycling as

Service delivery priority	Achievements
	<p>the preferred mode of travel in Johannesburg in line with the city's strategic transport agenda which is biased towards public transport, walking and cycling.</p> <ul style="list-style-type: none"> • During 2024/2025 financial year, the October Transport Month programme was implemented through partnerships with stakeholders and the community. The October Transport Month programme is aimed at promoting the city's strategic transport agenda including building partnerships with transport stakeholders and the community. A summary of events / activities implemented is outlined below: <ul style="list-style-type: none"> ✓ The official launch of the October 2024 Transport Month programme for the financial year under review (2024/2025) was kickstarted with the media statement by the MMC for Transport in the City of Johannesburg, Cllr Kenny Kunene on 01 October 2024. Exhibitions and school holiday outreach programmes were also undertaken during the same week from 01-04 October 2025. ✓ The Maphumulo Bridge ribbon cutting and Union Avenue sod-turning ceremonies. ✓ The driver training programme which targeted public transport operations. ✓ The Ivory Park gravel roads upgrade ribbon cutting event. ✓ The Blind South Africa sighted guide skills training programme for public transport. ✓ The educational tour was undertaken for Johannesburg Society for the Blind. ✓ The JRA traffic signal power backup partnership programme with the FNB (First National Bank). ✓ The red bus tour for people living with disabilities. ✓ The Sci-Bono school transport week programme to outline careers in transport and a workshop on the history of transport in Johannesburg. ✓ The driver appreciation programme targeting bus drivers. ✓ The road safety awareness programme and the JRA wreath laying programme for the roadways maintenance staff who were injured on duty. ✓ The official opening of the Randburg public transport holding facility. ✓ The launch of the Vlakfontein public transport facility which was completed. ✓ The Transport Museum tour for school learners. <p>Transport regulation</p> <ul style="list-style-type: none"> • The review process for Public Roads and Public Transport by-laws was concluded / completed. • The parking policy for the City of Johannesburg is being reviewed. Data collection and data analysis processes were completed. The status quo assessment report is in place. • The E-Hailing Management Policy is being developed. The draft Inception report and capacity building plan are in place. • Work on the SAR (Security Access Restriction) by-law has commenced with literature review process in progress. • The draft TDM (Travel Demand Management) Policy and By-Law are in place.

Table 74: The Key Achievements of the Entity in the 2024/25 Financial Year

3.7.3 Challenges and Mitigation in 2024/25

The department experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas (exact region and areas)	Mitigations
Infrastructure vandalism particularly the Rea Vaya stations	<ul style="list-style-type: none"> ▪ This is along the Rea Vaya phase 1A and 1B routes which cuts across region B, D and F. 	<ul style="list-style-type: none"> ▪ The Rea Vaya stations maintenance programme is being implemented and is ongoing.
Cable theft at the Rea Vaya stations leading to interruption of operations	<ul style="list-style-type: none"> • These are the areas and wards along the Rea Vaya phase 1A and 1B routes which cuts across region B, D and F. 	<ul style="list-style-type: none"> ▪ The replacement / repair of cables at the affected Rea Vaya stations is in progress.
The BOC (Piotrans) is unable to provide the required number of buses for the Rea Vaya phase 1A service. The BOC (Bus Operating Company) is currently under Business Rescue Process (BRP). The forty-five (45) buses	<ul style="list-style-type: none"> • These are the areas and wards along the Rea Vaya phase 1A which cuts across region D and F. 	<ul style="list-style-type: none"> • Engagements with both the BOC (Piotrans) and the minibus taxi industry are in progress to resolve the matter.

introduced by Piotrans were disrupted during protests by public transport operators and the buses are still halted.		
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Table 75: Challenges and Mitigations in the 2024/25 Financial Year

3.7.4 Service IDP Policy Objectives

IDP Programme	Key Performance Indicator (KPI)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Sustainable service delivery: Rea Vaya BRT services	Average number of Rea Vaya passenger trips per working day	57 000	18 750	34 346	34 368	34 464	39 368	35 921,60	35 000	28 752	42 500	19 972

Table 76: Service IDP Policy Objectives

3.7.5 Financial Performance of Transport Department in 2024/25

Details	2022/2023	2023/2024	2024/2025			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
Operating Grants	677 048	411 664	435 117	435 117	435 084	100
Rea Vaya fare revenue	135 662	88 625	105 075	105 075	64 253	61.1
Total Operational Revenue	812 710	500 289	540 192	540 192	499 337	92.4
Employee related costs	218 122	253 570	271 433	271 433	275 438	101.5
Depreciation and asset impairment	482 990	591 722	615 487	615 487	551 484	89.6
Repairs and maintenance	60 258	36 638	116 628	116 628	70 715	60.6
Contracted services	1 091 786	699 462	713 874	713 874	689 254	96.6
Other Expenditure	61 974	74 730	93 799	93 799	80 526	85.8
Finance Charges	6	86	114	114	4	3.5
Internal Charges	287 046	312 561	395 078	395 078	376 458	95.3
Total Operational Expenditure	2 202 182	1 968 769	2 206 413	2 206 413	2 043 879	92.6

Table 77: Financial Performance of Transport Department in the 2024/25

3.7.6 Completed Projects in 2024/25

The following projects were implemented in 2024/25 financial year:

No	Project Name	Region	(24/25) Budget (R'000)	(2024/25) Expenditure (R'000)	% Spend	Brief Description	Project Status
1.	Kaya Sands public transport holding facility	A	1 000	0	0	This project entails the planning and construction of a public transport holding facility in Kaya Sands	Township registration has been completed.
2.	Rosebank public transport facility	B	500	550	110	This project entails the upgrading of a public transport facility in Rosebank	Town planning is in progress.
3.	Tshepisoong complete Streets / NMT links to public transport facility	C	14 248	14 248	100	This project entails the planning and construction of complete Streets / NMT links to the Tshepisoong public transport facility	Construction is at practical completion.
4.	Cosmo City public transport stops	C	17 303	18 782	109	This project entails the planning and construction of Cosmo City public transport stops (including NMT facilities)	Transport) is at practical completion.
5.	Complete Streets / NMT links to Phefeni railway station	D	500	269	54	This project entails the planning and construction of complete Streets / NMT links to Phefeni railway station	Designs were completed.
6.	Complete Streets / NMT links too orange farm public transport facility	G	500	238	48	This project entails the planning and construction of complete Streets / NMT links too orange farm public transport facility	Designs were completed.
7.	Carr Street Public Transport Facility	F	3 000	2 423	81	This project entails the planning and redevelopment of Carr Street Public Transport Facility	The conceptual designs were done / completed. Town planning processes are in progress.
8.	Jack Mincer Public Transport Facility	F	2 500	2 272	91	This project entails the planning and redevelopment of Jack Mincer Public Transport Facility. The overall project includes relocating users at Jack Mincer to a temporary ranking facility so that the Jack Mincer public transport facility is demolished and rebuilt / redeveloped.	The Heritage and EI (Environmental Impact) Assessment for the temporary ranking facility has commenced and in progress.
9.	Signage, demarcation blocks and Corridor Road Markings	E	30 000	34 340	114	This project entails the implementation of Signage, demarcation blocks and Corridor Road Markings	Overall implementation progress is at 41%.
10	Rea Vaya BRT Phase 1C New Stations: Sandton and Gandhi Square stations	E and F	73 000	95 482	131	This project entails the construction of the Rea Vaya BRT Phase 1C New Stations at Sandton and Gandhi Square respectively.	Overall construction at Sandton station is 62% and Gandhi Square at 56% respectively
11	Rea Vaya Selby Bus Depot (Phase 2C – Administration Building)	F	10 000	9 441	94	This project entails the construction of the Rea Vaya Selby Bus Depot (Phase 2C – Administration Building)	The construction of phase 2C (administration building) is at 70% completion.
12	Rea Vaya BRT Phase 1 A and B Station Rehabilitation	B, D and F	10 000	5 990	60	This project entails the rehabilitation of the Rea Vaya BRT Phase 1 A and B Stations	The procurement process for professional team on this project was completed. The condition assessment

							for the identified stations was completed.
13	Rea Vaya Automated Fare Collection (AFC) System	B, D, E and F	41 668	43 545	105	This project entails the implementation of the new Rea Vaya Automated Fare Collection (AFC) System	Implementation of the new AFC system is in progress.
14	Rea Vaya BRT phase 1C Roadways	E	57 686	51 624	89	This project entails the construction of the remaining parts of the Rea Vaya BRT phase 1C Roadways	Overall progress in this regard is 35%.
15	Rea Vaya Depot Rehabilitation Phase 1A	D	20 000	1 066	5	This project entails the rehabilitation of the Rea Vaya Phase 1A Meadowlands Depot	The procurement process for phase 1 (roofing, administration building and workshop) was finalised and the contractor was appointed. The site has been established.
16	Conceptualisation: Rea Vaya BRT phase 1C Traffic Signals upgrade	E	15 000	14 998	100	This project entails the conceptualisation and upgrading of the Rea Vaya BRT phase 1C Traffic Signals	Overall progress in this regard is 70%.
17	Orange Farm public transport facility	G	16 000	16 162	101	This project entails the construction of the Orange Farm public transport facility	The project is at practical completion.
18	Zola public transport facility	D	800	716	90	This project entails the planning and construction the Zola public transport facility	Detail designs were completed
19	Complete Streets: Orlando East to UJ	D	1 000	238	24	This project entails the planning and extension of culvert	Designs were completed
20	Lakeside public transport stops facilities	G	1 000	150	15	This project entails the planning and construction of the Lakeside public transport stop facilities	Detail designs have been completed.
21	Ebareni Public Transport Facility	D	1 500	955	64	This project entails the planning and construction of the Ebareni public transport facility	Town planning processes are in progress.
22	Bus Refurbishment (Bombela)	E	32 000	31 534	99	This project entails the branding and refurbishment of the sixty-eight (68) buses purchased from Bombela to operationalise the Rea Vaya phase 1C(a) system.	The sixty-eight (68) buses are being reconfigured and branded.
Total			354 005	346 078	98%		

Table 78: Completed Projects by Transport Department in the 2024/25 Financial Year

3.7.7 Major projects in 2024/25 financial year

Project name	Scope	Contract Value (R'000)	Completion Date	Project benefits	Progress to Date	Challenges, Risk and Mitigations
Rea Vaya BRT Phase 1C: Sandton and Gandhi Square Stations	Construction of the two (2) Rea Vaya phase 1C(a) stations at Sandton and Gandhi Square	73 000	This is a multiyear project earmarked for completion by end of June 2026.	Extension and access to quality Rea Vaya BRT public transport services	Overall construction progress is 62% at Sandton station and 56% at Gandhi Square respectively.	The delays at both the Rea Vaya Sandton and Gandhi Square station were due to the relocation of services. This has been resolved and construction at both stations is in progress.
The new Rea Vaya AFC (Automated Fare Collection) System rollout / implementation	Implementation of the new AFC (Automated Fare Collection) system for the Rea Vaya BRT system	41 668	This is a multiyear project earmarked for completion during the 2025/2026 financial year.	Quality Rea Vaya public transport services	<p>Implementation is in progress.</p> <p><u>Phase 1A</u> All operational phase 1A and 1B stations are installed with new AFC TOMs and validators. Over hundred (100) rigid buses are fitted with new AFC bus validators.</p> <p>Thirteen (13) phase 1C(a) stations are fitted with new AFC gates and validators. Four (4) stations are fitted with new AFC TOMs.</p>	The implementation of the new AFC system took longer than anticipated. It is anticipated that the implementation of the new AFC system will be completed during the 2025/2026 financial year.

Table 79: Transport Department Major Projects

3.7.8 Service delivery levels based on services levels standards.

The following service delivery standards were reported on by the department in 2024/25 financial year:

Core Service	Service-Level Standard Target	2023/24	2024/25	Evidence	Variance	Variance explanation	Mitigations
Rea Vaya Bus timetable	95% adherence to daily bus schedule	70.7%	66.33%	Bus Schedule checklist	28.67%	There was shortage of buses on the Rea Vaya phase 1A operated by Piotrans (the Bus Operating Company). Piotrans is currently under business rescue. The forty-five (45) buses introduced by Piotrans for feeder services were halted after protests by the minibus taxi industry.	Engagements with both the taxi industry and the BRP (Business Rescue Practitioner) are in progress towards resuming feeder services. The engagements with the BRP also include for the Piotrans company to provide the required number of buses as per BOCA (Bus Operating Company Contract).
Rea Vaya Station waiting time peak (trunk route) on a working day	10 minutes maximum	3 to 4 minutes waiting time during peak	3 to 4 minutes waiting time during peak	Bus Schedule checklist	Zero (0)	N/A	N/A
Rea Vaya Station waiting time off peak (trunk route) on a working day	30 minutes maximum	15 to 30 minutes waiting time	15 to 30 minutes waiting time	Bus Schedule checklist	Zero (0)	N/A	N/A
Rea Vaya Feeder bus peak waiting time on a working day	15 minutes maximum	5-10 minutes waiting time	5-10 minutes waiting time	Bus Schedule checklist	Zero (0)	N/A	N/A
Rea Vaya Feeder bus off peak waiting time on a working day	30 minutes maximum	20 to 30 minutes waiting time	20 to 30 minutes waiting time	Bus Schedule checklist	Zero (0)	N/A	N/A

Core Service	Service-Level Standard Target	2023/24	2024/25	Evidence	Variance	Variance explanation	Mitigations
Safety of commuters	100% compliance to safety and security of commuters	100% compliance to safety and security of commuters.	100% compliance to safety and security of commuters.	Security cameras in place and monitored from the Control Room	Zero (0)	N/A	N/A
	Enforcing of bus seating-standing in line with applicable regulations	The enforcement of seating standards is ongoing. All buses have clear seating signage indicating bus seating regulation	The enforcement of seating standards is ongoing. All buses have clear seating signage indicating bus seating regulation	Rea Vaya buses	Zero (0)	N/A	N/A
Comments on permit applications / concurrencies	30 days turnaround time	30 days turnaround time achieved	More than 30 days with backlog	Applications	Other applications are more than 30 days old	Backlog is due to inadequate capacity (shortage of staff)	Staffs are asked to put in extra hours towards clearing of the backlog.
Access Restriction Applications (SAR)	90 days turnaround time from receipt of application	90 days turnaround time achieved	90 days turnaround time achieved	Applications	Zero (0)	N/A	N/A

Table 80: Service Delivery Standards were Reported on by the Department in the 2024/25 Financial Year

3.8 Johannesburg Road Agency

3.8.1 Mandate of the entity

The Johannesburg Roads Agency (JRA), a municipal entity of the City of Johannesburg, was established in 2001 to manage and maintain the city's road and stormwater infrastructure. With over 1,500 employees across seven regions, the JRA plays a vital role in promoting mobility, supporting economic activity, and enhancing the quality of life for residents and businesses.

Our core functions - planning, design, construction, operations, and maintenance - align with the City's vision of a resilient, sustainable, and liveable Johannesburg. As a public institution, we are committed to accountability, service excellence, and sustainability, which guide our service delivery, stakeholder engagement, and resource management.

Website: : www.jra.org.za

3.8.2 Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
Sustainable Service Delivery	The JRA resurfaced 112.58 lane km
	86% of the Lillian Ngoyi Rehabilitation phase 1 project was completed.
	The JRA upgraded 7.98 km gravel roads to surfaced roads
	The JRA converted 0.75 km of open stormwater channels to covered channels
	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 JRA entered into several innovative partnerships to bring private sector players to partner in the delivery of public services that present mutual benefit.
Job Opportunity and Creation	A total of 179 SMMEs were supported
	A total of 330 EPWP work opportunities were created against a target of 160.

Table 81: The Key Achievements of the Entity in the 2024/25 Financial Year

3.8.3 Challenges and Mitigations in 2024/25

The entity experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas (Region and areas)	Mitigations
Aging Infrastructure and funding constraints.	City -Wide	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.
Cable theft and Vandalism	City - Wide	Continuous collaboration with law enforcement has led to asset recovery and successful convictions.
Poor performance of service providers and cashflow constraints	Orange Farm 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.

Table 82: Challenges and Mitigations in the 2024/25 Financial Year

3.8.4 Service IDP Policy Objectives

IDP Programme	Key Performance Area (KPA)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Sustainable Service Delivery	Road infrastructure		112lkm	237.64lkm	131.10lkm	131,19lkm	122lkm	261.76lkm	145lkm	152.84lkm	60lkm	112.58
			14km	14.57km	10km	20.66km	15km	8.409km	13km	7.76km	12.5km	7.98km
			1.5km	3.42km	3km	3.05km	2.7km	0.170km	2km	1.91	1.5km	0.75km
Job Opportunity and Creation.	Job Creation		500	474	250	303	150	163	150	219	160	330
SMME and Entrepreneur support	SMME Support		86	104	70	106	100	102	90	127	90	179

Table 83: Service IDP Policy Objectives

3.8.5 JRA Financial Performance for 2024/25

Details	2022/23	2023/24	2024/25			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
REVENUE:						
Total Operational Revenue	R 1,347,606,161	R 1,523,329,684	R1,619,040,500	R1,619,040,500	R1,573,701,538	97.20%
EXPENDITURE:						
Employees	R 919,791,438	R 996,679,196	R1,049,546,000	R1,049,546,000	R1,071,978,673	102.14%
Repairs and maintenance	R 6,735,935	R 4,964,197	R8,450,800	R8,450,800	R13,831,102	163.67%
Other	R 733,472,627	R 501285174	R 560,074,200	R 560,074,200	R 557,611,737	99.56%
Total Operational Expenditure	R 1,660,232,011	R 1,502,928,567	R1,618,071,000	R1,618,071,000	R1,643,421,512	101.57%

Details	2022/23	2023/24	2024/25			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
Net Operational Expenditure	- R 312,625,850	R 20,401,117	R969,500	R969,500	-R 69,719,974	

Table 84: JRA Financial Performance for 2024/25

3.8.6 Completed Projects in 2024/25

The following projects were implemented in 2024/25 financial year:

No	Project Name	Region	Budget (24/25)	Brief Description	Project Status
1	Far East Bank - Alexandra	E	R 11 400,000.00 (Project value= R 22 011,576.95)	Flooding Intervention and Alleviation in Far East Bank-Alexandra Phase1 Region E	Complete
2	Maphumulo Bridge	D	R 19 500,000.00 (Project value = R 36 518.844.60)	Construction of Maphumulo Bridge and Ancillary Works	Complete
3	Resurfacing of Roads	D	R 85 791,000.00	The Resurfacing of Roads in All Regions of the City of Johannesburg	Complete
4	MISCL - Tarring of Gravel Roads: Doornkop/Thulani. New Roads	C	R 31 175,201.67	Upgrading of gravel to surface roads including associated stormwater	Complete
5	Resurfacing of M1 Motorway. Renewal Roads: Rehabilitation	F	R 4 000,000.00	Mill and replace of existing asphalt on the M1 Motorway	Complete
6	Resurfacing of M2 Motorway. Renewal Roads: Rehabilitation	F	R 5 669,000.00	The Milling and resurfacing of Asphalt of M2	Complete
7	Buccleuch Drive Bridge	A	R 45 183,000 (Project value= R 56 106,398.00)	The Rehabilitation Buccleuch Drive Bridge and the Jukskei River, Buccleuch	Complete
8	Construction Of Kilburn Bridge	C	R0 (project value= R30 000,000)	Reconstructing of Kilburn bridge FLORIDA PARK, ROODEPOORT. The scope entailed prefabricated culverts, bulk earthworks (excavation and backfilling for culvert section), gabion works (for erosion protection)	Complete
9	Upgrading Gravel Roads to Surfaced Standards: Tshepisong	C	R 20 000,000.00	Upgrading of gravel to surface roads including associated stormwater	Complete
10	Rehabilitation of Open Channels: Stormwater remedial works on collapsed channel for the 1st German Scout Hall	B	R 10 000,000.00 (project value= R13 703,055.00)	Reconstruction of a hundred metre (100m); 'U' shaped open reinforced concrete storm-water channel made up of 300mm concrete channel bed; masonry side walls with concrete infill together with concrete braces across the channel.	

Table 85: Completed Projects by JRA in the 2024/25 Financial Year

3.8.7 Major Bulk Projects

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
Conversion of Open Drains Bramfischerville (Phase 4A)	Installation of pipes and culverts to replace open drains alongside of roads.	R 23,652,897.84	08/12/2025	Effective stormwater drainage. Flooding mitigating for house downstream.	70% Complete	JW Services (sewer) are delaying progress. The Contractors has plan to work around the problem and project will catch up with 6 days.
Conversion of Open Drains Ivory Park- Phase 8	Installation of pipes and culverts to replace open drains alongside of roads.	R 6,9 million	20 Oct 2025	Improvements on the storm water runoff on the road which will result in safer roads. Participation 4 local SMME's and 11 EPWP workers.	120m achieved. 30 meters remaining to complete the total length. Progress at 70%	The Contractor seems to delay payments of EPWP workers and SMME's; The Contractor has been put on terms.
Conversion of Open Drains Orange Farm - Phase 3A (Palm Drive)	Installation of pipes and culverts to replace open drains alongside of roads.	R39 307 801.36	27 February 2025	Flood Mitigation: Improves stormwater management and drainage efficiency, reducing localised flooding.	43.5% Complete	The approval of the master wayleave took longer, and it delayed the commencement of the project.
Emergency, Critical & Urgent Stormwater Meadowlands	Stormwater Master Plan Implementation in Meadowlands	R35 075 366.00	Anticipated by end of October 2025	Prevention of flooding, Job creation and skills development for local emerging contractors.	Practical completion was 01/09/2025.	None
Emergency, Critical & Urgent Stormwater Jukskei River Erosion Protection	Construction of erosion protection measures on 3 identified severe eroded sections of the Jukskei River in Alexandra.	R30 434 524.83	24 July 2025	Flood Risk Reduction to Stabilized banks reduce the risk of river overflow and flooding during heavy rains.	Site establishment is at 15%	Environmental challenges with regards sewer discharge points directly into the Jukskei River as well as safety issues
Emergency, Critical & Urgent Stormwater Dippenaar Street	Stormwater Master Plan Implementation on Mabalani Street m	R 27 357 362.39	16th May 2025	Flood Reduction which Improves drainage capacity and reduces flooding in residential, commercial, and road areas	98% Completed	Underground water – bidding and unselected dump rock is being used on site to mitigate the challenge. Existing services along the works.

Table 86: JRA Major Bulk Projects

3.8.8 Human Resource Management

Employees of JRA in 2024/25

Skills Level	Job Level	2022/23		2023/24		2024/25			
		No. of Posts	No. of Employees	No. of Posts	No. of Employees	No. of Posts	No. of Employees	Vacancies (Full time equivalent) No.	Vacancies (as a % of total) %
Professionally Qualified	D	183	60	137	84	137	88	49	36%
Senior Technicians	C	335	220	387	192	387	220	167	43%
Semi-Skilled	B	709	481	684	439	684	494	190	28%
Unskilled	A	3 971	3 279	5 140	4 649	5 140	4 345	795	15%

Table 87: Employees of JRA in the 2024/25 Financial Year

Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Occupational Level (below EAP row)	Age Group	Male				Female				Foreigner		Total
		A	C	I	W	A	C	I	W	M	F	
Top Management (Level 1-2)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	5	0	0	0	5	0	0	0	0	0	0
	Total	5	0	0	0	5	0	0	0	0	0	7
Senior Management (level 3-4)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	19	0	1	4	7	0	0	2	0	0	0
	Total	19	0	1	4	7	0	0	2	0	0	33
Professional Qualified (Level 5-6)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	101	4	4	12	77	5	3	4	0	0	0
	Total	101	4	4	12	77	5	3	4	0	0	210
Skilled Technical (Level 7-8)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	203	5	0	7	155	3	0	8	0	0	0
	Total	203	5	0	7	155	3	0	8	0	0	381
Semi-Skilled (Level 9-10)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	568	3	4	7	262	3	1	3	0	0	0
	Total	568	3	4	7	262	3	1	3	0	0	851
Unskilled (Level 11)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	0	0	0	0	0	0	0	0	0	0	0
	Total	0	0	0	0	0	0	0	0	0	0	0
Temporary	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	0	0	0	0	0	0	0	0	0	0	0
	Total	0	0	0	0	0	0	0	0	0	0	0

Table 88: JRA Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Disability Percentage Standing

Actual Number of Staff with Disabilities	27
Total Staff Compliment	1506
Disability Target	2%
Actual Disability %	1.79%

Table 89: JRA Disability Percentage Standing

3.8.9 Service delivery levels based on services levels standards.

The following service delivery standards were reported on by the entity in 2024/25 financial year:

KPI No.	Core Service	Service Level Standard Target	2024/25 Actuals	Reasons for non-achievement	Mitigation
1	% of damaged/missing road barrier or guardrails repaired from when a valid call is logged.	40% within 14 days	49.52%	N/A	N/A
		60% within 20 days	74.86%		
		80% within 30 days	81.75%		
2	% of Blocked Stormwater Kerb Inlets (KI's) repaired from when a valid call was logged.	40% within 14 days	74.19%	N/A	N/A
		60% within 20 days	78.83%		
		80% within 30 days	81.49%		
3	% of missing JRA manhole covers made safe and Replaced after a valid call was logged.	40% within 14 days	85.55%	N/A	N/A
		60% within 20 days	90.49%		
		80% within 30 days	92.76%		
4	% of reported damaged/missing Regulatory Road signs replaced or repaired from the time when a valid call was logged.	40% within 14 days	83.79%	N/A	N/A
		60% within 20 days	87.50%		
		80% within 30 days	91.57%		
5	% of reported Potholes repaired from the time of recording of a genuine pothole by JRA from all Phakama, Hotline, Urban Regional Inspectors (from Regional Directors Office)	40% within 14 days	75.48%	N/A	N/A
		60% within 20 days	80.87%	N/A	N/A
		80% within 30 days	86.04%	N/A	N/A
6	% of reported faulty Traffic signals within 24hrs working hours	40% within 24hrs	79.49%	N/A	N/A
		60% within 48 hrs	88.67%		
		80% within 168 hrs (7 days)	96.29%		
7	% of reported damaged traffic signal poles repaired /replaced from when a valid call was logged.	40% within 14 days	81.81%	N/A	N/A
		60% within 20 days	90.90%		
		80% within 30 days	90.90%		

Table 90: JRA Service Delivery Standards were Reported on by the Entity in the 2024/25 Financial Year

3.9 Metrobus

3.9.1 Mandate of the entity

The mandate of Metrobus is the provision of efficient and affordable public transport to the citizens of the City within the Service Area, including the following:

- Developing a bus route plan within the framework of the Shareholder's Integrated Transport Plan.
- The operational planning & management of the bus transport services; and
- Developing a customer management plan.

The Parties acknowledge that Metrobus may not render services which falls outside its core mandate without Council resolution.

3.9.2 Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

Service delivery focus	Achievements
Increase in revenue collection	Revenue collection in terms of rendering of service to the citizens of Johannesburg increased from R75, 2 million in the previous financial year to R84, 1 million.
Fatality-free urban mobility	During the period under review, the entity operated 6, 7 million fatality free kilometres. During the same period last year, the entity operated 7, 5 million kilometres fatality free. This is a significant achievement particularly in relation to the ongoing loss of lives on South African roads resulting from fatalities involving public transport operations.
Economic Transformation	During the period under review, the entity significantly exceeded the target for SMME support. While the target for the financial year was to support one hundred and forty (140) SMMEs, the actual performance was one hundred and sixty-eight (168) SMMEs supported amounting to R216 million. The number increased from one hundred and fifty-seven (157) in the previous year.

Table 91: The Key Achievements of the Entity in the 2024/25 Financial Year

3.9.3 Challenges and Mitigations in 2024/25

The entity experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas	Mitigations
Level of OOC	Metrobus	<ul style="list-style-type: none"> • Continuous implementation of repairs and maintenance policy • Leasing of buses • Implementation of Continuous Operations shift system. • Refurbishment of buses
Budget Rebasing	Metrobus	<ul style="list-style-type: none"> • Alternative revenue sourcing • Alternative funding model • Debt restructuring

Table 92: Challenges and Mitigations in the 2024/25 Financial Year

3.9.4 Service IDP Policy Objectives

IDP Programme	Key Performance Area (KPA)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Sustainable Service Delivery	Average number of Metrobus passenger trips per working day		10 000	14 315	10 000	13 793	15 000	19 724	20 000	22 425	26 000	22 188

Table 93: Service IDP Policy Objectives

3.9.5 Metrobus Financial Performance in 2024/25

Details	2022/23	2023/24	2024/25			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
REVENUE:						
Total Operational Revenue	641 507 000	674 130 930	766 846 000	766 846 000	753 577 780	98%
EXPENDITURE:						
Employees	336 522 000	393 846 636	365 181 000	365 181 000	418 196 266	115%
Repairs and maintenance	69 946 707	63 246 979	29 225 870	29 225 870	39 382 670	135%
Other	301 162 293	371 075 975	372 439 130	372 439 130	365 795 283	98%
Total Operational Expenditure	707 631 000	828 169 590	766 846 000	766 846 000	823 374 219	107%
Net Operational Expenditure	- 66 124 000	- 54 038 660	-	-	- 69 796 439	

Table 94: Metrobus Financial Performance in the 2024/25 Financial Year

3.9.6 Completed Projects in 2024/25 Financial Year

No	Project Name	Region	Budget (2024/25)	Brief description	Project status
1	Automated Fare Collection (AFC)		R156 million for Transport and Metrobus	Enhancement of the payment management system, improve monitoring, and reporting of the collection activities. Fare Payments platform and pay for services on a pay As You Go capability via O-City platform which can integrate with any payment gateway.	Completed
2	Fleet Management System - FMS (EYE on the Bus – EOB)		R19 million	Monitoring of fleet of buses and providing enhanced security for drivers and passengers alike including the monitoring of technical condition of fleet, tracking real route of buses, monitoring driving behaviour.	Completed
3	Biometric, HR Cloud Solution Time & Attendance		R10.8 million	Project entails security and workforce management solution that combines physical access control (to secure buildings or rooms)	Completed

				with time-tracking capabilities (to monitor employee attendance and working hours).	
4	Onboard commercialized Wi-Fi solution		R19 million	Helps bridge the digital divide by giving passengers/people access to the internet even if they lack mobile data plans. Also assist in Real-Time Communication, Data Collection and Analytics, Marketing and Revenue Opportunities, Passenger Convenience and Satisfaction.	Completed

Table 95: Completed Projects by Metrobus in 2024/25 Financial Year

3.9.6 Human Resource Management

Employees of Metrobus in 2024/25

Skills Level	Job Level	2022/23		2023/24		2024/25			
		No. of Posts	No. of Employees	No. of Posts	No. of Employees	No. of Posts	No. of Employees	Vacancies (Full time equivalent)	Vacancies (as a % of total)
								No.	%
Professionally Qualified	D	8	12	9	10	9	17	-8	-89%
Senior Technicians	C	157	133	163	178	163	147	16	10%
Semi-Skilled	B	465	452	467	421	463	432	31	7%
Unskilled	A	124	130	127	153	127	119	8	6%

Table 96: Employees of Metrobus in the 2024/25 Financial Year

Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Occupational Level (below EAP row)	Age Group	Male				Female				Foreigner		Total
		A	C	I	W	A	C	I	W	M	F	
Top Management (Level 1-2)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	3	0	0	0	1	0	0	0	0	0	4
	Total	3	0	0	0	1	0	0	0	0	0	4
Senior Management (level 3-4)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	11	1	0	1	0	0	0	0	0	0	13
	Total	11	1	0	1	0	0	0	0	0	0	13
Professional Qualified (Level 5-6)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	10	1	0	0	5	0	0	1	0	0	17
	Total	10	1	0	0	5	0	0	1	0	0	17
Skilled Technical (Level 7-8)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	100	16	2	11	15	0	0	3	0	0	147
	Total	100	16	2	11	15	0	0	3	0	0	147
Semi-Skilled (Level 9-10)	18-34	0	0	0	0	19	0	0	0	0	0	19
	>35	313	12	0	0	80	3	1	1	0	0	432
	Total	313	12	0	4	99	3	1	1	0	0	451
Unskilled (Level 11)	18-34	9	0	0	0	0	1	0	0	0	0	10
	>35	93	0	0	0	16	0	0	0	0	0	109
	Total	102	0	0	0	16	1	0	0	0	0	119
Temporary	18-34	10	0	0	0	32	0	0	0	0	0	42
	>35	0	0	0	0	0	0	0	0	0	0	0
	Total	10	0	0	0	32	0	0	0	0	0	42

Table 97: Metrobus Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Disability Percentage Standing

Actual Number of Staff with Disabilities	5
Total Staff Compliment	774
Disability Target	0.6%
Actual Disability %	0.6%

Table 98: Disability Percentage Standing

3.9.7 Service delivery levels based on services levels standards

Core Service	Service-Level Standard Target	2023/24	2024/25	Variance	Variance explanation	Mitigations
% scheduled public bus trips arriving on time	90%	94%	94%	N/A	N/A	N/A
Bus timetables	90-95% adherence to daily bus schedule (<5min headway)	74%	74%	16%	Cancellation of shifts	Reviewing and rescheduling bus timetable
Safety of passengers	100% compliance to health and safety legislation 1. Zero security incidents on buses 2. Zero fatalities	100% 1. Zero security incidents on buses 2. Zero fatalities	100% 1. Zero security incidents on buses 2. Zero fatalities	N/A	N/A	N/A
Response time for walk-in enquiries	All walk-in queries acknowledged within 1 hour	All walk-in queries acknowledged within 1 hour	All walk-in queries acknowledged within 1 hour	N/A	N/A	N/A

Table 99: Service Delivery Levels Based on Services Levels Standards

COMPONENT D: ECONOMIC DEVELOPMENT AND PLANNING SERVICES

3.10 Department of Economic Development

3.10.1 Mandate of the department

The Department of Economic Development is mandated to provide strategic direction and to facilitate growth of the economy of the city towards an inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of all citizens. This will include the following:

- Support the alignment of City plans and policies towards achieving an increased economic growth rate and to bringing down unemployment with special focus on youth.
- Support and promote the development of Small Medium Micro Enterprises (SMMEs), and development of the informal trade sector.
- Facilitate the creation of an enabling environment that attracts investment and provide incentive packages for investors, with a focus on the Inner City; and
- Enhanced collaboration with public and private sector stakeholders on key projects/programmes.

The city needs a resilient and inclusive economy to build a healthy community. It is crucial for the department to continue to deliver effective, reliable, and actionable strategic objectives that are diverse to withstand economic and shifts in exogeneous factors. The strategic objectives of the department are strategically focus towards achieving “an inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens” GDS 2040.

3.10.2 Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
MMEs supported	The cumulative number of SMMEs supported by the fourth quarter of the 2024/25 financial year is 16 382, which translates to a year-to-date percentage achievement of 112% against the annual target of 14 645 number of SMMEs supported.
Opportunity Centres	The cumulative number of client walk-ins collectively recorded by the Opportunity Centres by the end of Quarter 4 of the 2024/25 financial year is 13 617. Additionally, the cumulative number of women, youth and people with disabilities who accessed the Opportunity Centres by the end of Quarter 4 is 10 522, 7 157 and 388 respectively.
National Certificate: Construction in Roadworks and Maintenance Skills Development Programme	This initiative was implemented through a partnership with South West TVET College, located in Molapo, Soweto. The programme commenced in the 2023/2024 financial year and was subsequently extended to enable learners to accrue additional credits in compliance with the South African Qualifications Authority (SAQA) standards.

Service delivery priority	Achievements
	<ul style="list-style-type: none"> Participants: 368 unemployed youth (324 aged 35 or below), comprising 224 females and 144 males. A total of 217 participant from Region D and a total of 151 participants from Region G. Extension for Credits: The programme was extended to ensure compliance with South African Qualifications Authority (SAQA) standards. Skills Focus: Training in construction for roadworks and maintenance, including leadership competencies. Foundational Learning: Instruction in communication, numeracy, language, and RPL.
The nexus between revenue and macroeconomic variables: Policy Oriented Analysis	This study investigates the determinants of municipal service charge revenues in Johannesburg from 2015 to 2023, employing time-series methodologies such as Johansen cointegration, Vector Error Correction Models (VECM), and Impulse Response Functions (IRF). The analysis examined the relationship between revenue performance and key socioeconomic indicators, including electricity tariffs, disposable income, GDP growth, poverty, inequality, and unemployment.
Annual Economic Review (AER)	The publication profile the structure and recent performance of the CoJ economy and draw attention to trends in both economic and socioeconomic performance
Exporter Awareness Workshop	The workshop equipped and capacitated SMME's on international trade as well trade related incentives and other non-financial support available at National, Province and Local spheres of government. The workshop targeted small, micro and medium enterprises (SMMEs), drawn from the ranks of the previously dis-advantaged groups, while still considering the needs of large and established exporters.
Public Environment Upgrade (PEU) Swazi inn Project	The Swazi Inn Public Environment Upgrade (PEU) Project is a strategic urban intervention initiated by the Department of Economic Development as part of its commitment to revitalising township economies and transforming public spaces into safe, inclusive, and economically productive environments. Located in Region A, the Swazi Inn node is a high-density informal trading and residential area with significant foot traffic and economic activity, but one that faces challenges of poor infrastructure, informal development, and environmental degradation.

Table 100: The Key Achievements of the Entity in the 2024/25 Financial Year

3.10.3 Challenges and Mitigations in 2024/25

The department experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenges	Highly affected areas (Region and areas)	Mitigations
Lack of a centralized database containing key economic indicators (data integration)	Entire City of Johannesburg Municipality	Strengthening Collaboration with Institutions of higher learning to source key economic indicators (data integration)

Challenges	Highly affected areas (Region and areas)	Mitigations
Public Employment overall efficiency, scalability, and sustainability Programme (PEP)	Entire City of Johannesburg Municipality	<p>To improve the effectiveness and long-term sustainability of the Public Employment Programme (PEP), the following strategic interventions are recommended:</p> <p>Develop Structured Exit Pathways</p> <ul style="list-style-type: none"> Establish formal partnerships with private sector employers, SEDA, TVET colleges, and SETAs to create post-programme employment, training, or entrepreneurial pathways. Implement a referral system for high-performing participants to access job placement, learnerships, or bursaries. Track and support participants up to 12 months post-exit to measure employment outcomes. <p>Secure Multi-Year Funding Commitments</p> <ul style="list-style-type: none"> Advocate for multi-year budgeting frameworks to ensure continuity of high-impact projects.

Table 101: Challenges and Mitigations in the 2024/25 Financial Year

3.10.4 Service IDP Policy Objectives

IDP Programme	Key Performance Indicator (KPI)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Investment Attraction	Rand value of investment and business facilitated	N/A	-	27,029bn		R31,43bn		R11,36bn	R19 bn	19,569bn	19,5 bn	R19,6bn
SMME Support	Number of SMMEs supported through City departments/entities	N/A	-	-	16,546	14,777	14,500	14,972	14645	25,809	14 645	16 382
Skill Development	Number of participants enrolled in technical and artisan related skills training	N/A	-	-	150	232	200	541	200	361	200	388
EPWP	Number of job opportunities created through Expanded Public Works programmes Citywide	N/A	-	-	17,517	17,761	12,500	13,554	14,750	18,958	12 250	15 724

IDP Programme	Key Performance Indicator (KPI)	5 Year IDP Target	Service Delivery Performance										
			2020/21		2021/22		2022/23		2023/24		2024/25		
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Green Economy	Number of green economy initiatives facilitated City wide	-	-	-	-	-	-	-	-	-	-	2	2

Table 102: Service IDP Policy Objectives

3.10.5 Financial Performance of DED for 2024/25

Details	2022/23	2023/24	2024/25			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
REVENUE:						
Total Operational Revenue	-108,316	-82,281	-90,690	-90,690	-90,690	100%
EXPENDITURE:						
Employees	93,941	103,012	99,260	99,260	97,543	98%
Repairs and maintenance	8,426	6,696	1,114	1,114	744	67%
Other	126 855	50,822	62,188	62,188	42,443	68%
Total Operational Expenditure	229,222	160,530	189,237	189,237	142,076	75%
Net Operational Expenditure	-120,906	-78,249	-98,547	-98,547	-51,386	

Table 103: Financial Performance of DED for 2024/25

3.10.6 Completed Projects in 2024/25

The following projects were implemented in 2024/25 financial year:

No	Project Name	Region	Budget (2024/25)	Brief Description	Project Status
1	Operational Capital - Economic Development	All	R1million	The projects seek to replace pipes in the inner city.	Completed
2	Informal Trade Permit System Data Intelligence Dashboard Service and query resolution & ticketing	All	R800k		In Progress
3	PEP: Paving in Swazi Inn Precinct	Region A	R1million	Paving in Swazi Inn Precinct	Completed

Table 104: Completed Projects by DED in the 2024/25 Financial Year

3.11 Joburg Tourism Company

3.11.1 Mandate of the entity

The Constitution of South Africa mandates local government to take responsibility for local tourism in accordance with Section 152(1) outlined in Schedule 4 Part B. This aligns with the objective of local government to promote social and economic development relevant to tourism. Furthermore, the Municipal Structures Act, No. 117 of 1998 emphasises local tourism as a legislated function, where "promotion of tourism for the area of a municipality" is a municipal function.

In line with these mandates, the Johannesburg Tourism Company is committed to inclusive tourism growth aimed at improving the lives of citizens living in Johannesburg. The policy governing tourism in Johannesburg is derived from the National Development Plan, New Growth Path, National Tourism Sector Strategy, Gauteng Tourism Strategy, Growth and Development Strategy 2030, Johannesburg Tourism Strategy, and related Acts and By-Laws necessary for tourism.

The National Development Plan recognises tourism as one of the main drivers of job creation and economic growth in South Africa, both domestically and internationally. It aims to eliminate poverty and reduce inequality by 2030. In Johannesburg, the promotion of business and leisure tourism is a key priority of the Government of Local Unity's eleven (11) Mayoral Priorities, viewed as a key economic sector to achieve Sustained Economic Growth which is Mayoral Priority Nine (9).

Finally, the City of Johannesburg Tourism Strategy outcomes aim to position the city as a leading business and lifestyle destination in Africa. By prioritising tourism, local government is taking steps to drive social and economic growth, create jobs, and improve the lives of citizens in Johannesburg.

Website: <https://visit.joburg>

3.11.2 Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
The JTC primarily aims at achieving its vision and mission guided by its Tourism Strategy, to become a leading business and lifestyle tourist destination in Africa. The objectives of the JTC align closely with the Batho Pele principles of consultation, access, courtesy, information openness and transparency, redress and value for money. The entity has also identified critical service standards in its business plan.	<p>In order to fulfil the destinations strategic intent and JTC Objectives and Batho Pele principles, the JTC achieved the following milestones for the 2024/25 financial year:</p> <ul style="list-style-type: none"> • Visitor arrivals to Johannesburg have increased from 4.1 million to 4 545 302 for the financial year under review. • Improved on ICCA Africa rankings from 7 to 5 and will continue to demonstrate competitiveness as a global MICE destination. • Successfully staged South Africa's World Tourism Day at Constitutional Hill led by the Minister of Tourism. • Won the rights to host Meetings Africa from 2026 to 2031. • Refreshed the new destination brand for Joburg. • Johannesburg Tourism Company achieved R183 817 600 of economic impact generated through MICE activities hosted in Johannesburg during the period under review. • Johannesburg Tourism Company successfully secured eight (8) MICE activities through global bidding and/or support • Rollout of Welcome 2 Joburg all year-round campaign.

Table 105: The Key Achievements of the Entity in the 2024/25 Financial Year

3.11.3 Challenges and Mitigations in 2024/25

The entity experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenges	Details	Mitigating Action
Destination cleanliness	Destination hygiene and aesthetics negatively impacting on City's ability to attract more tourists or markets, however; the Mayoral Service Delivery Blitz has demonstrated effective in turning around the current state.	<ul style="list-style-type: none"> A collaboration between Pikitup and JCPZ is being implemented through Mayoral Service Delivery Blitz to ensure destination cleanliness which gets monitored by the Service Delivery War Room. The private sector has also been brought on board.
Limited budget allocation and cashflow constraints	<p>Limited budget allocation leads to the entity missing out on opportunities which are within the scope of the mandate.</p> <p>Delays cash allocation result in service providers not being paid on time (within 30 days) which leads to compliance implications. The entity has received a repeated audit finding on this matter.</p> <p>Nevertheless, cash allocations have improved than in the previous financial year. This is attributed to improved ability of the city to collect revenue.</p>	<ul style="list-style-type: none"> JTC and Group Treasury have established an effective client relationship management approach to mitigate this challenge. The following measures are constantly exercised: Pre- approval of annual pre-scheduled activities to avoid delays and loss of exposure and ensuring adequate allocation of resources and ring –fencing of budget for strategic projects.
Destination safety	Collaborative arrangement between JTC and JMPD to strengthen safety on tourism nodes, streets, attraction sites and precincts.	<ul style="list-style-type: none"> JMPD has embarked on process to ensure that tourism focused area are safe. The interventions are structured are designed on short term and long-term. The tourism ambassador programme has been rolled out for useful tourism information and safety tip offs. The collaboration extended to include Gauteng Tourism Authority (GTA), South African Police Services (SAPS) and private sector.

Table 106: Challenges and Mitigations in the 2024/25 Financial Year

3.11.4 Service IDP Policy Objectives

KPI #	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Baseline	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of Entity	Cluster Lead	Supporting Department
(1)	To stimulate the Joburg economy	Generate demand for tourism	Number of visitors coming to Johannesburg	Implementation of the Tourism Strategy	New indicator	1,5 m	4 037 537 visitors	4,1 m	4.3 m	4.6 m	JTC	Economic Growth	DED
(2)	To stimulate the Joburg economy	Generate demand for tourism	Economic impact generated through MICE activities	Implementation of the MICE Support Programme	New indicator	R31,5 m	R199 030 400	R105 m	R110 m	R115 m	JTC	Economic Growth	DED
(3)	To stimulate the Joburg economy	Generate demand for tourism	Total tourism spending in Johannesburg	Implementation of the Tourism Strategy	New Indicator	New Indicator	New Indicator	New Indicator	R30 bn	R34 bn	JTC	Economic Growth	DED
(4)	To stimulate the Joburg economy	Generate demand for tourism	Advertising value equivalent (AVE) generated through destination promotion.	Implementation of the Tourism Strategy (Marketing Plan)	New	R13, 5 m	R26.831 m	R28 m	R30 m	R32 m	JTC	Economic Growth	DED
(5)	To stimulate the Joburg economy	Generate demand for tourism	Number of MICE activities secured through bidding and support	Implementation of the MICE Support Programme	New indicator	New indicator	New indicator	3	4	5	JTC	Economic Growth	DED

KPI #	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Baseline	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of Entity	Cluster Lead	Supporting Department
(6)	To stimulate the Joburg economy	Generate demand for tourism	Number of SMMEs supported by the JTC through tourism related activities.	Implementation of the Tourism Strategy	60	200	367	370	380	390	JTC	Economic Growth	DED
(7)	To stimulate the Joburg economy	Create tourism supply	Number of youths trained through tourism related skills development programmes	Implementation of the Tourism Strategy	60	120	172	160	170	180	JTC	Economic Growth	DED
(8)	To stimulate the Joburg economy	Create tourism supply	Number of Expanded Public Works programmes (EPWP) work opportunities created through tourism related activities	Implementation of the Tourism Strategy	110	170	464	250	270	290	JTC	Economic Growth	DED
(9)	To stimulate the Joburg economy	Generate demand for tourism	Number of leisure, signature and lifestyle events supported	Emerging and signature leisure events	3	5	9	7	8	9	JTC	Economic Growth	DED

KPI #	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Baseline	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of Entity	Cluster Lead	Supporting Department
(10)	To stimulate the Joburg economy	Create tourism supply	Number of Initiatives to unlock tourism supply through strategic partnerships and planning	Implementation of the Tourism Strategy	New	3	7	6	7	8	JTC	Economic Growth	DED
(11)	To stimulate the Joburg economy	Create tourism supply	Facilitate key role player sector engagements	Engagements with organised business through JBF tourism sub-committee	New	2 engagements	4	4	4	4	JCT	Economic Growth	DED

Table 107: Service IDP Policy Objectives

3.11.5 Joburg Tourism Company Financial Performance for 2024/25

Figures in Rand	Audited 30 June 2025	Restated 30 June 2024	Variance	Variance %
Property, plant and equipment	6 706 190	5 999 753	706 437	12%
Intangible assets	2 160 879	3 970 077	(1 809 198)	(46%)
Receivables from exchange	11 539	13 576	(2 037)	(15%)
Receivables from non-exchange	9 770 901	13 255 761	(3 484 860)	(26%)
Loan to shareholder	101 595 555	68 096 567	33 498 988	49%
VAT receivable	78 307	860 140	(781 833)	(91%)
Prepayments and deposits	136 850	136 850	0	0%
Total Assets	120 460 221	92 332 724	28 127 497	30%
Payables from exchange	23 616 901	16 991 174	6 625 727	39%
Total Liabilities	23 616 901	16 991 174	6 625 727	39%
Net Assets	96 843 320	75 341 550	21 501 770	29%

Table 108: Joburg Tourism Company Financial Performance for 2024/25

Account	Approved Adjusted Budget	Audited 30 June 2025	Variance	Variance (%)	Restated 30 June 2024
Municipal subsidies	90 651 000	90 651 000	0	0%	69 120 750
Support Grant	7 000 000	7 000 000	0	0%	11 526 749
Gains on Foreign Exchange	0	4 249	(4 249)	(100%)	3 348
Donation in-kind		-	0		678 941
Interest received	6 200 000	6 180 897	19 103	0%	5 831 083
Total revenue	103 851 000	103 836 146	14 854	0%	87 160 871
Employee Related Costs	(58 250 000)	(39 386 656)	(18 863 344)	48%	(32 836 172)
Depreciation and amortisation	(2 474 000)	(2 836 921)	362 921	(13%)	(1 795 498)
Inventory Consumed	(331 000)	(217 301)	(113 699)	52%	(151 000)
Contracted Services	(5 836 000)	(9 745 539)	3 909 539	(40%)	(8 753 000)
Other Expenditure	(36 960 000)	(30 139 852)	(6 820 148)	23%	(23 051 011)
Impairment Loss		(8 105)	8 105	(100%)	
Loss/Gain on Disposal of Assets	-	-	0	0%	(24 053)
Total expenditure	(103 851 000)	(82 334 374)	(21 516 626)	20%	(66 610 734)
Surplus before taxation	0	21 501 772	(21 501 772)	(100%)	20 550 137

3.11.6 Completed Projects in 2024/25 Financial Year

Project Description	Approved Budget (R000's)	YTD Actual (R000's)
Tourism ICT	105	256
Movable Assets (Furniture and Equipment)	605	797
Office Space and Meeting Facilities Repurposing and Partitioning	375	232
Restoration Auditorium (Once off)	750	477
Total Capital Projects	1 835	1 762
Year to date 2025/26 Performance %		96%

Table 109: Completed Projects by Joburg Tourism Company in the 2024/25 Financial Year

3.11.7 Human Resource Management

The JTC only became operational on 1 July 2022. Staff were transferred to the entity on 1 May 2023.

Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Row Labels	Female		Female Total	Male		Male Total	Grand Total
	African	White		African	Coloured		
A) Top Management				1		1	1
B) Snr Management	3	1	4	4		4	8
C) Profes & Mid Management	7		7	2		2	9
D) Skilled & Jnr Management	2		2	5		5	7
F) Unskilled	2		2		1	1	3
Grand Total	14	1	15	12	1	13	28

Table 110: Joburg Tourism Company Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Disability Percentage Standing

Actual Number of Staff with Disabilities	1
Total Staff Compliment	28
Disability Target	2%
Actual Disability %	0%

Table 111: Joburg Tourism Company Disability Percentage Standing

3.11.8 Service delivery levels based on services levels standards

The following service delivery standards were reported on by the entity in 2024/25 financial year:

No	Core Service	Definition	Service Level	Audit Evidence	Status	Comments
(1)	Visitor Information and Enquiries	Visitors enquiring about useful tourism information	Response within 24 hours	E-mail/s walk-ins at the VIC	Achieved	Achieved: 2073 walk-in visitor enquiries were resolved within 24 hours
(2)	Destination promotion to unlock the tourism market	To promote and position the City through various tourism platforms and activities as a leading business and lifestyle destination in Africa.	Quarterly	Pre-approval reports & Post reports	Achieved	Achieved
(3)	Secure MICE (Meetings, Incentives, Conferences and Exhibitions or Events)	To lure business events into Johannesburg through bidding and support interventions.	Quarterly	Pre-approval reports Post reports Award letters from awarding bodies / PCO's / Associations / Corporates / Meeting Planners / Event organisers.	Achieved	Achieved: Events for Q4: WOVSA Leisure Africa Trade & Investment Forum hosted on 27 – 28 March 2025 R2 284 800. Africa Career Summit hosted on 09-11 May 2025 - R8 640 000.00 Conference of the World Union of Wholesale Markets (WUWM) hosted on 14-16 May 2025- R7 910 400.00 International Tourism Film Festival Africa (ITFFA) hosted 3 – 6 June 2025 - R 3 398 400.00 Intra-African Trade Fair (IATF) Roadshow 12 Jun-12 Jun 2025 - R2 169 600.00 The 7th Africa Youth in Tourism Innovation Summit & Challenge to be hosted on 24 - 27 June 2025 - R3 014 400.00

No	Core Service	Definition	Service Level	Audit Evidence	Status	Comments
						South African AERO Aviation Conference hosted on 25-27 June 2025 - R1 219 200.00
(4)	Stakeholder Complaints	To respond to in a timely manner to stakeholder complaints.	Response within 12 hours	E-mail/s walk-ins at the VIC/ media platforms	Achieved	Achieved: All visitor Information and enquiries were responded within the 24hour timeframe as defined. Other complaints are resolved through the JBF.
(5)	Product Development	To provide SMME support, facilitation of training and market access through tourism related activities.	Quarterly	SMME Forms Attendance registers	Achieved	Achieved: This target is achieved as part of the JTC entity scorecard. Forty-four (44) SMMEs were supported through Tourism activities in Q4 and 345 were supported cumulatively.
(6)	Tourism product service monitoring	To conduct site visits to Johannesburg tourism products to monitor compliance with tourism sector service standards compliance with tourism sector service standards	Quarterly	Site visit template	Achieved	Achieved: Twenty-five (25) site visits were conducted through Visitor Services Bureau
(7)	Staging events to bolster Joburg Market Share	Staging emerging signature and leisure events to increase visitor numbers in the City.	Quarterly	Pre-approval reports Post-approval reports	Achieved	Achieved: Collaborated in hosting one signature events in the third quarter, namely, the Human Rights Festival on 21 – 23 March 2025

Table 112: Service Delivery Standards Reported by the Entity in 2024/25 Financial Year

3.12 Development Planning

3.12.1 Mandate of the department

The Department of Development Planning is responsible for outlining the City's future development trajectory and processing site-level development applications, which collectively aim to achieve the future city vision over time.

Restructure	Encourage	Promote	Support	Turn around	Develop	Support	Enforcement
<ul style="list-style-type: none"> Restructure the city by developing defined, strategic geographic areas around the city and the movement corridors that link them. 	<ul style="list-style-type: none"> Encourage sustainable energy consumption and land-use in the city by developing strategic transit nodes and corridors. 	<ul style="list-style-type: none"> Promote economic growth by creating efficient and competitive business environments that cluster industries and functions in these areas. 	<ul style="list-style-type: none"> Support inclusive development by supporting inclusive densification and a range of housing typologies within well located areas of the city. 	<ul style="list-style-type: none"> Turn around declining investment trends in these areas by upgrading public space, generating shared visions for future development, and encouraging urban management partnerships. 	<ul style="list-style-type: none"> Develop local economic potential in marginalised areas to promote access to jobs and markets. 	<ul style="list-style-type: none"> Support productive development partnerships and co-operation between all stakeholders in these areas 	<ul style="list-style-type: none"> of Built Environment Bylaws

3.12.2 Performance Highlights for 2024/25

The key achievements of the department in 2024/25 financial year include amongst others:

Service delivery focus	Achievements
Good Governance	<ul style="list-style-type: none"> The department achieved 100% of its Key Performance Indicators 11 Service Level Standards were accomplished. Trained Planning Law Enforcement Officers on Section 56 notices and Section 54 summons. Trained Building Inspectors on issuing correct Section 56 notices, citations for prosecution at Municipal Courts. 1,099 non-complying properties referred for rate penalties.
Active and Engaged Citizenry	<ul style="list-style-type: none"> The department coordinated a total of 27 community outreach programmes across the city, intending to empower communities on how to get their properties to comply with provisions of policies and by-laws while ensuring that businesses, especially Spaza-shops, also comply with the city's policies and by-laws.
Smart City	<ul style="list-style-type: none"> Appointed a GIS Software & Support Service provider to provide GIS support for three years. Finalised the development of the Integrated Spatial Data Portal (ISDP), including a Spatial Plan Management System (SPMS). 50% Design and development of the new (TAS) Land-Use Online System.
Financial Sustainability	<ul style="list-style-type: none"> The department successfully achieved its capital spending target for the year (99% of the approved budget, amounting to R91.1 million), demonstrating effective implementation of its capital programme
Safer City	<ul style="list-style-type: none"> 95.55% of inspections were conducted within 48 hours. 186 structures were demolished. Formed part of the regional Law Enforcement Task Teams (LETT), together with other Law Enforcement Units, including SAPS in all 7 regions of the city. Issued 323 contravention notices
Sustainable Service Delivery	<ul style="list-style-type: none"> Completed the Eco-district model. During the reporting period, the department processed 9,188 Inclusionary Housing units and 1,364 TOD units were processed.

	<ul style="list-style-type: none"> 95% Percentage of development planning applications processed within set turnaround times Processed building plans applications within 3.6 days for residential building applications of 500 square meters or less. 44,946 Deeds transfer records were loaded, validated and processed into LIS and SAP within 12 days.
Sustainable Economic Growth	<ul style="list-style-type: none"> Council approved the Spatial Development Framework (SDF). Processed building application of 500 square meters or more within 4.6 days. The department had spent collectively R1.9 million on SMMEs. The Urban Development Frameworks for Zandspruit, Kliptown and Ivory Park were approved by the Council.

Table 113: The Key Achievements of the Department in the 2024/25 Financial Year

3.12.3 Challenges and Mitigations in 2024/25

The department experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas (Region and areas)	Mitigations
Demolition of Illegal Structures, the Inner-City Street Trading Plan, and the UNEP-GEF Project	Some programmes, such as the Demolition of Illegal Structures, the Inner-City Street Trading Plan, and the UNEP-GEF Project, collectively recorded low expenditure.	A focused intervention on these programmes to improve budget absorption is planned for the new financial year.
Building and Planning Records	The issue of records that are still stored at the Metro Centre remains a challenge.	GICT is appointing a service provider expected to be on the ground during quarter 1. The intention is to begin digitising the plans and send them to Provincial Archiving. To ensure business continuity, the department continues to assist the public through email.
Execution of court orders	Dependencies in implementing court orders to demolish the non-compliant structures remain a challenge.	Engagement with JOSHCO and Human Settlement to prioritise the provision of alternative accommodation to enable the implementation of the court orders.

Table 114: Challenges and Mitigations

3.12.4 Service IDP Policy Objectives

IDP Programme	Key Performance Area (KPA)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
	Percentage of processed applications in the Transit-Oriented Development Programme	1 800	N/A	N/A	N/A	N/A	100	1 854	500	809	95%	100%

Table 115: Service IDP Policy Objectives

3.12.5 Financial Performance Development Planning for 2024/25

Details	2022/23	2023/24	2024/25			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
REVENUE:						
Total Operational Revenue	R97,242	R93,371	R117,337	R117,337	R107,240	91.39%
EXPENDITURE:						
Employees	R283,948	R304,091	R345,990	R345,990	R325,572	94.1%
Repairs and maintenance		R0	R89	R89	R0	0%
Other	R140 776	R113,597	R165,639	R165,639	R121,481	73.3%
Total Operational Expenditure	R424,724	R416,894	R511,629	R511,629	R447,052	87.38%
Net Operational Expenditure	R327,482	R323,523	R394,292	R394,292	R339,812	86.2%

Table 116: Financial Performance Development Planning for 2024/25 Financial Year

3.12.6 Completed Projects in 2024/25 Financial Year

The following projects were implemented in 2024/24 financial year:

No	Project Name	Region	Budget (2024/25)	Brief Description	Project Status
1	Inner City Core: Public Environment Upgrade	Region F	R2.2million	The Project scope was upgrading pedestrian walkways within the Inner City (Goud, Fox, Nugget, Main, and Commissioner Streets)	Completed
2	Jabulani Transit Oriented Development Phase 5A	Region D	R5 million	Upgrading of Bolani Road from single to double road lanes, stormwater, and Paving.	Completed

Table 117: Completed Projects by Development Planning in the 2024/25 Financial Year

3.12.7 Major Bulk Projects

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
New Turffontein Clinic	Construction of New Clinic	R65 million	End of Quarter 2 2025/26	Access to primary Health care	55%	<p><u>Progress:</u></p> <p>Construction is 55% complete.</p> <p>The contractor remains on site and is progressing with finishing works.</p> <p><u>Key Issues:</u></p> <p>Shared residence & ambulance entrance: The landlord of the adjacent property has verbally agreed to share the entrance and comply with any conditions. Written concurrence from the Department of Health is still awaited before both parties can sign and adopt the agreement.</p> <p>Late payments: Delayed payment of invoices to both the contractor and the PSP team remains the major challenge affecting the project.</p>
Brixton Social Cluster	Construction of a library, play area, and upgrading of the swimming pool	R46 million	December 2025	Improve access to social infrastructure and amenities	67%	<p>The contractor was supposed to hand over the library and coffee shop by 16 June 2025 and the playground and swimming pool by 30 May 2025.</p>

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
						<p>Payment Certificates #12 and #13, submitted on 08 May and 30 May 2025, have not yet been paid. This has delayed site progress and handover dates.</p> <p>The contractor has issued a notice of suspension due to unpaid certificates.</p> <p>Remedial Action: The client is urged to immediately pay the outstanding certificates so that work can continue, and deadlines can be met.</p>
Jabulani TOD PH7: Molapo Bridge	Construction of a new 32m road over the railway bridge to connect Jabulani CBD and Molapo	R78 million	December 2025	Improve mobility and business activities with Jabulani precinct and surrounding neighbours.	90%	<p>Jabulani TOD PH7</p> <p>Progress: Estimated at 90%. Works have resumed on site. Contractor has completed and signed off works, with variation orders still pending client approval.</p> <p><u>Key Issues:</u></p> <p>Extreme cold temperatures and rain are affecting progress.</p> <p>Late payments to the contractor.</p> <p>Community stoppages.</p> <p>Servitude issues and Eskom pylon relocation.</p>

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
						<p><u>Actions / Next Steps:</u></p> <p>Notification for extension of time submitted.</p> <p>JDA to finalise servitude registration and submit final documentation to Eskom for wayleave approval.</p> <p>Contractor to engage with Eskom to finalise pegging/setting-out so relocation works can commence.</p> <p>Consultants have submitted a BOQ for outstanding items to be priced by the contractor.</p>

Table 118: Development Planning Major Bulk Projects

3.12.8 Service delivery levels based on service levels standards

The following service delivery standards were reported on by the entity in 2024/25 financial year:

Core Service	Service-Level Standard Target	2023/24	2024/25	Evidence	Variance	Variance explanation	Mitigations
Building Inspection	85% within 48 Hours of request.	99.08%	99.78%	Spreadsheets, Inspection Reports, and site photos			N/A
Planning Law Enforcement Inspection e-Property Information Service	85% First Inspection of the complaint be conducted within 7 working days from the date of allocation of the matter to the Senior Law Enforcement Officer by the Operational Manager	100%	100%	LES List/ Complaints register			N/A
e-Property Information Service	95% within 2 working days (16 working hours)	100%	97.09%	e-Property Requests System. Calculation of the turnaround times			N/A
Online mapping website	95% available (Dependency: Hosting infrastructure availability)	99.28%	99.44%	Online Map Viewer monitoring system			N/A
Weekly Deeds Transfers	100% processed into LIS within 12 working days	99.95%	100%	Weekly Deeds transfer file/s as received from the Deeds Office			N/A
Consent use (land use applications)	90% within 2.5 months (excluding post-decision legal administration)	99%	100%	Extracts from TAS and report document per application			N/A
Post-decision legal admin: Subdivisions/Division of land	90% within 2.0 months	100%	100%	Extracts from TAS and report document per application			
Post-decision legal admin: Rezoning	90% within 3.0 months	99%	98%	Extracts from TAS and report document per application			
Post-decision legal Admin: Consent	90% within 1.5 months	100%	99%	Extracts from TAS and report document per application			

Core Service	Service-Level Standard Target	2023/24	2024/25	Evidence	Variance	Variance explanation	Mitigations
Post-decision legal Admin: Township (Excludes processes out of the City's hands e.g., lodging documents with SG, opening a township register etc.)	90% Section 82 Application - 1 month	100%	100%	Extracts from TAS and report document per application			
Site Development Plan (SDP) applications	93% within 28 days.	97%	96%	Extracts from TAS and report document per application			

Table 119: Service Delivery Standards were Reported on by the Entity in the 2024/25 Financial Year

3.13 Johannesburg Development Agency

3.13.1 Mandate of the entity

The JDA was established in the early 2000 as one of the City’s twelve entities. The entity’s mandate is entrenched in its memorandum of incorporation as to, inter alia, promote socio-economic growth through the development and promotion of efficient spatial environments in defined geographic areas and regenerate decaying areas of the City to enhance their ability to contribute to economic development and improve quality of life for residents on behalf of the City by conceptualising, designing, facilitating and implementing specific capital and non-capital projects and programmes.

Since then, the JDA’s role has evolved significantly and it is guided by the overarching frameworks of the National Development Plan, the Gauteng 2055 vision, the GDS 2040, and the CoJ’s SDF. The agency is particularly, led by the 2040 strategy’s ideals of resilience, liveability, and sustainability – driven by the conviction that a resilient city is flexible and strong enough to solve complex and unanticipated problems.

To respond to the challenges, opportunities and local needs of the City of Johannesburg, the agency has evolved with the changing requirements of Johannesburg and its people. JDA has shifted its focus from triple bottom line outcomes (economic, social and environmental) in the inner city and marginalised areas to an emphasis on resilient, sustainable and liveable urban areas in identified transit nodes and corridors. This means that as an area-based development agency, it is more than just a project management agency or an economic development agency.

Every area-based development undertaken by the JDA is supported by development facilitation functions in the pre-development and post-development phases to enhance the value added by the capital works interventions and improve the longer-term sustainability of the capital investment. The entity gives much emphasis to precinct-based development, collaborating with stakeholders to enhance areas and address local challenges and needs in a sustainable way through capital investments.

The JDA has implemented over 600 projects across all administrative regions of the City in 21 years of operation. Over the last five years, the JDA has grown by almost 100% from 50 employees to 87 employees.

3.13.2 Performance Highlights for 2024/25

Service delivery priority	Achievements
Sustained Economic Growth	<p>Orange Farm Public Transport Facility</p> <p>This successful landmark infrastructure initiative was spearheaded by the Johannesburg Development Agency (JDA) in collaboration with the City’s Transport Department. Strategically situated at the corner of Link Road and St Patrick’s Road, this modern facility is set to revolutionize mobility and connectivity in Region G, benefiting the communities in and around Orange Farm. The development underscores the City’s ongoing commitment to fostering inclusive, safe, and sustainable public transport infrastructure.</p> <p>The facility’s completion represents a significant step forward in enhancing transportation services for residents and visitors alike while contributing to the economic vitality of the area.</p> <p>The facility features:</p> <ul style="list-style-type: none"> ▪ Holding bays and loading bays to manage public transport flow. ▪ Wash bays and private vehicle parking. ▪ Trader stalls to support local economic activity.

Service delivery priority	Achievements
	<ul style="list-style-type: none"> ▪ Ablution facilities for male, female, and disabled users. ▪ A public square with seating areas, designed as a vibrant and inclusive community space. <p>Equipped with enhanced lighting, accessible pathways, and a commuter-focused design, the facility prioritizes safety and usability, especially for women, children, and individuals living with disabilities.</p> <p>Elias Motswaledi Roads and Stormwater.</p> <p>The Johannesburg Development Agency (JDA) has completed the Elias Motsoaledi gravel road upgrade project. Safe and reliable surfaced roads, with stormwater infrastructure to improve mobility for vehicles and pedestrians, are now a reality for the residents of Region D, Soweto. The project, implemented on behalf of the Human Settlements Department, involved upgrading 4.5 kilometers of gravel roads to surfaced standards, including comprehensive stormwater drainage systems. This initiative aligns with the commitment to driving sustainable human settlements and providing services and infrastructure.</p> <p>Guided by the City of Johannesburg's Complete Streets concept, the upgrades created roads that accommodate diverse modes of transport, including walking, cycling, and public transport. This approach fosters the development of multi-modal transport systems and more liveable communities.</p> <p>Cosmo City NMT and Super stops</p> <p>The City of Johannesburg, through the Johannesburg Development Agency (JDA) as the implementing agent, undertook a project to enhance Non-Motorized Transport (NMT) infrastructure and Public Transport facilities. This initiative forms part of the City's commitment to providing easily accessible, safe, and user-friendly transport options for all residents, with a particular focus on pedestrians and cyclists.</p> <p>Project Scope:</p> <ul style="list-style-type: none"> ▪ Improvement of NMT infrastructure for safer pedestrian and cyclist mobility. ▪ Upgrading of public transport facilities, including designated areas for minibus taxis and buses. ▪ No changes to the existing road geometry, except for the inclusion of bus and taxi lay-byes. ▪ No relocation of existing traffic signals. ▪ No modifications to the existing bell mouths (road junction entries). <p>The project's intent is to promote sustainable, inclusive mobility without major disruptions to current road layouts or traffic operations.</p> <p>Tshepisong NMT Infrastructure</p> <p>The City of Johannesburg, through the Johannesburg Development Agency (JDA) as the implementing agent, is embarking on a strategic project aimed at enhancing the quality, accessibility, and safety of Non-Motorized Transport (NMT) and public transport facilities across key urban areas. This initiative is part of the City's broader vision to provide easily accessible, safe, and user-friendly infrastructure that promotes walking, cycling, and the efficient use of public transport.</p> <p>Project Objectives:</p> <ul style="list-style-type: none"> ▪ Improve infrastructure for pedestrians and cyclists. ▪ Upgrade public transport facilities, including taxi and bus lay-byes. ▪ Support inclusive and sustainable mobility without major disruptions to existing road configurations. Design: <ul style="list-style-type: none"> ▪ No alteration to the existing road geometry, except for the addition of taxi and bus lay-byes. ▪ No relocation of existing traffic signals. ▪ No changes to existing bell mouths. <p>Scope of Work:</p> <ul style="list-style-type: none"> ▪ Construction of paved sidewalks to improve pedestrian mobility.

Service delivery priority	Achievements
	<ul style="list-style-type: none"> ▪ Implementation of universal access features to ensure inclusivity for all users, including persons with disabilities. ▪ Installation of concrete kerbs for pedestrian safety and roadway demarcation. ▪ Preparation of layer works to support surface improvements and structural integrity. ▪ General public environmental upgrades, enhancing the overall streetscape and user experience. <p>Orange Farm Turnkey Programme: Street 2</p> <p>Orange Farm is amongst others, one of the marginalised Townships within COJ and as result the City has proposed an intervention programme that seeks to address some of the key issues as raised by the Community of Orange Farm. Some of the key issues include the lack of provision of basic infrastructure i.e., Recreational Parks, Roads, Storm water, water, and sanitation infrastructure as well the provision of electricity and employment opportunities.</p> <p>Considering the above, the City of Johannesburg has appointed the JDA to assist with the implementation of streets. This programme is aimed at improving the public environment and the quality of life for residents of Orange Farm.</p> <p>This section of the project, Street 2 was completed on 9 June 2025.</p>
	<p>Naledi Clinic</p> <p>The City: Health Department through the Johannesburg Development Agency (JDA) as the implementing agent, designed and built a clinic provides a modern healthcare facility with 20 consultation and counselling rooms spread across four wings: Acute Wing providing treatment for acute illnesses and day to day healthcare, Chronic Wing for treatment and counselling for chronic illnesses, Mother & Child Wing providing pre-natal and post-natal care for mothers and children and an Emergency Services Wing providing facilities to deal with minor emergencies and stabilising patients for transfer to larger facilities. The waiting area provides seating for two hundred patients, and the clinic is equipped with all necessary administrative facilities to adequately service the community.</p> <p>The project reached its final completion in March 2025.</p> <p>Joburg Library</p> <p>The Johannesburg Development Agency was appointed by the City of Johannesburg – Community Development to manage the refurbishment of the Johannesburg Community Library as part of the City's 2040 Growth and Development Strategy. The project aims to improve the condition, safety, and functionality of the facility by addressing key deficiencies in its fire protection systems, mechanical installations, electrical infrastructure, and general building fabric.</p> <p>The works broadly include upgrading fire safety equipment and systems, repairing and enhancing HVAC and ventilation, refurbishing electrical distribution and backup power systems, and undertaking essential building repairs such as skylight replacement, waterproofing, ceiling repairs, and floor restoration. The overall objective is to ensure regulatory compliance, extend the facility's lifespan, and enhance the operational environment for community use.</p> <p>The library was completed and fully opened on the 9th of August 2025, after the fire clearance certificate and permission to occupy was issued by Building Control.</p>

Table 120: The Key Achievements of the Department in the 2024/25 Financial Year

3.13.3 Challenges and Mitigations in 2024/25

The Financial year commenced with the JDA recording the general challenges that emanate from the nature of its business of being an area-based development agency. This included amongst others:

Challenge	Highly affected areas	Mitigations
<p>SMME unrest in communities to business forums and political instability in some wards.</p> <p>Insufficient allocation of funds by treasury for projects then affects the main contractors paying SMMEs and labourers on time.</p> <p>Insufficient allocation of funds by treasury to pay professionals in projects leads to them suspending their services.</p> <p>Late confirmation of budget by client departments and signing of the SLAs delays the procurement process for contractors.</p> <p>JDA projects are progressing well, but the projects are underfunded thus impacting on finalisation and delivery of the developments or projects undertaken.</p>	<p>Orange Farm Ivory Park Diepsloot Soweto (Orlando East, Pimville, Braamfischerville) Devland Joburg CBD</p>	<p>There is a complete dependency on Group Treasury for consistent allocation of cash. JDA will continue to submit funding requests on a weekly basis. JDA is making concerted efforts to diversify funding base by considering the role of PPPs for revenue generating projects. The entity has already engaged several institutions, including the DBSA and other DFIs, for the purpose of establishing Public-Private Partnerships (PPPs) and seeking funding. Projects identified for this initiative include Jack Mincer, the Johannesburg Art Gallery, and Carr Street</p> <p>JDA intends to prioritize the implementation of one project in each department at a time to maximize effectiveness and ensure the impact is clearly realized without underfunding challenges</p> <p>An official request was submitted to the City Manager seeking approval for JDA to implement capital projects on behalf of other spheres of government and the private sector. The request was approved, and the entity has already signed 2 new clients with an intention of generating extra revenue.</p> <p>JDA has initiated engagements with National Treasury to request the provision of bulk infrastructure funding to support the entity's programmes and various developments to make them development ready for implementation.</p>

Table 121: Challenges and Mitigations

3.13.4 Service IDP Policy Objectives

IDP Programme	Key Performance Area (KPA)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Accelerated Public Infrastructure Delivery Programme/Strategic Economic Node	Number of prefeasibility studies conducted.	26	4	4	9	8	0	6	3	3	5	5
	Number of feasibility studies conducted.	5	-	-	-	-	0	0	3	3	2	2
	Number of urban development frameworks (UDFs) completed.	9	-	-	-	-	2	2	2	2	5	5
	Number of projects at concept design phase.	88	17	17	29	20	24	25	6	6	4	6
	Number of projects in detailed design phase.	20	-	-	-	-	16	13	1	1	3	3
	Number of projects reaching practical stage.	85	28	17	26	4	5	2	6	6	7	11

Table 122: Service IDP Policy Objective

3.13.5 Major Bulk Projects

Name of the Project	Name of service provider (entity or municipal department)	Scope	Start date of contract	Expiry date of contract	Contract value	Scope	Progress to Date	Challenges, Risk and Mitigation
Demolition of Various buildings around the city of Johannesburg	DAG Consulting	Demolishing illegal structures & buildings within the City.	29 October 2024	29 October 2027	R13 276 956.52	Allow for land/buildings to be repurposed and safely guarded. This also contributes to the inner-city rejuvenation project.	Condition assessments have been concluded, and Bills of Estimates/Quantities have been developed, as well as tender documentation to allow for contractor procurement.	The initial budget was indicated to be approximately R20 million, however only R2,5 million was allocated
Meadowlands Depot Phase 1A	TDR Projects	Refurbishment of the Ria Via phase Meadowlands depo	30 October 2024	30 October 2027	R 30 640 066,00	Improve public transportation in the City	The project is 14%. The project is unfortunately behind schedule	Achievement of 30% local participation scope. However, the JDA is engaging SMMEs to identify areas of participation

Name of the Project	Name of service provider (entity or municipal department)	Scope	Start date of contract	Expiry date of contract	Contract value	Scope	Progress to Date	Challenges, Risk and Mitigation
Zola Public Transport Facility	MMK Group Ltd JV TC Monobac	Designing and constructing a nodal public transport facility in Zola.	06 January 2025	06 January 2028	R 8 894 980,00	Region D would improve connectivity and reduce travel times by centralizing multiple transport modes in one accessible hub. It would also stimulate local economic activity and enhance urban safety through better infrastructure and pedestrian-friendly design.	<p>The review of stage 2 & 3 is complete. The following pre-proclamation items have been achieved:</p> <ol style="list-style-type: none"> 1. Approved Geotech report 2. Engineering services report 3. New endorsed title deed- section 43 application and draft documents submitted for JPC consideration 4. Approval of general Plan 5. Power of attorney and company resolution sent to JPC to sign off. The conveyancer updated the title deed for the subdivision and the proposed Zola Ex3 Title deed. 6. Draft maps prepared and approved for proclamation 7. Comments from LUM on the Geotech were revised 	<p>Lack of budget availability for this current 2025/26 has affected the completion of the fulfilment of all the pre-proclamation conditions. Town planning processes - JPC circulation memo was sent however comments are required to obtain PTOB from JCPZ, Subsequently, JPC will provide the title deed for the newly endorsed deed.</p>

Name of the Project	Name of service provider (entity or municipal department)	Scope	Start date of contract	Expiry date of contract	Contract value	Scope	Progress to Date	Challenges, Risk and Mitigation
Kliptown Multipurpose Centre	VNMM Holdings	The scope entails the development of a multipurpose center with an early learning center, community hall with indoor courts, library, clinic, skills and art center, and combi courts, which are facilities.	09 January 2025	09 January 2028	R 30 137 080,00	The objective of the project seeks to address economic and social development needs of the community.	Stage 1 completed. Project was put on hold during stage 2 due to budget constraints	Budget Constraints – the project was put on hold due to non-availability of budget.
Affordable Accommodation in Lorentzville	Bahlaping Consulting	The objective of the project is to deliver temporary and emergency accommodation in the inner City to respond to the need for accommodation from bad buildings and disasters.	09 January 2025	09 January 2028	R 15 181 877,20	The projects are designed to also be convertible to affordable housing.	The project is at concept development (Stage 2). The Final Concept Design and report submitted on 01 October 2025, has been approved. Quarterly	Budget constraints – budget for project implement is required.

Name of the Project	Name of service provider (entity or municipal department)	Scope	Start date of contract	Expiry date of contract	Contract value	Scope	Progress to Date	Challenges, Risk and Mitigation
Jack Mincer PTF Temporary Holding Facility	Takgalang Consulting	The professional team is appointed to review stage 3 information and carry out the project until completion.	07 January 2025	07 January 2028	R 55 019 190,00	The redevelopment of Jack Mincer PTF will provide a safer facility as the building is currently condemned.	. The professional team is appointed to review stage 3 information and carry out the project until completion. Previous consultants carried out Stage 1, 2 and 3. The project is currently on Stage 3 design review.	Budget Constraints. The need to ensure that evacuation of Taxi's ranking and holding at Jack Mincer are moved urgently as the Facility is structurally condemned.
Inner City Walkable Network	Maranje Consulting	The improvement of Inner-City Walkable Networks through Design & Implementation of walkways and paths.	08 January 2025	08 January 2028	R 10 038 415,00	These Inner-City area-based interventions are in support of the Johannesburg Inner-City Transportation Masterplan and the Inner-City Transformation Roadmap.	The professional team has submitted the draft BOQ's for both Delvers and Von Willeigh. The City Power PEC committee has approved the designs which have been signed off. The team is currently doing last rounds of Stakeholder engagements within the Planning Phase. The team has completed 65% of Stage 4.	The Professional team cannot conclude Stage 4 due to Budget constraints
Carr Street Rank	Siza Architects and project Managers	Upgrading and redevelopment of the Carr Street Temporary Holding Facility.	01 February 2025	01 February 2028	R 22 383 620,00	The Carr Street Holding Facility will assist in easing holding pressure on the newly built JTI Public Transport Facility.	Project Initiation Report including Concept Design, Cost Estimate and Implementation Programme was submitted to the Client for review and approval on 29 May 2025. The project team is currently compiling Stage 3 Design Development documentation while stakeholder consultation is ongoing.	No Budget for construction

Name of the Project	Name of service provider (entity or municipal department)	Scope	Start date of contract	Expiry date of contract	Contract value	Scope	Progress to Date	Challenges, Risk and Mitigation
Joburg Art Gallery	Lamela Consulting	Redevelopment of the Johannesburg Art Gallery, stages 1 – 6.	05 February 2025	05 February 2028	R 50 563 000,00	The refurbishment of the JAG will bring much anticipated architectural upliftment in the precinct. It will also bring back cultural activity and entertainment back into the CBD.	The project is currently at the final stages of completing Stage 3: Design Development. And the project team is preparing for the tender documentation and specification for the appointment of a contractor	Insufficient budget to implement. Alternative funding sources are, however, being explored <ul style="list-style-type: none"> ▪
High Court Precinct: PEU	Mvezi Magoda JV	To improve safety and walkability in the precinct.	05 February 2025	05 February 2028	R 18 888 932,90	Promotion of economic growth; improvement of urban management And facilitation of public and private investments as well as the attraction of foreign investors.	<p>Stages 1 have been completed which consist of the Inception and Planning,</p> <p>Stage 2: Concept and preliminary designs is 95% completed pending approval from relevant authority</p> <p>Stage 3 is in progress consisting of a concept and to be completed on 31st October.</p> <p>Stakeholder Engagements are still ongoing</p>	Insufficient budget to finalize stage 3 and 4.

Name of the Project	Name of service provider (entity or municipal department)	Scope	Start date of contract	Expiry date of contract	Contract value	Scope	Progress to Date	Challenges, Risk and Mitigation
ERF 80 Stafford Marily House	TDR Projects	The objective of the project is to deliver temporary and emergency accommodation in the inner City to respond to the need for accommodation from bad buildings and disasters.	25 March 2025	25 March 2028	R 24 305 712,00	The projects are designed to be convertible to affordable housing.	The project is at concept development (Stage 2). The Final Concept Design and Report was submitted on 01 October 2025, has been approved.	Budget constraints – Stage 3 may not be completed in 2025/26
Sports and Recreation Facility	Vish Services	Refurbishment Sports and Recreation Facility	16 April 2025	16 April 2028	R 48 158 175,50	The recipients of the facilities will be able to undertake sporting activities at these newly built and refurbished	Stage 2: Concept. This project has stopped due to budget unavailability	Insufficient budget to proceed further than the current stage gate.
Bramley and Lombardy	Siza Architects and project Managers	Design & Implementation of affordable housing.	05 May 2025	05 May 2028	R 48 956 892,00	Project seeks to provide affordable housing opportunities with supporting economic and social amenities.	Project has completed Stage 2 and will not continue further due to budget constraints.	Budget constraints – budget required for project implementation.

Name of the Project	Name of service provider (entity or municipal department)	Scope	Start date of contract	Expiry date of contract	Contract value	Scope	Progress to Date	Challenges, Risk and Mitigation
Erf 2866 Jeppestown	Reneilwe Consulting and Planners	Design & Implementation of affordable housing. The objective of the project is to deliver temporary and emergency accommodation in the inner City to respond to the need for accommodation	05 May 2025	05 May 2028	R 33 305 544,00	The project is designed to also be convertible to affordable housing.	The Draft Stage 2 report has been completed, comments have been provided for reviewing of the report.	Budget constraints – Stage 3 may not be completed in 2025/26
Jabulani Hostel	DBI	Upgrading of the Jabulani Hostel including the upgrading of bulk services.	09 June 2025	09 June 2028	R 17 007 604,00	The plan is meant to chart a way for the revitalization of Jabulani Hostel and enrich the lives of the residence. The development is to be a catalytic space for more economic growth within the area.	Project Inception is complete.	The project was placed on hold due to budget constraints.

Table 123: JDA Major Bulk Projects

3.13.6 JDA's Financial Performance for 2024/25

	June 2024	Original approved	Quarter ending 30 June 2025		
	Actual	budget	Actual	Budget	Variance
	R'000	R'000	R'000	R'000	R'000
Gross revenue	144 284	143,108	174 376	143,108	31,267
Operating costs	(132 321)	(124 833)	(414 199)	(124 833)	(51 510)
Gross surplus/(deficit)	11 963	7 531	(239 823)	7 531	(5 564)
Other operating income and expenditure	(73 048)	(7,870)	(98 397)	(7,870)	(90 527)
Interest expense	(73 048)	0	(98 397)	(7 870)	(90 527)
Interest income	0	0	0	0	0
Surplus/(Deficit) before tax	(61 085)	0	(339 200)	0	(339 200)
Taxation	16 540	0	(11 655)	0	(11 655)
Surplus/(Deficit) after tax	(44 545)	0	(350 855)	0	(350 855)

Table 124: JDA Actual Operational Budget in the 2024/25 Financial Year

3.13.7 Human Resource Management

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
	Top management	1	0	0	0	0	0	0	0	0	
Executive Management	4	0	0	0	1	0	0	0	0	0	5
Senior Management	6	0	0	0	7	0	0	0	0	0	13
Professionally qualified and experienced specialists and mid-management	20	0	0	0	21	1	0	0	0	1	43
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	9	0	0	0	15	0	1	0	0	0	25
Semi-skilled and discretionary decision making	3	0	0	0	7	0	0	0	0	0	10
Unskilled and defined decision making	3	0	0	0	4	0	0	0	0	0	7

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
	TOTAL PERMANENT	45	0	0	0	55	1	1	0	0	
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	45	0	0	0	55	1	1	0	0	1	103

Table 125: JDA Human Resource Management

3.14 Joburg Market

3.14.1 Mandate of the entity

The Company is mandated to manage and operate a market facility through the provision of fresh produce market facilities and complementary services to the fresh produce industry. This will include the following:

- Provision and management of facilities and services for the distribution of fresh produce
- Ensuring a competitive, resilient, and sustainable fresh produce trading platform
- Enabling market access, sustainable availability, and affordable fresh produce
- Enabling food security and safety and compliance to food quality standards

3.14.2 Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
Financial Performance: Strong Growth Amidst Challenges	<p>Joburg Market (JM) concluded the 2024/25 financial year with a record turnover of R11.7 billion, which is R621.6 million (5.6%) above the budget of R11.1 billion. This performance entrenched JM's leadership, commanding a 46.3% market share of the national fresh produce market.</p> <p>Revenue Recovery: Operational efficiencies, including the repair of faulty ripening chambers, and the firmware upgrade of the Sales Processing System (SPS) together with the full rollout of Microsoft 365, significantly enhanced revenue recovery, efficiency, and reporting.</p> <p>Efficiency: JM maintained a 100% on-time invoice payment record and met its BEE procurement targets, reinforcing commitment to transformation</p>
Capital Expenditure and Strategic Projects: Building for the Future	<p>JM made significant progress on its capital expenditure projects, focusing on key infrastructure upgrades:</p> <p>Capex Utilization: JM achieved 100% capital expenditure utilisation, spending R89 million of the approved R89 million budget. Projects included critical upgrades to trading halls, sprinkler systems, cold storage, ICT infrastructure, CCTV security, and deep-cleaning protocols.</p>
Social and Economic Impact: Empowering the Community	<p>JM placed a strong emphasis on social and economic development, actively supporting employment and entrepreneurship:</p> <p>Expanded Public Works Programme (EPWP): JM recruited 100 employees through the EPWP, providing essential job opportunities and contributing to local economic development.</p> <p>Support to SMMEs: JM supported 99 small, medium, and micro enterprises (SMMEs), showcasing its commitment to fostering entrepreneurship within the community.</p> <p>Internship Programme: The recruitment of 8 interns provided valuable work experience and skill development opportunities, aligning with JM's broader commitment to capacity building.</p> <p>Food Support: JM's Food Support Centre distributes food parcels for approximately 2,769 funerals annually and extended aid to the elderly, old age homes, and shelters for abused women. This initiative, often driven by the MMC of Economic Development, Cllr Nomoya Mnisi, underscores JM's role in supporting the community during times of need.</p>

Table 126: The Key Achievements of the Entity in 2024/25 Financial Year

3.14.3 Challenges and Mitigations in 2024/25

The entity experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas	Mitigations
Sufficient trading space remains a persistent challenge, with market agents periodically storing fresh produce on the platforms of some trading halls due to space constraints.	Operations and trading	Joburg Market is actively advancing the Smart Market project, which will modernise infrastructure and significantly expand trading space. The Board has approved the Smart Market Strategy, and the Development Bank of Southern Africa (DBSA) has finalised the appointment of a Transactional Adviser to structure a viable funding model. This milestone positions the entity to unlock capital investment and progress toward implementation in the 2025/26 financial year

Table 127: Challenges and Mitigations

3.14.4 Service IDP Policy Objectives

IDP Programme	Key Performance Indicator (KPI)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Financial sustainability	Percentage Targeted market share held by JM in relation to other FPMs	50%	45%	45%	45.4%	45.6%	45.4%	45.6%	45.7%	45.97%	45.7%	47.50%
	Rbn Turnover achieved	R11Bn	R8.412Bn	R8.614Bn	R8.66Bn	R8.76Bn	R9.09 Bn	R9.09Bn	R10.3 Bn	R11.236Bn	R11.1Bn	R11.7Bn
	Percentage of spent on repairs and maintenance to PPE	8%	85%	65.9%	85%	93.0%	8%	8.6%	8%	8%	8.6%	12.9%
	Percentage spent on capital budget against approved capital budget	100%	85%	67%	85%	86.2%	100%	100%	100%	100%	100%	100%
	Percentage spent on operating budget against approved operating budget	98%	-	-	-	-	100%	97%	100%	100%	98%	98%
Job opportunity & creation	Number of jobs created	100	200	265	55	118	65	103	85	119	100	100
Sustained economic growth	Number of SMMEs supported	90	-	-	-	-	65	82	90	108	90	99
Good governance	Percentage resolution of Auditor General findings	100%	85 to 95%	92 %	85 to 95%	98 %	100%	100%	100%	100%	100%	100%

IDP Programme	Key Performance Indicator (KPI)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
	Percentage resolution of Internal Audit findings	100%	85 to 95%	92 %	85 to 95%	85 %	100 %	100 %	100%	100%	100%	100%
	Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred citywide	50%	-	-	-	-	50%	99%	50%	67 %	100%	100%
	Percentage implementation of the strategic risk management action plan findings resolved	95%	-	-	-	-	100%	100%	100%	71%	95%	95.74%
	Percentage of valid invoices paid within 30 days of invoice date	100%	-	-	-	-	100%	100%	100%	100%	100%	100%
	Percentage achievement of service standards	83%	-	-	-	-	100%	83.3%	83%	100%	83%	93%

Table 128: Service IDP Policy Objectives

3.14.5 Joburg Market Financial Performance for 2024/25

Details	2022/23	2023/24	2024/25			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
REVENUE:	604 428	653 377	687 800	687 800	681 139	99.0%
Total Operational Revenue	653 154	752 256	748 380	748 380	755 005	100.8%
EXPENDITURE:						
Employees	198 196	224 010	236 936	236 936	252 446	106.5%
Repairs and maintenance	31 244	70 697	62 657	62 657	82 317	131.3%
Other	282 359	312 203	340 624	340 624	302 961	88.9%
Total Operational Expenditure	511 799	606 910	640 217	640 217	637 724	99.6%
Net Operational Expenditure	141 354	145 346	108 163	108 163	117 281	108.4%

Table 129: Joburg Market Financial Performance for 2024/25

3.14.6 Completed Projects in 2024/25

The following projects were implemented in 2024/25 financial year:

No	Project Name	Region	Budget (2024/25)	Brief Description	Project Status
1	Supplying of forklift	Region F	R 3 474 500.00	Supplying of forklift	Completed
2	Upgrading of Banana Ripening and Cold rooms	Region F	R 40 850 000.00	Upgrading of Banana Ripening and Cold rooms	Completed
3	Rocker Bins	Region F	R 800 000.00	Rocker Bins	Completed
4	Temperature Thermometers	Region F	R 127 023.80	Temperature Thermometers	Completed
5	Road Rehabilitation	Region F	R 2 500 000.00	Road Rehabilitation	Completed

Table 130: Completed Projects by Joburg Market in 2024/25 Financial Year

3.14.8 Major Bulk Projects in 2024/25

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
Upgrading of Banana ripening & cold rooms.	New Cold rooms & Improvements on the existing cold rooms.	R40.8 million	Ongoing project	This contributes to higher profitability and supports sustainable business growth.	Multi-year project.	N/A

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
Installation of Sprinkler system (Fire suppression system OHSA).	This initiative aims to provide effective fire detection and control mechanisms to protect personnel, equipment, and infrastructure from potential fire hazards.	R15.4 million	Ongoing Project	By minimizing fire-related risks and damages, the system reduces the likelihood of costly claims and business interruptions.	JM is currently on phase two with the active project.	N/A

Table 131: Joburg Market Major Bulk Projects

3.14.7 Human Resource Management

Employees of Joburg Market in 2024/25

LEVEL	APPROVED NO. OF POSTS	NO. OF EMPLOYEES	NO. OF VACANCIES	% OF VACANCIES
Top management	1	0	1	100%
Executive management	7	5	2	29%
Middle management	39	33	6	15%
Skilled technical/junior management	135	125	10	7%
Semi-skilled	163	142	21	12%
Unskilled housekeepers/cleaners	174	167	7	4%
Total	519	472	47	9%

Table 132: Employees of Joburg Market in the 2024/25 Financial Year

Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	2	0	0	0	2	1	0	0	0	0	5
Professionally qualified and experienced specialists and mid-management	15	2	2	2	11	0	0	1	0	0	33
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	55	1	0	1	55	4	1	8	0	0	125
Semi-skilled and discretionary decision making	58	2	1	2	71	4	0	4	0	0	142
Unskilled and defined decision making	80	3	0	0	83	1	0	0	0	0	167
TOTAL PERMANENT	210	8	3	5	222	10	1	13	0	0	472

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	A	C	I	W	A	C	I	W	Male	Female	
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	210	8	3	5	222	10	1	13	0	0	472

Table 133: Joburg Market Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Disability Percentage Standing

Actual Number of Staff with Disabilities	6
Total Staff Compliment	472
Disability Target	1.7%
Actual Disability %	1.3%

Table 134: Joburg Market Disability Percentage Standing

3.14.8 Service delivery levels based on services levels standards.

The following service delivery standards were reported on by the entity in 2024/25 financial year:

Core Service	Service-Level Standard Target	2023/24	2024/25	Evidence	Variance	Variance explanation
Opening a new buyer account	20 minutes		3.38 minutes	SPS Report	16.6 favourable	Achieved
Electronic Sales Processing System disruptions	Mirror/back-up 12w system to go live: within 55 minutes		No downtime recorded during the third quarter	Data base Report	0 favourable	Achieved
Time to resolve cashier queries when clients are depositing money.	Resolution of depositing queries within 30 minutes.		1.6 minutes	SPS Report	28.4 favourable	Achieved
Repairs of infrastructure facilities	Commencement with repairs process on reported infrastructure breakdown within 24 hours		100%	100%	100% favourable	Achieved
Repairs of ripening facilities	60% Availability		67.5%	Daily Monitoring summary report	7.5 % favourable	Achieved
Cold Room facilities	Average temperature variance not greater than 2°C of agreed customer requirements		2.95°C	Average Set Daily Temperature Reading	0.95°C favourable	Achieved

Table 135: Service Delivery Standards were Reported on by the Entity in the 2024/25 Financial Year

3.14.9 Awards and Honors

No	Name of award/honours	Institution Offering the award	Date receipt/awarded
1	Clean Audit Award	SALGA	May 2025
2	Top Employer	Top Employers Institute	05 December 2024
3	CIPS	Chartered Institute of Procurement and Supply Corporate Ethics	07 August 2025

Table 136: Joburg Market Awards and Honors in the 2024/25 Financial Year

3.15 Joburg Property Company

3.15.1 Mandate of the entity

JPC is dedicated to finding solutions to the developmental challenges facing CoJ, by utilising council-owned land assets to leverage private sector investment in public infrastructure. The JPC, on behalf of the CoJ, provides property asset management, property development and management, outdoor advertising, and facilities management.

JPC derives its mandate from a signed Service Delivery Agreement (SDA) with its sole Shareholder and property owner, the CoJ, with JPC serving as the agent. The SDA regulates JPC's mandate and services in respect of the following: financial matters (subsidy, budget allocation, and capital expenditure); performance reporting and monitoring; supply chain management and human resource matters; business plans and corporate targets; and service standards levels. The entity employs 1 476 people (as of 30 June 2025) and operates within seven regions of CoJ.

As of 30 June 2025, the entity had realised an investment spend of R660 million, which leveraged property development agreements worth R5.5 billion. These developments facilitated 1 019 job opportunities through construction activities on projects within CoJ boundaries, including Riverside View, Alan Manor, and Jabulani, as part of efforts to redress spatial inequalities. Through these property transactions, JPC contributes to economic growth and the creation of job opportunities.

Johannesburg remains South Africa's economic engine, contributing approximately 16% to national GDP and 40% to Gauteng's provincial output. Despite its economic scale and opportunity, the City continues to grapple with structural socio-economic challenges including unemployment, poverty, housing backlogs, and inequality that shape its developmental landscape.

Website: www.jhbproperty.co.za

3.15.2 Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
Sustained economic growth	<ul style="list-style-type: none"> R5.5 billion Investment attracted/business facilitated within CoJ boundaries based on a signed contract. R660.2million Investment spend on projects within CoJ boundaries based on construction value on the ground.
Job Opportunities Creation	<ul style="list-style-type: none"> 1019 job opportunities created.
Financial sustainability	<ul style="list-style-type: none"> R115million year-to-date surplus. R129.9 million Income raised from acquisitions, outdoor advertising, leases, servitudes, and sales.
Good Governance	<ul style="list-style-type: none"> 1147 Training and development initiatives completed. 100% Resolution of the AGSA's findings for the financial year ending 30 June 2025.
Corporate Scorecard	<ul style="list-style-type: none"> 75% achievement of the organisational performance objectives out of 20 KPIs.

Table 137: The Key Achievements of the Entity in 2024/25 Financial Year

3.15.3 Challenges and Mitigations in 2024/25

The entity experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas	Mitigations
Fiscal constraints and budget reductions	Delayed or scaled-down projects such as Temporary Emergency Accommodation (TEA) facilities	Prioritised high-impact projects; re-sequenced plans; explored alternative funding/public-private partnerships (PPPs)
Delays in project approvals and implementation	Slower delivery of facilities management and property development initiatives	Streamlined approvals; engaged early with City structures
Aging infrastructure and deferred maintenance	Increased maintenance costs and reduced asset quality	Focused on critical repairs; implemented a preventative maintenance programme; sought additional funding
Stakeholder alignment and dependencies	Misaligned priorities and delayed project sequencing	Strengthened interdepartmental coordination; established joint planning forums
High vacancy rate and inability to fill critical posts	Reduced organisational capacity; slower decision-making; delays in project delivery	Prioritising recruitment for revenue-generating and service-critical roles; temporary redeployment of skilled staff; selective outsourcing of specialist functions
Economic and market conditions	Reduced investor uptake and slower property transactions	Enhanced investment campaigns; offered flexible lease terms; leveraged partnerships
Insufficient revenue collection	Reduced financial sustainability; limited ability to self-fund over reliance on subsidies	Intensified debt recovery initiatives; tightened enforcement of lease terms; renegotiated payment plans; improved billing accuracy and follow-up processes

Table 138: Challenges and Mitigations

3.15.4 Service IDP Policy Objectives

IDP Programme	Key Performance Area (KPA)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Sustained Economic Growth	Unlocking Investments through Property Transactions & Developments		R2.5bn	R1.8 63 bn	R2.5bn	R0	R2.5bn	R9.723.463bn	R5bn	R17.367bn	R5bn	R5.552bn
Sustained Economic Growth	Investment Attraction / business facilitated within CoJ boundaries based on construction value on the ground		R250m	R302.682m	R200m	R357.579m	R300m	R702.500m	R500m	R502.149m	R500m	R660.437m
Job opportunities creation	Job Opportunities Created		1000	735	1500	1039	735	822	1000	1138	1000	1019
Job opportunities creation	SMME's Supported through property transactions		1000	553	500	265	500	148	700	487	700	386
Sustained Economic Growth	Number of Properties Acquired on behalf of City departments and entities		20	31	20	14	19	16	8	20	10	10
Financial Sustainability	Release of 150 Properties for Social and Economic Leases including Servitudes and Sales		120	28	120	27	140	565	140	96	150	96
Financial Sustainability	Implementation of the Outdoor Advertising Masterplan		35%	0%	*	*	*	*	100%	100%	100%	100%
Good Governance	Implementation of annual refurbishment plan for Metro Centre Precinct		*	*	*	*	*	*	100%	0%	100%	100%

IDP Programme	Key Performance Area (KPA)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Financial Sustainability	Renewal of office accommodation leases		*	*	*	*	*	*	27	27	27	6
Good Governance	Implement training & development initiatives to address competency gaps		560	94	560	348	500	1490	800	806	950	1147
Financial Sustainability	Income generated through property transactions		R130m	R94.935m	R130m	R104.111m	R105m	R96.452m	R115m	R78.230m	R125m	R129.902m
Financial Sustainability	Spend of Allocated Capex		100%	4%	100%	42%	100%	87%	95%	96%	97%	45%
Financial Sustainability	Percentage spent on operating budget against approved operating budget		*	*	*	*	100%	88%	95%	90%	97%	82.64%
Financial Sustainability	Percentage of spent on repairs and maintenance to property, plant and equipment		*	*	*	*	100%	20%	8%	45%		8.63%
Good Governance	Payment of valid invoices within 30 days of invoice receipt date		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Good Governance	Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred citywide		*	*	*	*	50%	76%	50%	50%	50%	88%
Active and engaged citizenry	Percentage achievement of Service Standards Levels in terms of the Shareholder Compact (Service Standards Levels)		*	*	*	*	100%	100%	95%	100%	95%	95%

IDP Programme	Key Performance Area (KPA)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Good Governance	Audit Opinion		Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report
Good Governance	Resolution of Auditor General & Internal Audit Findings		100%	58%	100%	100%	100%	100%	95%	100%	95%	100%
Good Governance	Percentage Resolution of internal Audit Findings		*	*	100%	27%	100%	100%	95%	96%	95%	97%

**it should be noted that this specific KPI did not form part of the approved corporate scorecard for the period under review.*

Table 139: Service IDP Policy Objectives

3.15.5 Joburg Property Company's Financial Performance for 2024/25

Details	2022/23	2023/24	2024/25			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
REVENUE:						
Total Operational Revenue	792 857 134	950 031 387	1 169 743 000		1 152 385 338	98.5%
EXPENDITURE:						
Employees	473 284 925	521 296 685	576 342 000		573 780 235	99.6%
Repairs and maintenance	5 192 220	23 954 661	117 150 000	8.63%	15 469 512	13.2%
Other	293 294 038	364 800 011	476 251 000		402 040 455	84.4%
Total Operational Expenditure	771 771 183	910 051 357	1 169 743 000	97%	992 124 064	84.2%
Net Operational Expenditure	21 085 951	40 027 801	0		160 261 274	

Table 140: Joburg Property Company's Financial Performance for 2024/25

3.15.6 Completed Projects in 2024/25

No	Project Name	Region	Budget (2024/25)	Brief Description	Project Status
1	City-wide revamping of Informal Trading Stalls and Linear Markets	ALL	2 250	Revamping informal trading stalls.	Completed
2	Orlando Ekhaya Waterfront Development Renewal Park Orlando Ekhaya D Regional	D	12 000	Development project	Completed
3	Computer Equipment – New computer upgrades (acquisition and installation of the digital security and ICT WAN)	N/A	2 000	Acquisition of ICT equipment	Completed
4	Marlboro Station Project Land Preparation	E	400	Development project	Completed
5	Acquisition of cleaning equipment	N/A	1 913	Cleaning Equipment	Completed
6	23776_Walter Sisulu Square Upgrade	D	4 000	Refurbishment project	Spent
7	JPC Furniture fittings/office alterations and equipment	N/A	2 000	Office Furniture	Completed
TOTAL			R24 163		

Table 141: Completed Projects by Joburg Property Company in the 2024/25 Financial Year

3.15.7 Human Resource Management

Employees of JPC in 2024/25

Job Level	2022/23				2023/24				2024/25			
	Total no. of positions	Total filled positions	Vacancies (full-time equivalent)	Vacancies (as a % of total posts)	Total no. of Positions	Total filled positions	Vacancies (full-time equivalent)	Vacancies (as a % of total posts)	Total no. of positions	Total filled positions	Vacancies (full time equivalent)	Vacancies (as a % of total posts)
	No.	No.	No.	%	No.	No.	No.	%	No.	No.	No.	%
0-3	6	1	5	83%	1	1	0	0%	1	1	0	0%
4-6	111	50	61	55%	111	63	48	43%	122	61	61	50%
7-9	597	261	336	56%	597	274	323	54%	503	256	247	49%
10-11 etc.	1 433	1 237	196	14%	1 433	1 175	258	18%	1 438	1 158	280	19%
Total Permanent	2 147	1 549	598	28%	2 142	1 513	629	29%	2 065	1 476	589	29%
Temporary	0	0	0	N/A	0	2	0	N/A	0	0	0	N/A
Total	2 147	1 549	598	28%	2 142	1 515	627	29%	2 065	1 476	589	29%

Table 142: Employees of JPC in the 2024/25 Financial Year

Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
	Top Management (1 & 2)	0	0	0	0	0	1	0	0	0	
Senior Management (3 & 4)	5	0	1	0	4	0	0	0	0	0	10
Professional qualified and experienced specialists and mid-management (5 & 6)	18	1	2	2	20	1	2	3	0	0	49
Skilled and qualified workers, junior management, supervisors, foremen, and superintendents (7 & 8)	79	5	6	4	89	13	2	0	1	0	199
Semi-skilled and discretionary decision-making (9 & 10)	40	5	0	0	17	9	0	0	0	0	71
Unskilled and defined decision-making (11)	292	0	0	1	844	9	0	0	0	0	1 146
Total Permanent Staff	434	11	9	7	974	33	4	3	1	0	1 476
Temporary Employees	0	0	0	0	0	0	0	0	0	0	0
Grand Total	434	11	9	7	974	33	4	3	1	0	1 476

Table 143: JPC Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Disability Percentage Standing

Departmental disability target	30
Total Staff Compliment	1476
Actual Number of People with Disabilities	8
Disability Target	2%
Actual Disability %	0.54%

Table 144: JPC Disability Percentage Standing

3.15.8 Service delivery levels based on services levels standards

Core Service	Service Level Standard	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD TOTAL	Variance explanation
SLS 1.1 Response in acknowledgement of requests, enquiries and complaints	Within 1 day of logged call	441	324	517	467	1749	None
SLS 1.2 Provision of answers and/or results related to the receipt of the requests and enquiries regarding properties	Within 3 days of logged call	301	189	352	267	1 109	None
SLS 1.3 The performance of emergency work for JPC managed facilities	Within 1 day of logged call	205	145	218	235	803	None
SLS 1.4 Performance of minor works on facilities managed by JPC	Within 2 days of logged call	91	85	56	109	341	None
SLS 1.5 Performance of major works on facilities managed by JPC	Within 5 days of logged call	9	1	2	4	16	None
SLS 1.6 Completion of the sale or lease and registration of servitudes of Council owned land	Within 6 months after Council Approval in terms of Section 14(2) of the Municipal Finance Management Act	0	12	0	0	12	None
SLS 1.7 Tender placed after Council approval and CoJ EAC	Within 4 months of CoJ EAC approval	0	0	0	0	0	None
SLS 1.8 Internal allocation of land and buildings to City Departments and Entities (Permission to occupy and build and lease office space from third parties)	Within 60 days of application and budget confirmation	0	5	0	0	5	None

Core Service	Service Level Standard	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD TOTAL	Variance explanation
SLS 1.9 Performance of surveys on the condition of plant and equipment to allow the assessment of the required repairs and maintenance of facilities managed by JPC	Quarterly	15	0	17	20	52	None
SLS 1.10 Response to applicants/interest to lease or acquire (formal applications) land and/or buildings	Within 30 days of application	25/25 =100%	14/14=100%	20/20=100%	12/12=100%	71	None

Table 145: Service Level Standards

3.16 Metro Trading Company

3.16.1 Mandate of the entity

MTC is mandated to provide innovative and affordable digital connectivity solutions to the residents, businesses, and institutions within the City of Johannesburg. Its core responsibilities include:

- Offering wholesale broadband and digital services to public and private entities on behalf of the City.
- Providing wholesale services to existing and new markets, and internal connectivity services to the City and its municipal entities, with spare capacity being provided to Network Operators and ICT resellers
- Expanding access to enterprises, SMMEs, households, and underserved communities to promote digital inclusion.
- Offering other ICT and digital services in line with the City’s Service Delivery Agreement (SDA), as reviewed from time to time.

Through this mandate, MTC plays a pivotal role in realising Johannesburg’s Smart City vision, ensuring that technology is used as a catalyst for innovation, service delivery improvement, and socio-economic growth.

Website: <https://metrotech.co.za/>

3.16.2 Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
Smart City	<p>Free Wi-Fi at Rea Vaya BRT Stations:</p> <ul style="list-style-type: none"> • Launched and fully operational during the year, with strong media visibility that amplified public awareness • In the fourth quarter of FY 2024/25, a total of 419TB of data was consumed on the MTC public Wi-Fi network, resulting in an estimated cost saving of R33.1 billion for residents—based on a commercial data rate of R79 per GB. • During the fourth quarter, the network recorded a total of 1,574,979 connections, significantly exceeding the target of 120,000 connections.
Safer City	<p>For the KPI “Number of CCTV Cameras connected to the video-management system of the Integrated Intelligence Operation Centre”</p> <ul style="list-style-type: none"> • During the final quarter of the financial year, MTC successfully connected all available CCTV cameras to the video management system, achieving the targeted total of 1,034 cameras
Economic Development	<ul style="list-style-type: none"> • MTC successfully contracted 152 individuals through the Expanded Public Works Programme (EPWP), exceeding the target of 150 participants. • SMME and BBBEE Support: 84% of total procurement spend was allocated to SMMEs and BBBEE-compliant providers, reflecting MTC’s commitment to inclusive procurement practices and the development of local enterprises.
Financial Sustainability	<ul style="list-style-type: none"> • MTC successfully achieved revenue of R1.07 billion against the KPI for “Amount of Revenue Achieved (in Rands)”, significantly surpassing the target of R335 million

Table 146: The Key Achievements of the Entity in 2024/25 Financial Year

3.16.3 Challenges and Mitigations in 2024/25

The entity experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas (Region and areas)	Mitigations
<p>Service reliability and network security Power outages and elevated levels of infrastructure vandalism resulted in prolonged downtime and non-achievement of network-availability KPIs.</p> <p>Restricted site access at certain locations further delayed restoration times</p>	<p>All MTC/COJ Core and Metro Sites in the regions Region G (Ennerdale, Lenasia and Eldorado Park) has the most vandalism cases.</p>	<ul style="list-style-type: none"> • Inspect outdated or faulty active and passive network infrastructure • Test current and future capacity • Diagnose causes of downtime • Obtain necessary permits and approvals in a timely manner <p>With the following expected outcomes:</p> <ul style="list-style-type: none"> • One full diagnostic report showing what's broken, what's overloaded, and what's failing. <p>Scope:</p> <ul style="list-style-type: none"> • Detailed Replacement and rehab cost • Recommendations – in line with industry best practices.
<p>Asset condition Ageing and dilapidated equipment increased failure rates and extended maintenance cycles.</p>	<p>All Regions are impacted</p>	<ul style="list-style-type: none"> • MTC has initiated proactive maintenance on the network to allow identification problems before the network goes down. • MTC has also established the regionalization of network support to look at the network in parts and allocating an internal supervisor per region.
<p>Capital investment Insufficient capital allocation limited asset refresh, lifecycle maintenance and the planned expansion of network coverage.</p>	<p>All Regions</p>	<ul style="list-style-type: none"> • Evaluate and pursue grant opportunities for network refresh
<p>Organisational capacity Under-capacitation reduced delivery velocity and resilience across key technical and operational functions</p>	<p>The Entity</p>	<ul style="list-style-type: none"> • Invest in employee training and development programs. • Attract and retain top talent. • Establish strategic partnerships with other telecommunications companies to share resources and expertise.
<p>Audit and compliance Although most findings were addressed, recurring matters - particularly interest on the shareholder loan - continued to give rise to fruitless and wasteful expenditure.</p>	<p>The Entity</p>	<ul style="list-style-type: none"> • Evaluate all possible options to address the shareholder loan. • Improve solvency of the business and reduce fruitless expenditure by the interest of the amounts in arrears. • Improve solvency ratios.

Table 147: Challenges and Mitigations

3.16.4 Service IDP Policy Objectives

IDP Programme	Key Performance Indicator (KPI)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
To maintain financial stability	Amount of revenue achieved (in Rands)	R1.5b	R507m	R513m	R544m	R1.2b	R544m	R1.3b	R554m	R1.5b	R335m	R1,076b
	Customer retention rate	90%	-	-	-	-	-	-	-	-	90%	93%
	Percentage of total sales revenue collection achieved	80%	95%	81%	80%	57%	80%	56%	80%	41%	80%	78%
To reduce the digital divide	Network Link Availability	100%	100%	68%	98%	82%	98%	75%	98%	72%	99%	90%
To improve Safety of citizens in the City	Number of CCTV Cameras connected to the video- management system of the Integrated Intelligence Operation Centre	1034	-	-	-	-	-	-	-	-	1 034	1 034
To reduce the digital divide	Number of connections utilizing the Coj Free WIFI services	120 000	-	-	-	-	-	-	-	-	120 000	1 574 979
	% of Coj and Entity Capex Projects completed in the financial year	100%	-	-	100%	86%	100%	100%	100%	100%	100%	100%
To increase the number of families (or individuals whose life situations have reportedly improved due to taking up the job opportunities	Number of EPWP employees contracted	150	100	105	100	109	120	243	120	143	150	152

IDP Programme	Key Performance Indicator (KPI)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
provided by the City's EPWP												
To entrench the culture of good governance	Unqualified Audit Opinion	Unqualified Audit Opinion	-	-	-	-	-	-	-	Unqualified	-	-
	% of strategic risks management mitigation action plans implemented	100%	-	-	25%	60%	100%	100%	100%	100%	73%	56%
	% of combined assurance plan activities completed.	100%	-	-	-	-	-	-	-	-	100%	100%

Table 148: Service IDP Policy Objectives

3.16.5 Metro Trading Company's Financial Performance for 2024/25

Details	2022/23	2023/24	2024/25			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
REVENUE:						
Total Operational Revenue	840 215	594 519	527 656	544 000	512 046	97%
EXPENDITURE:						
Employees	42 760	48 786	40 494		55 094	136%
Repairs and maintenance	34 018	51 000	18 600		42 000	226%
Other	780 413	598 668	445 162		534 228	120%
Total Operational Expenditure	857 191	698 454	527 656		631 322	120%
Net Operational Expenditure	16 976	103 935	-		119 276	-

Table 149: Metro Trading Company's Financial Performance for 2024/25

3.16.6 Completed Projects in 2024/25

The following projects were implemented in 2024/25 financial year:

No	Project Name	Region	Budget (2024/25)	Brief Description	Project Status
1	Central Service Delivery Application	CoJ	R 71 928 360.00	Development of a Centralised Service Delivery Management Platform for GICT	Closed
2	Compute and Storage	CoJ	R 32 816 826.01	Supply, delivery and deployment of compute and storage infrastructure.	Closed
3	Power Redundancy	CoJ	R 8 775 000.25	Design & implement a sustainable redundant network power solution for the City of Johannesburg	Closed
4	VMS	CoJ	R 19 200 000.00	Supply, Installation, and Commissioning, with A 36-month Support & Maintenance of an Enterprise Video Management System for Public Safety Integrated Intelligent Operation Centre	Closed
5	Laptops	CoJ	R 1 079 932.01	Delivery of Business Grade Laptops Pre-Installed or Bundled with Advanced Security Software	Closed
6	Network Equipment	CoJ	R 2 290 202.41	Supply of Network infrastructure for CoJ	Closed
7	Headsets	CoJ	R 3 422 147.00	Supply of headsets with both wired and wireless capabilities as part of the City's converged communication solution	Closed
8	Off-grid Floodlights	CoJ	R 15 644 353.20	Provision of Advanced Smart Off-grid Lighting System for the City of Johannesburg (PIKITUP)	Closed

Table 150: Completed Projects by MTC in the 2024/25 Financial Year

3.16.7 Human Resource Management

Employees of MTC in 2024/25

Skills Level	Job Level	2022/23		2023/24		2024/25			
		No. of Posts	No. of Employees	No. of Posts	No. of Employees	No. of Posts	No. of Employees	Vacancies (Full time equivalent) No.	Vacancies (as a % of total) %
Professionally Qualified	D	183	60	137	84	137	88	49	36%
Senior Technicians	C	335	220	387	192	387	220	167	43%
Semi-Skilled	B	709	481	684	439	684	494	190	28%
Unskilled	A	3971	3279	5140	4649	5140	4345	795	15%

Table 151: Employees of MTC in the 2024/25 Financial Year

Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Occupational Level (below EAP row)	Age Group	Male				Female				Foreigner		Total
		A	C	I	W	A	C	I	W	M	F	
Top Management (Level 1-2)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	3	0	0	0	2	0	0	0	0	0	0
	Total	3	0	0	0	2	0	0	0	0	0	5
Senior Management (level 3-4)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	4	0	0	1	2	0	0	0	0	0	0
	Total	4	0	0	1	2	0	0	0	0	0	7
Professional Qualified (Level 5-6)	18-34	1	0	0	0	1	0	0	0	0	0	0
	>35	33	2	2	7	33	4	1	1	0	0	0
	Total	34	2	2	7	34	4	1	1	0	0	85
Skilled Technical (Level 7-8)	18-34	5	0	0	0	14	0	0	0	0	0	0
	>35	91	7	0	5	85	3	2	0	0	0	0
	Total	96	7	0	5	99	3	2	0	0	0	212
Semi-Skilled (Level 9-10)	18-34	285	3	0	0	27	1	0	0	0	0	0
	>35	1338	10	0	0	247	2	0	1	0	0	0
	Total	1623	13	0	0	274	3	0	1	0	0	1 914
Unskilled (Level 11)	18-34	40	0	0	0	315	2	0	0	0	0	0
	>35	535	3	0	0	1 858	7	0	0	0	0	0
	Total	575	3	0	0	2 173	9	0	0	0	0	2 760
Temporary	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	0	0	0	0	3	0	0	0	0	0	0
	Total	0	0	0	0	3	0	0	0	0	0	0

Table 152: MTC Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Disability Percentage Standing

Actual Number of Staff with Disabilities	3
Total Staff Compliment	4977
Disability Target	2%
Actual Disability %	2%

Table 153: MTC Disability Percentage Standing

3.16.8 Service delivery levels based on services levels standards.

The following service delivery standards were reported on by the entity in 2024/25 financial year:

Core Service	Service-Level Standard Target	2023/24	2024/25	Evidence	Variance	Variance explanation	Mitigations
Response in acknowledgement requests, inquiries, and complaints on network and ICT services.	Within 1 day of logging a call	100%	100%	Available	-		
Provision of answers and/or results related to the receipt of the request and enquiries regarding network services	Within 3 days of logging a call	87.76%	70%	Available	17.16	1301 tickets were logged 800 tickets were resolved within 3 days, 348 tickets exceeding 3 days 74% threshold of request received by NOC and resolved within 3 days	

Table 154: Service Delivery Standards were Reported on by the Entity in the 2024/25 Financial Year

COMPONENT E: HEALTH, COMMUNITY DEVELOPMENT AND SOCIAL SERVICES

3.17 Health Department

3.17.1 Mandate of the department

The Health Department of the City of Johannesburg is mandated to deliver Personal Primary Healthcare Services and Environmental Health Services (Municipal Health Services) that promote long, healthy, and productive lives for all residents. These services are provided in partnership with the Gauteng Department of Health through a formal Service Level Agreement, ensuring alignment with provincial health priorities and national public health goals.

Personal Primary Healthcare Services focus on delivering accessible, quality care at the community level. This includes maternal and child health, chronic disease management, immunizations, and health education aimed at preventing illness and promoting wellness.

Environmental Health Services safeguard public health by addressing environmental factors that influence well-being. Key functions include food safety inspections, water quality monitoring, vector control, and waste management - all essential to preventing disease outbreaks and ensuring safe living conditions.

The department's work is grounded in the municipality's constitutional obligation to provide essential health services at the local level. This reflects a collaborative effort between local, provincial, and national government to improve health outcomes and ensure equitable access to care.

By prioritizing equitable access to health services, the department plays a vital role in achieving the National Health Department's vision of "A Healthy Life for All." This includes contributing to national outcomes such as:

- Reducing maternal and child mortality rates.
- Combating communicable and non-communicable diseases.
- Strengthening community health systems to address local health challenges effectively.

3.17.2 Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
Good Governance	<p>Some of the facilities have clinic committees appointed by the MEC.</p> <ul style="list-style-type: none"> • Naledi Clinic had an engagement with community advising of participating in the Clinic Committee of the facility. • The health department jointly with Social Development hosted a fruitful "Gogo's Go Dancing Wellness Program on the 13th of March 2025 at East bank Hall, Alexandra Region E. • 100% Percentage achievement of service standards of health facilities.
Financial Sustainability	<p>The department is distributing resources to key priority programmes set by council.</p> <p>The rebasing of budget has forced the department to implement strict cost containment measures.</p>
Sustainable Service Delivery	<p>There is continuous mobile service delivery in areas where there are no fixed facilities to ensure accessibility of basic services.</p> <ul style="list-style-type: none"> • Personal Protective Equipment (PPE) reports are submitted daily to the Provincial Office for compliance and control purposes. The Provincial Health Department supplies all the facilities with PPE. • Naledi Clinic was officially opened on the 19th of March 2025 to render a comprehensive basket of services. • The number of Nurses and Doctors trained in Community Based Substance Abuse during the fourth quarter (April to June 2025) is 30 nurses and 0 doctors. The accumulated number including all other quarters is 176 nurses.

Infrastructure Development and Refurbishment	<p>Through a Service Level Agreement with the Johannesburg Property Company and utilizing their Panel of Contractors, the Health Department has successfully implemented the following minor upgrades projects through JPC:</p> <ul style="list-style-type: none"> • Berario Clinic • Diepkloof clinic <p>The department has a line - list of approved minor upgrade projects that are all urgent and important and would be implemented as soon as the department receives additional capital budget. These projects are, amongst others:</p> <ul style="list-style-type: none"> • Reticulated water backup systems at hotspot clinics. • Sustainability of water provision to clinics has become a service delivery emergency mostly in region B, D & G. • Generators and/or solar for identified facilities • Electrical retrofitting of facilities • Air conditioners for prioritized facilities • Space expansion at Bellavista clinic • Upgrading of Thuthukani clinic and replacement of asbestos roof • Upgrading of Shanty clinic and replacement of asbestos roof • Space expansion and upgrading of Randburg clinic • Upgrading of Malvern clinic • Upgrading of Lenasia South clinic space expansion at Mountain view clinic. <p>The department has requested an additional budget during adjustment budget: however, the request was declined.</p>
Job Opportunity and Creation	<p>Due to budget constraint, the Department of Health EPWP could not continue with the EPWP recruitment but managed to create 605 jobs through the Jozi Ihlomile programme funded.</p> <p>The Health Department hosted a very successful Employee Award Ceremony on the 28th of February 2025. A total of 71 officials were awarded in different years categories.</p>
Safer City	<p>90,32% formal premises inspected were compliant to food safety legislation.</p> <ul style="list-style-type: none"> • 94% of public schools inspected were found compliant to environmental health legislation. • All the health facilities are assessed by the Office of the health standards for regulatory compliance.
Active and Engaged Citizenry:	<p>Health department jointly with Social Development and Private partners of Disability are having monthly Alexander Local Drug Action meeting to discuss the challenges faced by the community and the mitigation strategies.</p> <ul style="list-style-type: none"> • Awareness Programmes on teenage pregnancy, substance abuse, and HIV/AIDS including Male Medical Circumcision Awareness Programme conducted at 27 High schools and 90 primary schools, 02 colleges, 01 University, 01 Combined School. A total of 30 642 earners were reached, and 6 316 pamphlets were distributed. • 14 hostels were visited to conduct health awareness: <ul style="list-style-type: none"> • eight (8) hostels in Region D, three (3) hostels in Region E and three (3) in Region F. • All facilities had a build -up events commemorating World TB Day on the 24th of March 2025. The main event was in Region D Slovoville in partnership with Harmony Gold. • The City of Johannesburg Health depart, together with Pink Drive, hosted a World Cancer Day on the 4th of February 2025 at Slovoville. Dignitaries who were present were Deputy Minister of Health Dr Joe Phahla, MEC for Health and Wellness Ms Nomantu Nkomo-Ralehoko, and MMC for Health and Social Development Cllr Ennie Makhafola. • Awareness Programmes on teenage pregnancy, substance abuse, and HIV/AIDS including Male Medical Circumcision Awareness Programme conducted at 27 High schools and 90 primary schools, 02 colleges, 01 University, 01 Combined School. A total of 30 642 earners were reached, and 6 316 pamphlets were distributed. • HIV awareness campaign 1.1. Million closing the gap 16 May 2025 at Maponya mall, Region D • HIV awareness campaign 1.1. Million closing the gap 4 June 2025 at Phumlamqashi informal settlement, Region G • HIV awareness campaign 1.1. Million closing the gap: 10 June 2025 at Diepsloot Sarafina Park, Region A • HIV awareness campaign 1.1. Million closing the gap: 26 June 2025 at Riverlea Recreational Centre, Region B • HIV awareness campaign 1.1. Million closing the gap: 11 June 2025 at Orange Farm Ext 2 Taxi rank Region G. • African Vaccination Week Launch 25 April 2025 Protea South Zone 1 Region G.
Smart City	<p>The e-Health system has completed testing to identify inefficiencies and system gaps. Weekly meetings are held to align with agreed - upon deliverables, during which progress updates and ongoing system changes are discussed and communicated.</p>

Table 155: The Key Achievements of the Entity in 2024/25 Financial Year

3.17.3 Challenges and Mitigations in 2024/25

The department experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas (Region and areas)	Mitigations
Dependency on City Entity (JPC) for implementation on Minor Upgrades.	Clinics earmarked for minor upgrades	City Core Departments have embarked on a process of appointing a Panel of Contractors to assist in implementing on R&M and minor upgrade projects.
Inadequate budget provision for minor upgrades, repairs, and maintenance causing deterioration and non-compliance of the city's immovable assets.	All clinics	Advocating for a large increase in both Capex and Opex to fund infrastructure work.
Inadequate performance by JDA as implementing agent and its service providers to conclude projects timeously and within budget.	Assets in planning and in construction	Pursuing additional implementing agencies such as DBSA.
Cashflow challenges impacting the timeous payments of contractors, professional service providers and implementing agents.	Current funded projects	USDG funding must be ringfenced for project implementation and be available on demand to pay for projects.
Supply Chain (Equipment and consumables)	All 75 facilities are affected	Procurement of equipment
High rate of burglaries due to lack of adequate securities and non-armed securities	All 75 facilities are affected	Engaged the MMC. To submit list of requests to the MMC.
Sub-ed restrictions of full-time studies for health professionals	All professional nurses and other health categories are affected in all regions	Had engagement with GCSS team to advice and guide the framework report regarding special consideration addressing Sub-ED policy challenges as advised.
Shortage of Primary health care trained Professional nurses due to the non-market related salaries paid by the city	All 75 facilities are affected	Continue to engage GCSS on the implementation of the benchmarking findings in correcting the structure and remuneration of Professional Nurses
Budget on network refurbishment & monitoring and hardware (bio metrics, computers and CCTV cameras) Insufficient staff capacity in sustaining HPRS for NHI.	Huidekruin Clinic Bosmont Clinic (Container) Klipsruit West Clinic (AP) Jabavu Clinic (AP) Belavista Clinic (Container) Bezvalley Clinic (Container) Yeoville Clinic (Container) Crown Gardens Clinic (AP) Rossetenville Clinic (Switch) Gelenanda Clinic (AP) Malvern Clinic (AP) Windsor Clinic (Container) Protea South Clinic Freedom Park Clinic Lawley 2 Clinic In terms of HPRS: Although there is a transition from manual entries from Headcount Registers to HPRS capturing, all regions are affected by staff shortage in capturing of data.	Request budget during budget adjustment. Partner with ICT service providers for monitoring and hardware maintenance until internal capacity is built. Implement routine servicing of biometrics, CCTV, and network hardware to extend lifespan and reduce replacement costs. The overtime project (May-October) has assisted with additional HPRS registration data capturing to ensure efficiency when systems go fully paperless. A request for an increase in staff capacity as in additional admin assistants or EPWPs, and an increase in budget to allow for additional computer hardware, and accessories such as fingerprint scanners, etc., will allow for greater efficiency and uptake of the system
Challenges on Spaza shop compliance: Spaza Shops non-compliant to Environmental Health and Other Departments e.g. Land Use, Fire Safety, and Building Control.	Spaza Shops Region A to G.	Continue with daily inspections of spaza shops and blitzes in collaboration with other relevant stakeholders in all the regions. Environmental Health is fully part of the process

Table 156: Challenges and Mitigations

3.17.4 Service IDP Policy Objectives

IDP Programme	Key Performance Indicator (KPI)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Immunization	Percentage children under 1 year immunization coverage	87.6% (2027-2028)	1% increase from baseline	85.1% (July 2020-June 2021) from a baseline of 84.2% (7.9% increase)	87%	0.1% increase 86.4% (85 674 of 99 186) Web DHIS (18 Jul 22)	87%	82.8% (cumulative) (81 223 of 98 042) Jul 2022-Jun 2023 Web DHIS (28 Jul 23)	87.2%	81.4 % July 2023 – June 2024	87.3%	93.0%
HIV/AIDS	Percentage of HIV positive patients initiated on treatment	96.3% (2027-2028)	90%	94.1%	95%	96.2% July 2021 – June 2022 Web DHIS 20 Jul 22	95%	98.0% (21 450 of 21 878) July 2022 - June 2023. Web DHIS 17 Jul 23	96.3%	97.9% (17450 of 17828) Jul-June 2024 WEBDHIS as of 22 Jul2024	96.3%	96.9%
TB	Percentage of TB patients initiated on treatment	88%	95%	95%	95%	96.5% July 2021 – June 2022 (Web DHIS 19 Jul 22)	95%	96.0% (2 469 of 2 571) July 2022 to June 2023 Web DHIS 25 Jul 23	96.5%	96.9% (2547 of 2219 & 410) July 2023 – June 2024 WEBDHIS as of 22 Jul2024	96.5%	97.1%

Table 157: Service IDP Policy Objectives

3.17.5 Financial Performance of Health Department for 2024/25

Details	2022/23	2023/24	2024/25			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
REVENUE:	182,213	170,436	211,213		205 619	98%
Total Operational Revenue						
EXPENDITURE:	1,449,284	1,493,845	1,701,432		1,679,106	99%
Employees	1,277,196	1,277,196	1,432,255		1,418,831	99%
Repairs and maintenance	3,222	3,672	8,591		5,270	61%
Other	85,704	55,042	49,373		49,396	100%
Total Operational Expenditure	1,366,122	1,379,845	1,490,219		1,473,497	99%
Net Operational Expenditure						

Table 158: Financial Performance of Health Department for 2024/25

3.17.6 Completed Projects in 2024/25

The following projects were implemented in 2024/25 financial year:

No	Project Name	Region	Budget (2024/25)	Brief Description	Project Status
1	Total refurbishment of the Diepkloof Clinic through minor upgrades and repairs and maintenance.	Region D	R3,040million	Total refurbishment of the Diepkloof Clinic through minor upgrades and repairs and maintenance.	Completed
2	Space expansion, minor upgrades, repairs and maintenance at the Berario Clinic.	Region B	R2,075million	Space expansion, minor upgrades, repairs and maintenance at the Berario Clinic.	Completed

Table 159: Completed Projects by Health Department in the 2024/25 Financial Year

3.17.7 Service delivery levels based on services levels standards.

The following service delivery standards were reported on by the entity in 2024/25 financial year:

Core Service	Service-Level Standard Target	2023/24	2024/25	Evidence	Variance	Variance explanation	Mitigations
Waiting times at clinics	Under 2.5 hours	36.02min	74.31	Quarterly reports		-	Waiting times survey was conducted. Data capturing was done.
Reported notifiable medical conditions	100% investigated and reported within 3 days	100% (n=612)	100% (n=1209)	NMC Line listing and Quarterly reports	None	-	-
Request for services attended to by environmental health services	100% of requests attended to within 48 hours	100% (n=692)	100% (n=477)	Quarterly reports			Attendance of request for services as received
Response to complaints and requests for personal health services	All complaints received were attended and 100% response within 48 hours	100% complaints were attended within 25 days.	100% complaints were attended within 25 days	Monthly facility reports			Ongoing training are conducted to monitor complaints.

Table 160: Service Delivery Standards were Reported on by the Entity in the 2024/25 Financial Year

3.18 Community Development Department

3.18.1 Mandate of the department:

The department is entrusted with the responsibility of cultivating vibrant, resilient communities by facilitating equitable access to developmental programmes and social infrastructure that promote inclusivity, sustainability, and active citizen participation.

The department strategic objectives focus on:

- **Enhancing Quality of Life:** Establish and maintain inclusive public spaces that support recreation, wellness, and social cohesion.
- **Fostering Inclusive Participation:** Promote universal access to social, economic, cultural, recreational, and sporting opportunities for all community members.
- **Strengthening Stakeholder Collaboration:** Deepen engagement with communities and key stakeholders through active participation in municipal and intergovernmental initiatives.
- **Advancing Digital Equity:** Support the creation of learning communities and promote digital inclusion to bridge the technological divide.

The key functions ensured integration of services and development that sought to improve:

- **Infrastructure Development & Maintenance:** Deliver and sustain essential community infrastructure—including sports complexes, cultural centres, libraries, and museums—ensuring they remain accessible, safe, and responsive to community needs.
- **Programme Development & Cultural Preservation:** Design and implement dynamic sports, recreation, library, and cultural programmes that nurture local talent and safeguard the city’s diverse cultural heritage.
- **Community Engagement & Empowerment:** Facilitate meaningful community involvement in arts, culture, and recreational activities, fostering healthy lifestyles, social integration, and a shared sense of identity.

3.18.2 Performance Highlights for the 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
Johannesburg City Library Reopens in Grand Style	After an extensive upgrade, the iconic Johannesburg City Library (JCL) opened its first phase on 21 March 2025 after 4 years of closure. Home to over 1.5 million books and serving more than 250,000 members, JCL stands as one of Africa’s largest and most treasured public knowledge hubs. This milestone marks not just the restoration of a historic building, but the revitalization of a civic cornerstone that has shaped generations for nearly a century.
Digital Literacy Programme Awards	On 28 February 2025, 100 youth and adults from Orange Farm were celebrated for completing the Microsoft online course programme at the Digital Literacy Programme Awards held at Orange Farm Library. Cllr Tebogo Nkokou, MMC for Community Development, presented certificates and encouraged recipients to use their own digital skills to empower their communities and urged them to value education as a tool for liberation and positive change.
Mobireadathon Final Competition	The University of Johannesburg Library came alive on 25 June 2025 as ten spirited schools gathered for the Mobireadathon Final Competition, a dynamic fusion of reading, technology, and collaboration that showcased the future of learning. The day kicked off with a digital icebreaker: students scanned QR codes on tablets to answer thought-provoking questions, instantly setting a tone of curiosity and engagement. From there, the competition unfolded with high energy and sharp focus, as teams demonstrated not only their reading comprehension but also their digital dexterity and teamwork.

Service delivery priority	Achievements
	<p>After a thrilling contest, the <i>Oprah Winfrey Leadership Academy for Girls</i> claimed the top spot, followed by <i>Tlhatlogang Secondary School</i> in second place and <i>Midrand High School</i> in third. Each team impressed with their enthusiasm and skill, embodying the programme's mission to merge literacy with innovation.</p> <p>This inspiring event was made possible thanks to the support of the University of Johannesburg, Gauteng Province, Pick n Pay School Club, Riziki ICT Solutions, and UKS partners dedicated to cultivating a love of reading through creative, tech-forward education.</p>
<p>Joburg Arts Alive – Celebrating 30 years of democracy in South Africa</p>	<p>Johannesburg's beloved Arts Alive programme made a triumphant return in 2024, igniting the city with a bold and diverse celebration of South Africa's democratic journey. As the city commemorated three decades of freedom, Arts Alive curated a dynamic season of events that honored the transformative power of creativity and community.</p> <p>From September 2024 through June 2025, the programme unfolded across the city with a kaleidoscope of cultural experiences music, dance, theatre, comedy, design, crafts, visual arts, and thought-provoking dialogues. Capacity-building workshops empowered emerging talent, while public performances and exhibitions invited citizens to reflect, connect, and celebrate.</p> <p>This year's theme placed the spotlight on the arts as a mirror of Johannesburg's vibrant identity—diverse, resilient, and deeply rooted in shared history. More than entertainment, Arts Alive became a platform for solidarity and active citizenry, reminding us that creativity is not only a reflection of who we are, but a powerful tool for shaping who we want to become.</p>
<p>Back to the City: The Soundtrack to 30 Years of Freedom</p>	<p>The known as the biggest festival in Afrika, was held in the vibrant heart of Mary Fitzgerald Square, where a dazzling array of performances captivated audiences, featuring both local talents and international artists.</p> <p>The air buzzed with excitement as patrons explored a multitude of attractions. Three dynamic stages brought musical entertainment to life, while the graffiti-adorned pillars under the bridge transformed the space into an artistic wonderland. Stalls brimming with colourful clothing and mouth-watering food created a bustling marketplace atmosphere, and the basketball and game zone drew in those seeking a thrill.</p>
<p>Jazz in the lights Festival 2025</p>	<p>On 29th March 2025, the City hosted the 3rd edition of Jazz in the Lights at Joburg Zoo, as part of the 33rd Arts Alive Programme. This reimagined festival brought together world class jazz, vibrant culture, and family-friendly fun, featuring both legendary icons and emerging talent.</p> <p>The festival featured performances from artists like Thandiswa Mazwai, Feya Faku, Amanda Black, and many more. The picnic friendly event was perfect event for all ages as a day of music, culture, and connection for all.</p>
<p>Exhibition Celebrating 112 Years of Alexandra</p>	<p>On Saturday, 14 June 2025, the Alexandra Museum proudly unveiled its latest exhibition, "112 Years of Alexandra Youth", a vibrant tribute to the township's rich history and the voices shaping its future. This collaborative showcase developed in partnership with Alexandra's youth commemorates the township's establishment in 1912 and reflects on the enduring legacy of its young people.</p> <p>The exhibition featured a compelling blend of personal narratives and archival imagery, with stories contributed by local youth and historical photographs sourced from the Witwatersrand Archives. Together, they illuminate the resilience, activism, and aspirations of Alexandra's youth during the struggle era, offering visitors a powerful lens into the township's past and its evolving identity.</p>
<p>Joburg Online Heritage Register</p>	<p>The new Joburg Online Heritage Register contains a wealth of information on many of the city's heritage structures, sits, monuments and war memorials, making this content widely accessible in a digital format for the first time.</p> <p>Over 90 historic sites have been recorded in detail, together with current photographs, and the online register will continue to grow as more sites are added.</p> <p>The Online Heritage Register is designed to cater to a broad audience, ranging from casual browsers to educators, tour guides, researchers, historians and academics.</p> <p>Access to the e-catalogue is available here: https://arts-culture-heritage.joburg/heritage-sites/</p>
<p>Male Netball Championship</p>	<p>The City of Johannesburg recently played host to one of South Africa's most dynamic sporting showcases the Male Netball Championship, a flagship event under the Sports and Recreation programme that's redefining the landscape of men's netball.</p>

Service delivery priority	Achievements
	<p>Held in 2024, the tournament brought together 59 teams from across the country, including 38 Senior and 21 Under-23 squads, all vying for top honours and a chance to shine on the national stage. The atmosphere was electric as players demonstrated elite athleticism, strategic finesse, and an unwavering passion for the game.</p> <p>More than just a competition, the championship served as a critical platform for talent identification, with standout athletes earning spots in the national team selection trials, held from 26–30 September 2024 at the iconic Ellis Park Arena.</p>
Over 40 Basketball League	<p>On 2 February 2025, the courts of Phefeni Recreation Centre in Ward 41 came alive with energy and enthusiasm as the Over 40 Basketball League tipped off in partnership with Region D Basketball. This spirited event wasn't just about scoring points it was about promoting healthy living, mental wellness, and the enduring power of sport to unite communities.</p> <p>Six teams from across the region laced up for a day of friendly competition and camaraderie, proving that age is no barrier to athletic passion. With 99 participants taking part, the league offered a vibrant platform for seasoned players to stay active, connect with peers, and inspire others to embrace movement and mindfulness.</p> <p>More than a game, the Over 40 Basketball League highlighted the role of recreational sport in fostering community development and lifelong wellness. As the final whistle blew, it was clear: the heart of the game beats strongest when it brings people together.</p>
2025, 2nd Edition of Soweto Sports Festival	<p>On 3 May 2025, the CTM Sports Centre in Meadowlands, Soweto (Region D) proudly hosted the second edition of the Soweto Sports Festival. Organized by Region D Sports and Recreation, the event showcased a dynamic array of sporting disciplines, including athletics, volleyball, and netball, with notable participation from the Soweto Basketball Academy.</p>
ILS System Launch (Library@Your Palm)	<p>After 4 years of the Coj Libraries operating without a library system, the implementation and launch of Integrated Library System (ILS) on the 18 June 2025 was a great achievement for the staff and users of the COJ Libraries at large. The system went live with the core module of Symphony 4.1.1, which presents a comprehensive digital platform designed to manage all library resources and services across the city's extensive branch network. The ILS will serve as a central point for accessing books, e-resources, and managing member accounts, enabling a hybrid model of both physical and digital library services.</p> <p>This integrated library system aims to provide patrons with seamless access to information, foster digital literacy, and support the city's vision of providing world-class, accessible library services.</p>

Table 161: The Key Achievements of the Entity in 2024/25 Financial Year

3.18.3 Challenges and Mitigations in 2024/25

The department experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas	Mitigations
Inadequate security at facilities (JMPD dependency)	<p>Leads to insurance risk: Sabotage of public infrastructure (e.g., cable theft / armed robbery; illegal occupations; increased theft and vandalism and possibly sabotage, culture of violence and destruction of public and private property).</p> <p>Increased repairs and maintenance due to vandalism and theft.</p> <p>Repudiation of insurance claims due to lack of security, repairs, and maintenance.</p>	Approved Hybrid model to supplement the existing security personnel.
Lack of permanent office space (JPC competency)	<p>Operational efficiency – disrupted workflows.</p> <p>Accessibility for residents.</p> <p>Employee productivity and morale.</p> <p>Coordination and communication issues.</p>	<p>Utilisation of digital platforms.</p> <p>Shared spaces.</p> <p>Leveraging on existing Community centres.</p>

Challenge	Highly affected areas	Mitigations
Adverse impact of budget rebasing	Infrastructure Deterioration: (i) Maintenance Deferrals: Routine maintenance of infrastructure is deferred due to budget constraints, leading to deterioration and more costly repairs in the future. (ii) Reduced Capital Investment: Long-term capital projects may be postponed or scaled back, affecting the municipality's ability to meet future demands and maintain critical infrastructure.	Partnership agreements with federation, clubs. Revenue collection improvements. IGR and grant funding.
Lack of planned maintenance resulting in closure of facilities	Community denied services. Service delivery comprised.	Finalization of tender process to activate the Citywide panel of Service Providers.
Insufficient budget allocated for repair and restoration of heritage assets and public art	Impairment, loss, and damage to rare and irreplaceable cultural resources, including museum collections. Failure to meet legislated heritage responsibilities.	Leverage available budget where feasible.
Squatting and illegal occupation in heritage buildings and sites. Examples include Diagonal Square and the Bezuidenhout Farmhouse	Heritage attractions are placed at risk.	Heritage buildings and spaces should be reclaimed for cultural use. Enforcement of by-laws.
Urban decay and poor urban management have halted progress with the Archbishop Desmond Tutu Precinct around St. Mary's Cathedral.	This historic precinct is mired in decay, while the public environment is congested and overtaken with street hawkers.	Measures should be taken across Departments to address the challenges of urban management, and to begin upgrading the precinct.
Network downtime. Inadequate network infrastructure to enable optimal access by communities	Delay in rolling out of the Digital transformation programme to libraries in affected communities (Regions D & G).	Motivated for Roll out of network infrastructure by GICTIM/ MTC. LIS has requested and received 26 routers to alleviate connection challenges.
Water & electricity outage/shedding No City policy/ guidelines	Impact on physical access to facilities OHAS	Developed SOP that guides the libraries on what to do during load shedding and water outage.

Table 162: Challenges and Mitigations

3.18.4 Service IDP Policy Objectives

IDP Programme	Key Performance Area (KPA)	5 Year Target IDP	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Smart City	Number of digital transformation programmes implemented	350,000	50,000	104,445	75,000	115,551	3 programmes	4 programmes	4 programmes	4 programmes	5 programmes	5 programmes
Sustained Service Delivery Active and Engaged Citizenry	Number of participants in swimming pools	2,000,000	120,000	173,003	210,000	367,559	180,000	620,429	200,000	423,729	250,000	406,311
Sustained Service Delivery Active and Engaged Citizenry	Number of priority sporting codes implemented	60	12	23	12	24	20	12	12	23	12	20
Sustained Service Delivery Active and Engaged Citizenry	No. of lifestyle programmes implemented	75	10	19	10	30	27	27	14	33	16	33
Sustained Service Delivery Active and Engaged Citizenry	Number of Social Cohesion programmes through Libraries, Arts and Culture and Sports and recreation	46	8	11	8	13	10	13	10	26	12	28
Sustained Service Delivery Active and Engaged Citizenry	Number of individuals accessing Libraries, Sports and Recreation and Arts, Culture and Heritage	20,000,000	500,000	829,949	800,000	4,045,101	1,000,000	4,913,659	2,000,000	5,374,000	2,500,000	7,140,261

IDP Programme	Key Performance Area (KPA)	5 Year Target IDP	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Sustained Service Delivery Active and Engaged Citizenry	Number of partnership agreements signed with stakeholders at Libraries, Sport and Recreation and Arts, Culture and Heritage	140	28	32	28	31	28	28	28	30	12	24
Sustained Service Delivery Active and Engaged Citizenry	Number of heritage programmes implemented	20	4	9	4	9	5	7	6	9	7	9
Sustained Service Delivery Active and Engaged Citizenry	Number of Arts and Culture programmes implemented	60	10	11	10	19	12	24	14	27	16	25
Sustained Service Delivery Active and Engaged Citizenry	Number of Museum programmes implemented	70	10	16	10	24	12	27	14	27	16	20

Table 163: Service IDP Policy Objective

3.18.5 Financial Performance of Community Development Department for 2024/25

Details	2023/24	2024/25			
	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
REVENUE:					
Total Operational Revenue	(58,446)	(80,525)	(80,525)	(69,276)	(86%)
EXPENDITURE:					
Employees	611,507	675,582	675 582	640,726	95%
Repairs and maintenance	84,485	81,153	81,153	79,753	98%
Other	549,912	602,785	602,785	499,879	83%
Total Operational Expenditure	1,245,904	1,359,520	1,359,520	1,223,281	90%
Net Operational Expenditure	1,457,189	1,756,127	1,756,127	1,471,246	83%

Table 164: Financial Performance of Community Development Department for 2024/25

3.18.6 Completed Capital Projects in 2024/25

The following projects were implemented in 2024/25 financial year:

No	Project Name	Region	Budget (2024/25)	Brief Description	Project Status
1.	Integrated Library system	Citywide	R18,450,000	Installation and activation of integrated library system.	Completed.
2.	Joburg City Library, Centre of Excellence	Region F	R44,507,926	Phase 2 project. <ul style="list-style-type: none"> Installation of fire equipment and tanks Servicing and commissioning of gas suppression Electrical works, Generator and UPS Water proofing of gutters Mechanical HVAC systems 	Phase 2 Completed. The library is operational. Currently snagging and the additional artwork to cover the new fire tanks is underway.
3.	Joburg Art Gallery	Region F	R1,000,000	Relocation of artwork from Metro Centre to Newtown.	Completed.
4.	Ivory Park Swimming pool	Region A	R1,000,000	Finalise stag list. <ul style="list-style-type: none"> Approval of Flood line Plan by EISD Submission and Approval of CRT (Certificate of Registered Title) Submission of SDP & building Plans pending CRT 	Partial completion. Flood line plan approved by EISD. CRT has been approved. SDP submitted. Water and Electrical connection to be done given the CRT is in place.
5.	Kaalfontein Multi-Purpose Centre	Region G	R17,000,000	Construction of the Multipurpose Centre. <u>Phase 01 (2023/4)</u> <ul style="list-style-type: none"> Parking Area Ablutions Football 	<u>Phase 01</u> <ul style="list-style-type: none"> Parking Area 100%. Ablutions – 100%. Football 5-a-side Turf – 100%. Tennis Courts – 100%.

No	Project Name	Region	Budget (2024/25)	Brief Description	Project Status
				<ul style="list-style-type: none"> Tennis courts Grandstand <p><u>Phase 02 (2024/25)</u></p> <ul style="list-style-type: none"> Building of the Library Building 	<ul style="list-style-type: none"> Grandstand – 100% failed inspection test. Seating height must be altered. Contractor error dispute referred to adjudication. Adjudicator ruled in favour of COJ, contractor has to do remedial work. <p><u>Phase 02:</u></p> <ul style="list-style-type: none"> Construction of the Library Building – 38% Connection the stormwater to JRA – 10%. Water and sewer connection works – 80%
6.	Matholesville Multi-Purpose Centre	Region C	R21,440,026	<p>Construction of the Multipurpose Centre.</p> <p>Building of the library building – Block A.</p> <p>(Section A – Computer room, toilets, foyer, lift and Kitchen. Section B- Library, Children’s library, exit foyer).</p>	<p>Block A – Section A:</p> <ul style="list-style-type: none"> Construction of library building is 90% Contractor is busy with finishes i.e. ceiling, paint work, tiling, lift testing and commissioning Town planning processes for the cancellation of the servitude and consolidation of stands have been submitted for approval.
7.	Cosmo City Swimming pool	Region C	R 11,840,000	<p>Construction of the swimming pool:</p> <ul style="list-style-type: none"> Relocation of the existing clinic. Earthworks. Bulk Services 	<p>Demolition & Relocation of the clinic:</p> <ul style="list-style-type: none"> Relocation of existing clinic – 100% Relocate JoJo tank – 100% Box excavation – 100% Compaction of bottom excavation – 100% Backfilling & Compaction of G5 – 100%. Perform Density (Troxler) Test – 100%. Foundation Trenching – 100% Soil Poisoning - 100%. Placing of green plastic – 100%. <p>External Works:</p> <ul style="list-style-type: none"> Storm water drainage – 30%. New sewer line – 10%. Parking and paving – 0%. <p>Earthworks:</p> <ul style="list-style-type: none"> Pool Shel excavation 100%. G5 – 80%. Boundary wall foundation – 100%. Retainer wall – 40%. Boundary wall building – 40%.

Table 165: Completed Capital Projects by Community Development in the 2024/25 Financial Year

3.18.7 Service delivery levels based on services levels standards

The following service delivery standards were reported on by the department in 2024/25 financial year:

Core Service	Service Level Standard Target	2023/24	2024/25 Achievement	Evidence	Variance %	Variance explanations	Mitigations
Implementation of programmes at facilities (sport and recreation)	95% implementation of programmes at facilities	95% implementation of programmes at facilities	100%	Compliance report	Nil	N/a.	None.
Implementation of programmes at facilities (arts, culture, and heritage)	95% implementation of programmes at facilities	95% implementation of programmes at facilities	100%	Compliance report	Nil	N/a.	None.
Public pool lifeguard	Peak period: Minimum of 1 lifeguard per 120 bathers Off-peak period: Minimum of 1 lifeguard per 70 bathers Off-season period (Heated pools): Minimum of 1 lifeguard per 50 bathers	Peak period: Minimum of 1 lifeguard per 120 bathers Off-peak period: Minimum of 1 lifeguard per 70 bathers Off-season period (Heated pools): Minimum of 1 lifeguard per 50 bathers	Ratios maintained throughout all quarters	Compliance letters for lifeguards and daily activity reports	Nil (Ratio maintained throughout quarters).	N/a.	None.
Cleanliness of all facilities	95% of facilities cleaned daily	91%	92% (cumulative average for 3 directorates)	Compliance letters and rosters of general workers	3%	Meeting the combined target for all three core service directorates was unachievable. This is due to department-wide (and city-wide) challenges, including a lack of essential cleaning equipment,	Procurement from service providers to provide essential cleaning equipment and materials. Capacitate cleaning staff through recruitment process subject to budget availability.
ACH	95% of facilities cleaned daily	100%	95% (cumulative average for annum)	Cleaning roster for general workers.	Nil 7%		
LIS	95% of facilities cleaned daily	98%	88% (cumulative average for annum)	Cleaning roster for general workers.	3%		
S&R	95% of facilities cleaned daily	70%	92% (cumulative average for annum)	Cleaning roster for general workers.			

Core Service	Service Level Standard Target	2023/24	2024/25 Achievement	Evidence	Variance %	Variance explanations	Mitigations
						materials, and staff.	
Access to library information services.	85% of libraries open according to individual operating hours (excluding planned closures with a two-week notice period and emergency closures on an as and when basis).	99%	99%	Compliance letters and closure notices.	Nil	N/a.	None.

Table 166: Service Delivery Standards were Reported on by the Department in the 2024/25 Financial Year

3.18.8 Major Bulk Projects

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A

Table 167: Community Development Major Bulk Projects

3.17.9 Human Resource Management

Employees of Community Development

Skills Level	Job Level	2019/20		2020/21		2021/22			
		No. of Posts	No. of Employees	No. of Posts	No. of Employees	No. of Posts	No. of Employees	Vacancies (Full time equivalent) No.	Vacancies (as a % of total) %
Professionally Qualified	D	183	60	137	84	137	88	49	36%
Senior Technicians	C	335	220	387	192	387	220	167	43%
Semi-Skilled	B	709	481	684	439	684	494	190	28%
Unskilled	A	3 971	3 279	5 140	4 649	5 140	4 345	795	15%

Table 168: Employees of Community Development in the 2024/25 Financial Year

Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Occupational Level (Below EAP row)	Age Group	Male				Female				Foreigner		Total
		A	C	I	W	A	C	I	W	M	F	
Top Management (Level 1-2)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	3	0	0	0	2	0	0	0	0	0	0
	Total	3	0	0	0	2	0	0	0	0	0	5
Senior Management (Level 3-4)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	4	0	0	1	2	0	0	0	0	0	0
	Total	4	0	0	1	2	0	0	0	0	0	7
Professional Qualified (Level 5-6)	18-34	1	0	0	0	1	0	0	0	0	0	0
	>35	33	2	2	7	33	4	1	1	0	0	0
	Total	34	2	2	7	34	4	1	1	0	0	85
Skilled Technical (Level 7-8)	18-34	5	0	0	0	14	0	0	0	0	0	0
	>35	91	7	0	5	85	3	2	0	0	0	0
	Total	96	7	0	5	99	3	2	0	0	0	212
Semi-Skilled (Level 9-10)	18-34	285	3	0	0	27	1	0	0	0	0	0
	>35	1338	10	0	0	247	2	0	1	0	0	0
	Total	1623	13	0	0	274	3	0	1	0	0	1914
Unskilled (Level 11)	18-34	40	0	0	0	315	2	0	0	0	0	0
	>35	535	3	0	0	1858	7	0	0	0	0	0
	Total	575	3	0	0	2173	9	0	0	0	0	2760
Temporary	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	0	0	0	0	3	0	0	0	0	0	0
	Total	0	0	0	0	3	0	0	0	0	0	0

Table 169: Community Development Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Disability Percentage Standing

Actual Number of Staff with Disabilities	3
Total Staff Compliment	4977
Disability Target	2%
Actual Disability %	2%

Table 170: Community Development Disability Percentage Standing

3.18.10 Awards and Honors

No	Name of award/honours	Institution Offering the award	Date receipt/awarded
1.	Best Performing Directorate: Library and Information Services	Community Development: Business Management Support (BMS)	2024
2.	<p>Ms Sengora received an Honourable Mention at the 2025 Next Festival held in Denmark for her idea dubbed 'The Green Shelf Network', for her idea of using library gardens for community cohesion.</p> <p>The Linden Librarian's Green Shelf Network caught the attention of the festival. Per Joburg Libraries, the idea is to transform libraries into "modular gardens that connect communities with nature, literacy and sustainability.</p>	<p>Next Festival held in Denmark</p> <p>An international event, the Next Library Festival takes a look at libraries in the future; inviting visionaries within library spaces across the world to share their thoughts as to how the libraries of tomorrow could and should look for the betterment of learning.</p>	2025
3.	COJ Libraries received a nomination of the World Summit on Information Society (WSIS) +20 High-level event 2025 – The International Telecommunication Union for the project – Category- ICT applications- E-learning- Coj Libraries Facebook Video Series during COVID 19 Lockdowns for outstanding contribution towards strengthening the implementation of the World Summit on Information Society Outcomes.	World Summit on Information Society (WSIS) +20 High-level event 2025	2025

Table 171: Community Development Awards and Honors

3.19 Department of Social Development

3.19.1 Mandate of the department

The Social Development department focuses on creating opportunities for communities to meet their developmental needs in order for them to become resilient and self-reliant. It also provides opportunities to collaborate with strategic partners that are well placed to extend its offering to include realistic and tangible outputs aimed at addressing the needs of communities in order for them access and benefit from the economy.

The department is mandated to:

- Provide transformative opportunities which enable transition out of poverty wherever possible and to assist the chronically vulnerable to manage their many challenges so that they can achieve a dignified standard of living.
- Improve access by poor and vulnerable households to social support and a safety net provided by the city and where possible reduce household dependency on the city.
- Work with children, women, youth, older persons, Persons with Disabilities (PWDs), families, migrants, people living and working on the street, ex-combatants, and communities to build capacity for the successful adaptation to life tasks in the face of social disadvantage or highly adverse conditions.
- Mobilize the private sector and civil society to act in a positive and transformational manner that is aligned to the objectives of the city; and
- Systematically identify potential economic opportunities at the community level, by designing and delivering community-based training programmes, in partnership with the public and private training providers and to provide the necessary post-training support.

3.19.2 Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

- Secured collaboration on Sihlengi'imizi program with University of Johannesburg, DSD and Department of Education for the upcoming financial year.
- Sixteen (16) University of Witwatersrand 3rd & 4th year Social Work students have been placed in the three substance treatment centres supported by social workers in those centres. This assist students for practical learning and to contribute the social work profession. This will also assist to navigate staff shortages though this comes with limitations also as the City's ability to accommodate expected learning outcomes should be the determining factor for placement and not necessarily to close staff gaps.

Service delivery priority	Achievements
Active and Engaged Citizenry	<p>Social Burials: In the financial year 2024/2025, 264 families were assisted with burying their loved ones showing a steep growth in Regions D with 49 burials provided followed by G with 47. Whilst Q 2 and 3 revealed high demand for assistance with burial of numbers of still births, quarter 4 revealed high numbers of children being buried, which was 21.</p> <p>Through Social Work services offered in COJ Primary Health Care Clients 5565 cases were attended to.</p> <p>Various community work empowerment programs were undertaken across the City reaching 18 328 people.</p> <p>Social work services were provided to 35260 clients in 2024/2025 financial year as follows: Social Burials: 264 ESP Bedridden: 52 Disasters: Individuals assisted :1688 Ward-based cases: 8797 Clinic cases: 5565</p>

	<p>Groupwork: 566 group participants Community work: 18328</p> <p>Annual Performance per service category:</p> <table border="1"> <thead> <tr> <th colspan="6">INTERGRATED SOCIAL WORK SERVICES ANNUAL STATISTICS - 2024/2025</th> </tr> <tr> <th>ITEM</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>TOTAL</th> </tr> </thead> <tbody> <tr> <td>Social Burials</td> <td>70</td> <td>68</td> <td>67</td> <td>59</td> <td>264</td> </tr> <tr> <td>ESP Bedridden</td> <td>8</td> <td>11</td> <td>15</td> <td>18</td> <td>52</td> </tr> <tr> <td>Disasters: Individuals</td> <td>585</td> <td>520</td> <td>324</td> <td>259</td> <td>1688</td> </tr> <tr> <td>Ward-based cases</td> <td>1532</td> <td>1468</td> <td>2090</td> <td>3707</td> <td>8797</td> </tr> <tr> <td>Clinic cases</td> <td>1272</td> <td>1232</td> <td>1177</td> <td>1884</td> <td>5565</td> </tr> <tr> <td>Groupwork</td> <td>86</td> <td>192</td> <td>196</td> <td>92</td> <td>566</td> </tr> <tr> <td>Community work</td> <td>5838</td> <td>4181</td> <td>3704</td> <td>4605</td> <td>18328</td> </tr> <tr> <td></td> <td>9391</td> <td>7672</td> <td>7573</td> <td>10624</td> <td>35260</td> </tr> <tr> <th>ITEM</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>TOTAL</th> </tr> <tr> <td>*Disasters: Households</td> <td>261</td> <td>241</td> <td>189</td> <td>84</td> <td>775</td> </tr> <tr> <td>*Number of new groups</td> <td>9</td> <td>11</td> <td>13</td> <td>9</td> <td>42</td> </tr> </tbody> </table>	INTERGRATED SOCIAL WORK SERVICES ANNUAL STATISTICS - 2024/2025						ITEM	Q1	Q2	Q3	Q4	TOTAL	Social Burials	70	68	67	59	264	ESP Bedridden	8	11	15	18	52	Disasters: Individuals	585	520	324	259	1688	Ward-based cases	1532	1468	2090	3707	8797	Clinic cases	1272	1232	1177	1884	5565	Groupwork	86	192	196	92	566	Community work	5838	4181	3704	4605	18328		9391	7672	7573	10624	35260	ITEM	Q1	Q2	Q3	Q4	TOTAL	*Disasters: Households	261	241	189	84	775	*Number of new groups	9	11	13	9	42
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	<p>19 Successful ESP Campaigns undertaken between the 3rd & 4th Quarters across regions to improve accessibility.</p> <p>Registration of 83 325 households to benefit from Free Basic Services (FBS) which included.</p> <ul style="list-style-type: none"> 89 436 households benefitted from Free Basic Electricity 102 899 households benefitted from Free Basic Water 109 004 households benefitted from Sewer rebates 182 693 households benefitted from Refuse rebates 189 486 households benefitted from Rates rebates <p>Online applications and electronic submissions to streamline registration.</p>																																																																														
Job creation	62 NGOs approved implementing services through Pay per Service Model																																																																														
Number of vulnerable individuals benefiting from accredited and non-accredited economic skills programmes	Training and Development interventions were implemented in the 2024/2025 financial year, that included accredited and non-accredited programmes. Target for the 2024/25 was 4000 beneficiaries and 4032 beneficiaries were trained, so the target was achieved. Some the training interventions implemented include computer training, plumbing, upholstery, plant production, new venture creation, appliance repairs, etc.																																																																														
Number of interventions implemented to respond to the scourge of Gender Based Violence and Femicide	The interventions implemented to respond to the scourge of GBV and femicide in various regions of the City, included prevention, mitigation, and response in terms of medical, case management, and psychosocial support, safety and security, mental health, access to justice, and rule of law and coordination, indicating the actual needs, challenges, and response. The broad interventions included Economic Empowerment; Prevention and Building Social Cohesion, and Response, Care, Support & Healing.																																																																														

Number of interventions implemented as part of the Youth Policy	The Youth policy-driven interventions were delivered for real impact on the ground. The Youth Interventions implemented include the Job Opportunities, Skills Development, Economic Development/Empowerment and Moral Regeneration programmes. The interventions were implemented in all the regions, and they had a positive impact towards Youth and Community at large.
Number of interventions implemented as part of Persons with Disability Policy	The PWD programmes were offered in all the seven regions of the City, and they concentrated on three intervention areas: Education and Awareness; Social Support and Economic Empowerment. All these interventions were dedicated to PWD's, and they covered programmes such as disability sensitisation, disability and child protection, GBV & F and the Orientation & mobility training for the blind.
Number of social services interventions benefitting senior citizens	The elderly social service interventions were geared towards active ageing, well-being, and participation of older persons at all levels. The interventions were developed in response to the needs that were expressed by the senior citizens in the city, aimed at building resilience and enhancing the social functioning of individuals, families, and communities. The interventions included Nutrition, Healthy lifestyle, Economic development, Empowerment, Social support, and Excursion. All these interventions were implemented in all the seven regions.
Number of interventions benefitting the LGBTQI+ Community on socio-economic programmes	Tailor-made interventions were implemented to address the plight of the LGBTQIA+ community, which has grown and evolved over the years, gaining acceptance and visibility. Numerous organizations and support groups contribute to the community's strength and progress, fostering a sense of belonging, inclusivity, and empowerment. Four interventions were implemented, and they included Economic Empowerment, Social Support, Educational & Awareness as well as the Launch and Maintenance of the LGBTQIA+ Advisory Committee.
Number of clients receiving substance abuse treatment services.	Targets for the financial year was 1600 and a total of clients receiving substance abuse treatment services reached was 2812 which represents over achievement of this target.

Table 172: The Key Achievements of the Entity in 2024/25 Financial Year

3.19.3 Challenges and Mitigations in 2024/25

The entity experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas (Region and areas)	Mitigations
Network challenges	Region A, Diepsloot	
Limited digital infrastructure	Regions: E, F, D & G	Manual Applications for indigent rebates.
Crime and Gangsterism	Region B, Westbury	Law enforcement to manage
Lack of tools of trade	Regions A, D & G	
Water Outages	Region B, Riverlea, Region D, Jabulani	Rescheduling of programs
Westbury Treatment Centre has been reorganized as part of a 24hour clinic with maternity ward which impacted approved registration of the center and unavailability of substance abuse treatment services in the area.	Westbury in Region B and surrounding areas	Formal engagements and agreement on the way forward alternative space for the Treatment Centre. Substance Abuse staff have been placed at TDC to focus on initiatives rather than assessment of substance abuse cases and intervention. Staff is currently rendering services from TDC in Westbury with specific focus on prevention and awareness.
Safety and security risks due to ongoing gang violence in the Westbury area	Region B: Westbury	Engagements with law enforcements in the area to ensure the safety of officials and community members.
Unavailability of training and skills development programmes budget	All Regions	Partnering with NGO's and private service providers to provide training programmes.

Challenge	Highly affected areas (Region and areas)	Mitigations
		Allocation of training and skills development budget

Table 173: Challenges and Mitigations

3.19.4 Service IDP Policy Objectives

IDP Programme	Key Performance Indicator (KPI)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Free Basic Services (FBS)	Number of indigent households benefitting from ESP (free basic services)		100 000	136 360		152 284		140 329		81 094	100 000	83 325
	Number of interventions implemented to respond to the scourge of Gender Based Violence and Femicide.	4 programmes	N/A	N/A	N/A	N/A	4	4	4	4	N/A	N/A
	Number of interventions benefitting the LGBTQI+ Community.	4 programmes	N/A	N/A	N/A	N/A	4	4	4	2	N/A	N/A
	Number of individuals accessing youth development intervention programmes.	4 programmes	N/A	N/A	N/A	N/A	5	5	4	4	N/A	N/A
	Number of Interventions facilitated and coordinated for Persons with Disabilities.	3 programmes	N/A	N/A	N/A	N/A	5	5	3	3	N/A	N/A
	Number of vulnerable individuals receiving economic skills training (accredited and non-accredited)	4000 per annum	N/A	N/A	N/A	N/A	4000	4057	4000	740	N/A	N/A
	Number of Social Service Interventions Benefiting Senior Citizens	6 Programmes	N/A	N/A	N/A	N/A	7	7	6	6	N/A	N/A

Table 174: Service IDP Policy Objectives

3.19.5 Financial Performance of Social Development for 2024/25

Funds Center/Commitment item	2023/24 Budget YTD R'000	2023/24 Actuals YTD R'000	% Spend	2024/25 Adjusted Budget R'000	2024/25 Q4 Budget R'000	YTD Movements - Q4 R'000	% Spend Q4
Employee Related Costs	245,767	242,854	99%	260,217	260,217	259,689	100%
Depreciation	13,010	12,929	99%	13,635	13,635	11,620	85%
Repairs & Maintenance	3,329	121	4%	5,489	5,489	243	4%
Contracted Services	14,725	10,887	74%	18,643	18,643	8,983	48%
Subsidies Other	5,333	3,948	74%	5,589	5,589	2,948	53%
General Expenses	54,329	51,112	94%	61,434	61,434	57,877	94%
Total	336,493	321,851	96%	365,007	365,007	341,360	94%

Table 175: Financial Performance of Social Development for 2024/25

3.19.6 Completed Projects in 2023/24 Financial Year

The following projects were implemented in 2023/24 financial year:

Project Detail	Brief Description	Total Original Budget	Total Adjusted Budget	Budget for Quarter	Actual for Quarter	Variance	Total Budget for the Year	Actual for FY	Variance for year	% Spend
None	None	None	None	None	None	None	None	None	None	None

Table 176: Completed Projects by Social Development in the 2023/24 Financial Year

3.19.7 Awards and Honors

No	Name of award/honours	Institution Offering the award.	Date receipt/awarded
	None		

Table 177: Social Development Awards and Honors

3.20 Joburg City Theatres

3.20.1 Mandate of the entity

JCT has a primary mandate to provide quality, innovative and accessible theatre, live entertainment and educational productions and experiences, which serves diverse communities of the City of Joburg and support social cohesion, inclusivity and tolerance. Supporting the organisation’s sustainability is the secondary mandate to provide supportive hospitality infrastructure and services.

In support of this mandate, the core business of Joburg City Theatre is:

- To provide quality, well – managed and accessible theatre and live entertainment venues, and proactively work to develop new audiences and markets.
- To identify, commission and produce relevant productions and experiences; and support youth development, including the development of future arts practitioners and entrepreneurs; and
- To offer quality support and services that enable the acquisition and hosting of local and international professional productions and experiences that are relevant to diverse audiences.

The secondary business of Joburg City Theatres is:

- The provision of supportive hospitality infrastructure, catering, and events management services.

Website: www.joburgtheatre.com

3.20.2 Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
Quality performing arts and entertainment experiences and facilities	<ul style="list-style-type: none"> • 100% achievement on Service Level Standards • 39 Arts and culture programmes held (in-house and through partnerships) • 66 Youth and community development, and emerging voices, supported through partnerships. • 4 Joburg Ballet seasons held • 4 Philharmonic Orchestra held • 8 JCT productions touring nationally/internationally • 4 Annual legends productions implemented
Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs	<ul style="list-style-type: none"> • 252 Expanded Public Works Programme (EPWP) work opportunities created at JCT • 824 Youths attending arts programmes
Affordable access to and use of theatres by communities	<ul style="list-style-type: none"> • 232 282 Attendees to JCT theatres • 6 School networks programmes implemented • 13 City-wide integrated activations using the Mobile Theatre Truck
Good governance, financial sustainability and sound management	<ul style="list-style-type: none"> • 36% 64% • Earned revenue: R115 576 million • Total revenue: R324 019 million for Proportion of earned income against total revenue including subsidy • 100% Percentage spent on operating budget against approved operating budget • 100% Percentage spent on Capital budget against approved capital budget • 8% Repairs and maintenance as a percentage of property, plants and equipment (carrying value)

	<ul style="list-style-type: none"> • 100% Percentage reduction in unauthorised, irregular, fruitless and wasteful expenditure incurred • 100% Percentage of valid invoices paid within 30 days of invoice/statement date • 100% Percentage resolution of AGSA findings (of prior year) • 100% Percentage resolution of Internal Audit (of prior year) • 100% Percentage of the strategic risk management action plans implemented • 407 SMMEs supported • 72% Percentage of Procurement spend on SMMEs against total procurement expenditure • 99% Percentage procurement spend on B-BBEE against total procurement expenditure
Implement the COJ's Climate Action Plan at JCT facilities and use theatre to promote a low carbon economy	<ul style="list-style-type: none"> • JCT's Action Plan Approved by the Board
Mobilisation of partners to support the Mandate, and improved brand recognition and awareness of JCT	<ul style="list-style-type: none"> • 26 Strategic Partnerships created • 100% Percentage positive and neutral media coverage • 48 sector-specific messages shared on COJ's social media channels

Table 178: The Key Achievements of the Entity in 2024/25 Financial Year

3.20.3 Challenges and Mitigations in 2024/25

Challenge	Highly affected areas (Region and areas)	Mitigations
Water Cuts	JCT	Procured water tanks for JCT

Table 179: Challenges and Mitigations

3.20.4 Service IDP Policy Objectives

IDP Programme	Key Performance Area (KPA)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
To conceptualise, manage, host and promote relevant high-quality performing arts and entertainment experiences	High - quality performing arts and entertainment experience and facilities	5 Joburg festivals hosted	5	6	5	6	5	6	5	6	5	6
To actively support youth development, including the development of future arts practitioners and entrepreneurs	Provision of the opportunities for the youth, including future arts practitioners and entrepreneurs	1000	200	330	225	500	300	883	350	422	500	824
To grow shareholder value by	Good governance, financial	Maintain a clean external	Unqualified audit opinion	Unqualified Audit	Unqualified audit	Unqualified with	Unqualified audit	Clean	Unqualified audit	Clean	Clean audit	TBC

IDP Programme	Key Performance Area (KPA)	5 Year IDP Target	Service Delivery Performance										
			2020/21		2021/22		2022/23		2023/24		2024/25		
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
ensuring sound financial management, governance and growth revenue	sustainability, and sound management	audit outcome on previous year's financial and non-financial information	with no material findings zero	Opinion	opinion with no material findings zero	material findings	opinion with no material findings zero		opinion with no material findings zero				
To strengthen the brand recognition and awareness of Joburg City Theatres, and to work in collaboration with others to maximise the impact of Joburg City Theatres programmes	Mobilisation of resources to support the mandate, and improved brand recognition and awareness of JCT	40 partnerships created	12	13	15	23	20	23	25	27	25	26	

Table 180: Service IDP Policy Objectives

3.20.5 Joburg City Theatres Financial Performance for 2024/25

Details	2022/23	2023/24	2024/25			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
REVENUE:						
Total Operational Revenue	286 858 914	304 398 779	323 953 645	323 956 645	327 387 880	99%
EXPENDITURE:						
Employees	115 574 610	135 359 181	134 354 459	134 354 459	155 604 406	86%
Repairs and maintenance	4 227 136	3 304 434	4 505 577	4 505 577	3 172 506	70%
Other	163 863 738	125 299 066	185 096 609	185 096 609	165 525 087	88%
Total Operational Expenditure	283 665 484	300 544 346	323 956 645	323 956 645	324 301 999	100%
Net Operational Expenditure	217 896 334	-	-			

Table 181: Joburg City Theatres Financial Performance for 2024/25

3.20.6 Completed Projects in 2024/25

The following projects were implemented in 2024/25 financial year:

No	Project Name	Region	Budget (2024/25)	Brief Description	Project Status
1	Information Technology	Region E	1 043 000	Information Technology New computer software	Completed
2	Joburg Theatre Building	Region E	18 450 000	Building Renovations and upgrades of new Building Alterations	Completed
3	Joburg Theatre Hospitality & Catering	Region E	2 376 000	Hospitality & Catering Upgrades	Completed
4	Joburg Theatre Technical	Region E	2 258 000	Technical Equipment New operations	Completed
5	Soweto Theatre Building	Region D	6 000 000	Building renovations and upgrades	Completed
6	Soweto Theatre Technical Equipment	Region D	3 535 000	Upgrading of technical equipment	Completed
7	Roodepoort Theatre Building	Region C	1 344 000	Building renovations and upgrades of new building alterations	Completed
8	Roodepoort Theatre Technical Equipment	Region C	1 682 000	Upgrading of technical equipment (sound & lighting)	Completed

Table 182: Completed Projects by JCT in the 2024/25 Financial Year

3.20.7 Major Bulk Projects

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
ICT Infrastructure Upgrades	Wi-Fi extension, server room upgrades, AV media players, stage software, access control	Not specified	Q4 2024/25	Improved connectivity, production quality, and security	Fully implemented	Power outages at Soweto Theatre; mitigated via MTC fibre and backup systems
Energy Resilience (Generators)	Gas-powered generator at Joburg	Not specified	Joburg Theatre: May 2024	Business continuity during load-shedding	Joburg Theatre generator commissioned, others in procurement	Load-shedding and limited coverage; mitigated via phased upgrades
Water Resilience	Water tanks for Soweto and Roodepoort Theatres		In progress	Operational continuity during water cuts	Procurement underway	Water supply interruptions; mitigated via tank installation
Access Control System	Facial recognition system at Joburg Theatre	Not specified	Q4 2024/25	Enhanced security and attendance tracking	Implemented at Joburg Theatre	None reported
Stage Equipment Modernisation	Lighting, sound, and digital screens	Not specified	Ongoing	Enhanced audience experience and	Partial implementation	Budget constraints; mitigated via phased procurement

Project Name	Scope	Contract Value	Completion Date	Project Benefits	Progress to Date	Challenges, Risk and Mitigation
				production quality		

Table 183: JCT Major Bulk Projects

3.20.8 Human Resource Management

Employees of Joburg City Theatres

Skills Level	Job Level	2022/23		2023/24		2024/25			
		No. of Posts	No. of Employees	No. of Posts	No. of Employees	No. of Posts	No. of Employees	Vacancies (Full time equivalent) No.	Vacancies (as a % of total) %
Professionally Qualified	D	183	60	137	84	137	88	49	36%
Senior Technicians	C	335	220	387	192	387	220	167	43%
Semi-Skilled	B	709	481	684	439	684	494	190	28%
Unskilled	A	3 971	3 279	5 140	4 649	5 140	4 345	795	15%

Table 184: Employees of Joburg City Theatres

Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

OCCUPATIONAL LEVEL (BELOW EAP ROW)	AGE GROUP	MALE				FEMALE				FOREIGNER		TOTAL
		A	C	I	W	A	C	I	W	M	F	
TOP MANAGEMENT (LEVEL 1-2)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	3	0	0	0	2	0	0	0	0	0	0
	TOTAL	3	0	0	0	2	0	0	0	0	0	5
SENIOR MANAGEMENT (LEVEL 3-4)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	4	0	0	1	2	0	0	0	0	0	0
	TOTAL	4	0	0	1	2	0	0	0	0	0	7
PROFESSIONAL QUALIFIED (LEVEL 5-6)	18-34	1	0	0	0	1	0	0	0	0	0	0
	>35	33	2	2	7	33	4	1	1	0	0	0
	TOTAL	34	2	2	7	34	4	1	1	0	0	85
SKILLED TECHNICAL (LEVEL 7-8)	18-34	5	0	0	0	14	0	0	0	0	0	0
	>35	91	7	0	5	85	3	2	0	0	0	0
	TOTAL	96	7	0	5	99	3	2	0	0	0	212
SEMI-SKILLED (LEVEL 9-10)	18-34	285	3	0	0	27	1	0	0	0	0	0
	>35	1 338	10	0	0	247	2	0	1	0	0	0
	TOTAL	1 623	13	0	0	274	3	0	1	0	0	1 914
UNSKILLED (LEVEL 11)	18-34	40	0	0	0	315	2	0	0	0	0	0
	>35	535	3	0	0	1 858	7	0	0	0	0	0
	TOTAL	575	3	0	0	2 173	9	0	0	0	0	2 760
TEMPORARY	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	0	0	0	0	3	0	0	0	0	0	0
	TOTAL	0	0	0	0	3	0	0	0	0	0	0

Table 185: JCT Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Disability Percentage Standing

Actual Number of Staff with Disabilities	3
Total Staff Compliment	4977
Disability Target	2%
Actual Disability %	2%

Table 186: JCT Disability Percentage Standing

3.20.9 Service delivery levels based on services levels standards.

Core Service	Service-Level Standard Target	2023/24	2024/25	Evidence	Variance	Variance explanation	Mitigations
Theatre accessible to people with disabilities	100%	100%	100%	Service Level Standards report	N/A	N/A	N/A
Shows start within 15 minutes as per schedule – measured only on in-house productions and co-productions over which JCT has control	100%	100%	100%	Service Level Standards report	N/A	N/A	N/A
Compliance to health and safety legislation	100%	100%	100%	Service Level Standards Report	N/A	N/A	N/A

Table 187: Service Delivery Levels Based on Services Levels Standards

3.21 Joburg City Parks and Zoo

3.21.1 Mandate of the entity

Johannesburg City Parks and Zoo (JCPZ) is a Non-Profit Entity (NPC), duly registered and incorporated in accordance with the Entity Laws of the Republic of South Africa under the registration number: 2000/028782/08. JCPZ has been legislatively mandated as a mechanism for service delivery. The Entity is wholly owned by the City of Johannesburg (CoJ) Metropolitan Municipality. As a municipality owned Entity, JCPZ's mandate is as follows:

"The sustainable provision, preservation and management of open spaces, biodiversity, environmental and conservation services through education, research, direct conservation action and recreation, with a focus on the zoo, parks, open spaces, and cemeteries."

Johannesburg City Parks and Zoo's brand is founded on five (5) sound corporate values that underpin the principles for the conduct of the Entity in executing its mission. The values define a citizen-oriented approach to producing and delivering its services in line with the Batho-Pele principles. These values are *service excellence, Ubuntu (care and concern for people); teamwork; ownership, commitment, and innovation.*

JCPZ exists as a mechanism to improve the lives of the inhabitants of the greater Johannesburg region by improving living conditions within the City. It is responsible for the protection and safeguarding of the flora and fauna of the city to ensure that future generations can appreciate a bio-diverse, green city that promotes social well-being for all its inhabitants. Communities served by JCPZ are reliant upon us to fulfil the mandate of keeping Johannesburg green and clean, along with uplifting their quality of life through various green initiatives.

In response to the above policy, strategic and transformational priorities and to give effect to its mandate, vision, and mission; the JCPZ Service Delivery Agreement (SDA) defines the key focus points for JCPZ and informs the business/delivery model of JCPZ.

3.21.2 Performance Highlights 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
<p>1. Good Governance:</p> <ul style="list-style-type: none"> Mitigating controls to address open findings internal audit findings. Implementation of the anti-fraud strategy Strengthen internal controls. 	<p>Management developed a Management Action Plan to address the control deficiencies identified through the external audit process and these will be monitored going forward to prevent re-occurrence control deficiencies that result in Irregular Expenditure.</p> <p>There is stability in management positions, which in the long run, is expected to address all the control deficiencies as identified by both AGSA and Internal Audit.</p>
<p>2. Energy Mix:</p> <ul style="list-style-type: none"> Alternative Energy Source. 	<p>Solar Powered Building: 11 Depots incl. Johannesburg Zoo Solar Powered Guardhouse: 11 Facilities Loadshedding Exemption: The JHB Zoo Water Conservation Project (Boreholes): Diepsloot Food Garden, Lenasia Depot, Orange Farm Depot. (Jojo tank connections): Klipspruit Depot, Springfield Street Trees, Rhodes Park, Olifantsvlei Cemetery, Brixton Cemetery.</p> <p>A memorandum of understanding (MOU) was signed between the JCPZ and a private company Calterra (Pikitup already had an MOU with Calterra and advised JCPZ to engage with Calterra to allow for the diversion of green waste on a temporary basis while the EISD worked on a permanent solution. The EISD is taking the lead in the whole process and has appointed C40 as a consultant which is also providing funding. JCPZ has identified 11 small scale waste compost sites throughout all the regions while EISD is in the process of conducting a feasibility study for the 11 sites with the objective of conducting an environmental screening to determine the legal requirements that should be met by these sites for the composting activities.</p>

	Management from these depots/facilities identified Fifteen (15) employees who were subjected to competence chipping and composting training.
3. Financial Sustainability: <ul style="list-style-type: none"> Payment Turnaround (30-days) Debtors Collection (within 30-days) 	Year to date, 84% (3 685 invoices amounting to R459 million) were settled within 30 days. Debtors' collection achieved within 63 days
4. Sustainable Service Delivery: <ul style="list-style-type: none"> Greening Programme (Tree Planting) Open Space Management Programme inclusive of biodiversity/ecological/conservation management Inclusive Maintenance Services (Augmented External Services) Repairs & Maintenance Programme 	<p>Exceptional Urban Greening and Climate Resilience where a total of 19 837 trees were planted against the annual target of 14 000.</p> <p>Attained 99,50% against the set target of 59% on horticultural maintenance programme, 94,60% achieved on ecological and biodiversity maintenance against a 46% target.</p> <p>Clean-up Campaign: The Inner-City Mayoral Clean-up Campaigns and the 100 Illegal Dumping Spots Conversion Program in Region D meeting was held in preparation of the Kleena-Jozi Mayoral Campaign and the Gauteng Premier's Clean-up campaigns and the implementation of 100 Illegal Dumping Spots conversion into park project.</p> <p>Visible Service Delivery Program included the inner-city improvements in collaboration with COJ Departments.</p> <p>A clean-up programme was undertaken in all the region's areas with activities inclusive of horticultural, arboricultural and cemetery maintenance</p> <p>Horticultural and Arboriculture Maintenance continued in the G20 precinct and key focus areas.</p> <p>Two (2) previously illegal dumping sites rehabilitated and developed into public parks.</p> <p>Historical Heritage Cemeteries Project: inclusive of Avalon, Olifantsvlei, Braamfontein, Brixton, Westpark, Newclare, and Alexandra; these holds significant historical, cultural, and social importance. Project aims to access, preserve, promote these heritage sites, ensure a balance between fostering tourism growth and maintaining respect for historical legacies, conservation principles, and sustainable visitor and cemetery management.</p> <p>Attained 97% spent on repairs and maintenance, against the set target of 80%.</p> <p>Repairs & Maintenance completed projects: <i>Rubber Matting installed at 31 Park Facilities, 16 office buildings refurbished, 9 x ablution facilities refurbished, 22 solar backup system and solar guardhouse at various JCPZ Facilities & 10 Water Feature reinstated</i>, at various park facilities, including Little Falls swimming pool, Cemetery Beam: Waterval Cemetery, Westpark Cemetery, Road Surfacing: Braamfontein Cemetery, Westpark Cemetery, Newclare Cemetery, Avalon Cemetery, Johannesburg Zoo, Fencing repairs x 15 facilities, Repairs of playground equipment: Kekana Park, Bona Park, Eureka Park, Orange Farm, Regional Park.</p>
5. Infrastructure Development and Refurbishment: <ul style="list-style-type: none"> Open Space Development Programme (Capex) 	<p>Park launches: Region F – Phineas McIntosh Park, Region D - Bheki Mlangeni Park</p> <p>Completed Projects: JHB Zoo - Zoo Infrastructure: Elephant Secondary gate, Region D - Dorothy Nyembe Educational Centre, Region B - JHB Botanical Gardens Wash Bay, Region G - Lenasia Azuri Park, Region C - Golden Harvest Park, Region D - Mayoral Clean-up Campaign: Klipspruit Park and Senoane Park</p> <p>Practical Completion: Region E – Huddle Park Paraplegic</p>
6. Job Opportunity and Creation: <ul style="list-style-type: none"> Job Creation & Co-operatives Programme Skills development and participation in learnerships 	<p>2 111 jobs were created & 36 Cooperatives were supported</p> <p>The Youth Development Programme included the VUT Graduate & WIL Learner Programme, the WIL Learners LGSETA: WSP FY24/25 and the Cyber Digital Learnership Program, in total, the entity had 56 learners on board.</p>
7. Safer City: <ul style="list-style-type: none"> Environmental Enforcement Programme 	JCPZ currently employs 35 park rangers who collaborate with the Johannesburg Metropolitan Police Department (JMPD) to enforce environmental bylaws across all facilities. To augment its workforce, JCPZ periodically receives additional personnel from various programs, including environmental monitors, tourism monitors, and Groen Sebenza interns, funded by partners like SANBI, DFFE, and COJ Tourism. These supplementary staff members are deployed organization-wide, with some serving as spotters to monitor environmental infractions in parks and reporting to Park Rangers and JMPD for swift action, while others assist with animal management at the zoo.
8. Active and Engaged Citizenry: <ul style="list-style-type: none"> Environment and Conservation Education and Awareness Programme Masibambisane Zoo Outreach Programme "Zoo to You" Programme Community-driven events and other signature events 	<p>International environmental Events Programme: International Owl Awareness Day, International Biodiversity Day, World Environment Day/Month, <i>Urban Forests, African Forum on Urban Forest (AFUF) Conference, World Wetlands/ Flufftail Day, World Wetlands Day, National Water Week, Indigenous Tree Day at the Johannesburg Botanical Garden</i></p> <p>Environment and Conservation Education and Awareness Programme: The Wilds 100 Year celebration, The Zoo Lake 120 Year Celebration, <i>The Joburg Zoo Trot, "Breakfast with the Vet", Reverse the Red Day, Zoo Snooze and Earth Hour</i></p> <p>Environmental Education & Awareness activities reached 48 429 beneficiaries were reached against a 40 000 annual target. Activities included: House Call Awareness Campaign School Programmes, Exhibitions,</p>

<ul style="list-style-type: none"> ▪ International environmental events programmes 	<p>Door to Door Educational Campaigns, Clean-up Campaigns, Theme Days: Wetlands Day Celebrations, National Water Week, Assembly Talks, Environmental Workshops.</p> <p>The Alternative Burial Campaign implemented consists of billboards, wall mural, mall & taxi rank activation and digital platforms.</p> <p>Long-term conservation research programmes: <i>Wattled cranes, Ground hornbills, Pickersgill' Reed frogs, Dwarf Burrowing skinks, Owl Education Programme, Wild dogs; two (2) new programmes are being explored i.e. breeding of the Southern Africa Black Rhino and highly endangered Shoebill storks. Breeding Research Programme, Environmental research, Research and monitoring programs complement the management plans, Environmental Research Implementation Plan</i></p> <p>Wildlife poaching and snaring: The four nature reserves (Klipriviersberg, Kloofendaal, Rietfontein, and Manie Mulder) have witnessed a notable decrease in wildlife poaching and medicinal plant harvesting compared to the previous year, the ongoing patrols deter illegal activities.</p> <p>Community-driven events and other signature events: <i>The Braamfontein Cemetery Ash Wall Restoration, JCPZ Xtra-Milers Employee Awards, Region D's Moroka Dam Clean-up, Kleena Joburg: 100 Illegal Dumping Spots Campaign (Mayoral Launch: Rehabilitation of 100 dumping sites Mother's Day Concert at Joburg Zoo, Reopening of Hamberg Cemetery, Joburg Zoo and Zoo Lake Precinct 121st Birthday Celebrations, Valentines Day at the Joburg Zoo, Primary School Art Competition, Photography Competition (amateur and professional photographers), Zoo Snooze and Earth Hour & Jazz at the Lake, and "Brown Paper Bag" Sessions, Jazz at the Lake</i></p> <p>Donations: Gold Reef Rose Society and Ludwigs Roses engaged in a project of reviving the JBG Rose Garden and replanted of all the terraces with 1 092 rose bushes & various donations from the "Public of Browse" Initiative continue.</p> <p>Various donations from the "Public of Browse" Initiative continue and the Leogem (Service Provider) sponsored the Zoo with an upgrade of lion enclosure structure. The sponsor oversaw the material, construction, and design processes which was built over a 2-week period.</p> <p>Awareness Campaigns: The JHB Zoo Anti-litter Campaign festive season focused where 840 primary school learners participated in litter collection and drawing of posters, JCPZ services, portfolio size, complaints processes, tree removal, tree pruning, service standards, maintenance schedule, branch collection, root problem and stump removal. The Service Awareness Campaign performed extremely well with a reach of 194 763 views on Caxton Online, 114 052 on Google ads, 862 649 Facebook and 1 182 120 on X, with the number of impressions even greater</p> <p>Competitions: Environmental Competitions and Homestead Food Garden. Primary School Art Competition, Photography Competition was held for both amateur and professional photographers. The unit participated in the Clean Air Day School's Competition, which took place at Ivory Park Secondary School in Region A (Ward 77). This initiative is led by the Air Quality division of Coj (EISD). An exhibition focused on biodiversity was conducted, along with tree planting activities. A total of 185 learners were reached.</p> <p>Exhibitions: A total of 11 505 participants were reached (<i>themes included: G20 Biodiversity, National Science Week, Environmental Management, open space management, focusing more on park safety, waste management, water conservation</i>).</p>
<p>9. Sustained Economic Growth:</p> <ul style="list-style-type: none"> ▪ Multiple revenue generation (partnerships & facilities) ▪ Management Stakeholder Charter (development and implementation) 	<p>Stakeholder Management & Partnerships: Arbor Month: JCPZ partnered with World Resources Institute (WRI)</p> <p>City of Addis Ababa: JCPZ has developed a knowledge-sharing work plan in consultation with Group Strategy and Policy Co-ordination (GSPCR) in the Coj. Presentations regarding wetlands management was hosted and a follow-up presentation regarding the City's Tree Canopy will be held in September.</p> <p>City of Wales: IGR has commenced its engagement with the city through the GSPCR offices on meeting SDG goals by accelerating tree planting in the Coj. The City of Wales has shared its plans to provide households with free trees to address concerns relative to space, future costs of maintenance, and the care and maintenance of trees.</p> <p>The organisation is a member of the international City Parks Alliance, Senior managers, and executives to a free webinar on 'Creative Approaches to Park Maintenance' with the cities of Atlanta, Portland, and Chicago.</p> <p>Engagements with the International Institute for Sustainable Development (IISD), World Research Institute and Scaling Urban-Nature-Based Solutions for Climate Adaptation in Sub-Saharan Africa (SUNCASA) to develop project rollout plans to plant trees in Region A, B, F and G. These organizations are acting on behalf of the government of Canada to fund various projects in the next two (2) years starting from January 2024 to December 2025.</p> <p>JCPZ hosted delegations from Seattle USA, 100 public relations students from the Walter Sisulu University and the City of Copenhagen. The Danes are funding the flood-prone rehabilitation around Moroka Dam.</p>

	<p>Engagements on the tariff report: various stakeholders with no amendments raised to the proposed annual tariff increases.</p> <p>Approval granted to host Pan African Cemeteries and Crematoria Conference to be hosted August 2025.</p> <p>Media exposure articles published: “Media (focused on cemeteries, service delivery operations and the Joburg Zoo_: SABC Morning Live and ENCAs Breakfast Show, SABC radio and television channels, Newsroom Africa, ENCA, Soweto TV, Joburg Today TV, 702, 94.7, SAFM, Jozi FM, Alex FM, Chai FM, Kaya FM, Power FM, Theta FM, Hillbrow FM, Mix FM, The Sunday Times, Saturday Star, The Star, Pretoria News, Caxton Newspapers across Soweto and Joburg, Rising Sun, the Lenasia Times, Alex Times, Landscape SA, Ground Up, Daily Maverick, the Mail and Guardian.</p> <p>Media mentions: Received 893 media mentions (R26.3 million media value). SABC, ENCA, Newsroom Africa, 702, SAFM (burial space availability& alternative burial options, the Zoo's birthday, AFUF, Jazz in the Lights, and Mega-blitz operations). JCPZ was singled out by Ground Up as a better-performing entity on SAFM. SABC, ENCA, Newsroom Africa, 702, SAFM (burial space availability& alternative burial options, the Zoo's birthday, AFUF, Jazz in the Lights, and Mega-blitz operations).</p> <p>Digital Marketing Campaigns: Customer complaints call processes, The Leaf Booklet, Service Delivery Awareness, Alternative Burial Methods, Sunken Grave, Anti-Litter, Alien Invasive Species, Zoo Brand Awareness, Venue Hire, Water Testing in Lonehill and key events hosted by the organisation.</p> <p>Digital Marketing Performance: The Joburg Zoo Facebook reached 69 526 followers vs 75 000-target, Parks Facebook 22 000 vs 21 000 target, Instagram 7 972 vs 7 000 target, JCPZ's best performing posts i.e. “Plan your Zoo Visit” achieved 1.2 million views.</p> <p>Print Media: The Annual Services Awareness Campaign to support service delivery (November 2024 and till February 2025), topics included i.e. JCPZ services, portfolio size, complaints processes, tree removal, tree pruning, service standards, maintenance schedules, branch collection, root problems and stump removals. Joburg Zoo Brand Awareness Campaign (February till May 2025), African Forum on Urban Forest Campaign ran from February till March 2025.</p>
<p>10. Green Economy:</p> <ul style="list-style-type: none"> ▪ Green Procurement Programme ▪ Reduce/Reuse/Recycle 	<p>The green procurement target was achieved.</p> <p>JCPZ is a member of the green waste diversion working group that was established by C40 an organisation that works with the CoJ Mayor in mitigating negative impacts of climate change.</p> <p>The organisation has identified eleven (11) regional small scale waste compost sites processes underway conducting a feasibility study to determine the legal requirements for the composting activities.</p>
<p>11. Smart City:</p> <ul style="list-style-type: none"> ▪ Modernisation of the ICT environment ▪ Asset Management Mobile Application ▪ Digitisation of cemetery records. 	<p>ICT continuous to deploy the following Microsoft 365 based technologies through the Microsoft Enterprise Agreement in partnership with the Group ICT</p> <p>The implementation and rollout of the SAGE based MSCOA ERP solution for the non-SAP entities is nearing completion. Go live is expected in the beginning of quarter one of 2025/26 financial year. User training (end-users and administrators) is currently underway. Additionally, the electronic balance scorecard system project was completed.</p> <p>The SAGE 300 ESS Mobile App was successfully rolled out to users enabling them to access the employees' self-services remotely.</p> <p>The Onkey Plus upgrade project was completed. The upgrade included the implementation of a Field Engineering mobile app to allow field workers to interact with the system remotely.</p> <p>R 2 000 000 funding from the City has been secured for JCPZ to initiate the e-Cemetery Management solution with additional funding for the project expected in the outer financial years.</p>

Table 188: The Key Achievements of the Entity in the 2024/25 Financial Year

3.21.3 Challenges and Mitigations in 2024/25

The entity experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas	Mitigations
Diminishing burial space	Region A – G inclusive of cemeteries and protected areas	<p>Explore alternative burial strategies and promote alternative burial methods in various areas of the city.</p> <p>Source burial land to establish small pocket cemeteries and promote communal burial options.</p> <p>Unlock land in dormant cemeteries underway, studies at an advanced stage.</p>

Challenge	Highly affected areas	Mitigations
Safety public open spaces	Region F (inner City), Region B, E, A, Cemeteries and Protected Areas (all regions)	Reviewing Public Open Spaces By-laws, Cemeteries By-laws, and Nature Reserve By-laws to empower park rangers with enforcement capabilities. Public awareness campaign By-law enforcement Increase number of park rangers & patrols CCTV installation Improve public lighting & controlled access
Homeless people dwelling in open spaces/ Illegal occupation of public open spaces	Region A – G	Monthly blitz to be undertaken with various stakeholders inclusive of CRUM and JMPD and the surrounding communities. Consolidated city-wide approach to address challenges. Comprehensive strategy from all dependencies with a clear action plan, timelines, and budget allocation
Illegal recycling activities in public open space	Region F (inner City), Region B, E, A, Cemeteries and Protected Areas (all regions)	Reviewing Public Open Spaces By-laws, Cemeteries By-laws, and Nature Reserve By-laws to empower park rangers with enforcement capabilities. Public awareness campaign Regular patrols by park rangers and Environmental Monitors Consolidated city-wide approach to address the challenge. Identify designated sorted sights and formalisation of the “trade”
Dilapidating & vandalised infrastructure	Region A – G inclusive of cemeteries and protected areas	Public awareness campaign By-law enforcement Allocation of additional budget 3-year repairs and maintenance strategy in place Park Rangers roll-out & private security technology
Non-payment & delayed payment of service provider	Region A – G inclusive of cemeteries and protected areas	Review Coj Priority list, categorization of service providers and nature of service i.e. <i>animal feed & grass cutting contractors to be prioritised</i>

Table 189: Challenges and Mitigations

3.21.4 Service IDP Policy Objectives

IDP Programme	Key Performance Area (KPA)	5 Year IDP Target	Service Delivery Performance										
			2020/21		2021/22		2022/23		2023/24		2024/25		
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Table 190: Service IDP Policy Objectives

3.21.5 JCPZ’s Financial Performance for 2024/25

Details	2022/23	2023/24	2024/25			
	Actual R'	Actual R'	Adjusted Budget R'	Target R'	Actual R'	% Achievement for Annum
REVENUE:						
Total Operational Revenue	1 46 240 066	1 243 080 000	1 359 812 000	1 265 011 000	1 345 081 000	99%
EXPENDITURE:						
Employees	615 445 158	712 604 000	806 513 000	756 822 000	806 701 000	100%
Repairs and maintenance	39 072 482				24 526 000	
Other	464 438 678				593 305 000	
Total Operational Expenditure	1 118 956 318	1 272 370 000	1 359 812 000	1 265 001 000	1 424 532 000	105%

Net Operational Expenditure (Deficit) Surplus	127 283 748	(29 289 000)	-	-	(79 451 000)	
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Table 191: JCPZ's Financial Performance for 2024/25

3.21.6 Completed Projects in 2024/25

The following projects were implemented in 2024/25 financial year:

No	Project Name	Region	Budget (2024/25)	Brief Description	Project Status
1	JHB Zoo - Zoo Infrastructure: Elephant Secondary gate	Region B	1,332,489.00	Infrastructure upgrade	Completed
2	Dorothy Nyembe Educational Centre	Region D	1,445,007.00	Facility upgrade	Completed
3	JHB Botanical Gardens Wash Bay,	Region B	1,600,000.00	Facility upgrade	Completed
4	Lenasia Azuri Park	Region B	1,600,000.00	Park upgrade	Completed
5	Golden Harvest Park	Region C	2,393,000.00	Park upgrade	Completed
6	Klipspruit Park and Senoane Park	Region D	1,102,000.00	Park upgrade	Completed

Table 192: Completed Projects by JCPZ in the 2024/25 Financial Year

3.21.7 Human Resource Management

Employees of Joburg City Parks & Zoo in 2024/25

Skills Level	Job Level	2022/23		2023/24		2024/25			
		No. of Posts	No. of Employees	No. of Posts	No. of Employees	No. of Posts	No. of Employees	Vacancies (Full time equivalent) No.	Vacancies (as a % of total) %
Professionally Qualified	D	93	53	96	46	96	4.84%	104	92
Senior Technicians	C	394	233	232	219	232	9.50%	348	239
Semi-Skilled	B	1 458	849	1 298	832	1 298	80.98%	1 583	898
Unskilled	A	438	112	155	122	155	2.37%	83	3

Table 193: Employees of Joburg City Parks & Zoo in the 2024/25 Financial Year

Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Occupational Level (below EAP row)	Age Group	Male				Female				Foreigner		Total
		A	C	I	W	A	C	I	W	M	F	
Senior Management (level 3-4)	18-34					2						
	>35	21	2	3	1	15	1	1	3			
	Total	21	2	3	1	17	1	1	3			49
Professional Qualified (Level 5-6)	18-34	2			2	3		1				
	>35	23	2	1	4	21	1	1	1			
	Total	25	2	1	6	24	1	2	1			62
Skilled Technical (Level 7-8)	18-34	8				11		1				
	>35	78	4	3	4	87	9	4	8			
	Total	86	4	3	4	98	9	5	8			217
Semi-Skilled (Level 9-10)	18-34	87	2			108	3					
	>35	452	9	2	5	221	8		1			
	Total	539	11	2	5	329	11		1			898
Unskilled (Level 11)	18-34											
	>35											

Occupational Level (below EAP row)	Age Group	Male				Female				Foreigner		Total
		A	C	I	W	A	C	I	W	M	F	
	Total											
Temporary	18-34					1						
	>35	1				1						
	Total	1				2						3

Table 194: JCPZ Workforce Profile in terms of Age, Race, Gender, and Foreign National Status

Disability Percentage Standing

Actual Number of Staff with Disabilities	15
Total Staff Compliment	1239
Disability Target	2,0%
Actual Disability %	1,21%

Table 195: JCPZ Disability Percentage Standing

3.21.8 Service delivery levels based on services levels standards.

The following service delivery standards were reported on by the entity in 2024/25 financial year:

Core Service	Service-Level Standard Target	2023/24 Target	2023/24 Actual	2024/25 Target	2024/25 Actual	Evidence	Variance	Variance explanation	Mitigations
STRATEGIC PRIORITY: 4) Sustainable service delivery	Maintenance of Flagship Parks	12 cycles	12 cycles	12 cycles	12 cycles	System generated report	n/a	n/a	n/a
	Maintenance Developed Parks	4 cycles	4 cycles	4 cycles	4 cycles				
	Maintenance Undeveloped Parks	4 cycles	4 cycles	4 cycles	4 cycles				
	Maintenance Main Arterials	9 cycles	12 cycles	12 cycles	12 cycles				
	Maintenance Landscaped Islands and Town Entrances	9 cycles	12 cycles	12 cycles	12 cycles				
	Maintenance Flagship/Active cemeteries	4 cycles	4 cycles	4 cycles	4 cycles				
	Maintenance Passive Cemeteries	4 cycles	4 cycles	4 cycles	4 cycles				
	Response to calls logged for removal of fallen trees	80% of emergency calls attended to	98% of emergency calls attended to	80% of emergency calls attended to	99.9% of emergency calls attended to				
	Response to calls logged for damaged park infrastructure	80% of emergency calls attended to	89% of emergency calls attended to	80% of emergency calls attended to	92% of emergency calls attended to				
Compliance with the PAAZA (Pan-African Association of Zoos and Aquaria) standards	100% Compliance	100% Compliance	100% Compliance	100% Compliance	Inspection reports & checklists	n/a	n/a	n/a	

Table 196: Service Delivery Standards Reported by the Entity in the 2024/25 Financial Year

3.21.10 Awards and Honors

No	Name of award/honours	Institution Offering the award.	Date receipt/awarded
1.	Arbour City Awards	National Arbor City Competition	2012,2013, 2019 & 2022
2.	Top Performing Public Service Award	National Business Awards	2017
3.	Best State-Owned Entity Award	3 rd Annual Vision 2030 Awards held in partnership with the 17th Annual National Business Awards	2019
4.	SALI Awards	South African Landscapers Institute (SALI) Awards	2018, 2019, 2017
5.	Standard Bank Top Women Awards	Standard Bank	2020
6.	6th Edition of the Top 40 Women	Incentive, Convention and Exhibition (MICE) Industry	2019
7.	World Urban Parks Emerging Cities Leaders Award	World Urban Parks	2020
8.	LivCom Awards	United Nations	2007, 2013
9.	Top Empowerment Awards	Transformation Champion	2018-2019
10.	Lorie Award	Advertising industry	2015
11.	Zoo Lake - Best Picnic Spot in Joburg	The Star newspaper	2018
12.	JHB Zoo 4-Star grading	South Africa's tourism grading organisation	2017
13.	Cannes Lions Awards	THE Cannes in France	2017

Table 197: JCPZ Awards and Honors

3.22 Environment and Infrastructure Services Department

3.22.1 Mandate of the department

The Environment and Infrastructure Services Department (EISD) in the City is responsible for ensuring that all activities of state organs do not harm the environment in accordance with national legislation. This includes protecting the City's biodiversity, managing waste, regulating air quality, and managing natural water resources. The department is committed to building an effective response to climate change and ensuring a just transition to a more sustainable economy and society. There are legal prescripts which are essential for protecting the environment and promoting sustainability in the City.

The department has an oversight role in respect of the three entities (City Power, Pikitup, and Joburg Water) regarding the development of policies and strategies that align with the City. This ensures alignment with business plans and the allocation of resources for the respective sector programmes. The oversight role ensures compliance with environmental regulatory requirements and recommends areas of improvement. The department tracks and verifies the sector commitments of the three entities to ensure their service delivery commitments align with guidelines and standards. The department also assesses the MOE's performance in respect of the Service Delivery Agreements.

The Department's mandate encompasses several key responsibilities aimed at promoting sustainable practices and ensuring environmental protection within the City. These responsibilities can be described as follows:

- **Environmental Planning & Coordination:** The department is responsible for developing and facilitating the implementation of environmental plans and strategies to promote sustainable development within the city. EISD coordinates with various stakeholders, including government agencies, community organisations, and private businesses, to ensure that environmental considerations are integrated into urban planning processes.
- **Policy & By-law Development:** The department is tasked with developing comprehensive environmental policies, strategies, regulations, and standards. These guidelines serve as a framework for promoting environmentally friendly practices and ensuring compliance with established standards. Moreover, the department ensures the effective implementation of these policies throughout the City, ensuring that all services provided align with environmental goals.
- **Advisory Services:** The department plays a crucial role in advising on the environmental requirements and authorisations necessary for infrastructure development projects. By assessing the potential environmental impacts and proposing mitigation measures, the department ensures that infrastructure development is conducted in an environmentally responsible manner.
- **Regulation:** The department is responsible for enforcing environmental regulations and ensuring compliance with applicable laws. They establish and enforce environmental standards to protect natural resources and prevent pollution. This may involve conducting inspections, issuing permits, and taking appropriate enforcement actions against those who violate the regulations.
- **Compliance and Enforcement:** In addition to establishing regulations, the department ensures that individuals and organisations comply with environmental laws. The Department conducts inspections, audits, and investigations to monitor compliance and take enforcement actions when necessary. At times, EISD collaborates with other enforcement agencies to address environmental crimes and prosecute offenders.
- **Infrastructure Planning:** The department actively participates in long-term infrastructure planning to support the City's future growth. By considering environmental factors during the planning process, such as sustainable land use and resource management, the department contributes to the development of resilient and environmentally conscious infrastructure systems.

- **Research and Feasibility Studies:** To drive innovation and sustainability, the department research sustainable technologies and conducts feasibility studies for interventionist projects. These initiatives aim to identify and assess the viability of new environmentally friendly technologies and interventions that can be implemented to address specific environmental challenges within the City.
- **Project Implementation:** In line with its research and feasibility studies, the department takes an active role in implementing interventionist projects. By executing these projects, which are designed to mitigate environmental issues and promote sustainability, the department contributes to the overall improvement of the City's environmental conditions.
- **Environmental Awareness:** The department conducts environmental awareness campaigns to engage and educate the public on the importance of environmental protection and sustainable practices. These initiatives aim to foster a culture of environmental stewardship among residents, businesses, and other stakeholders, ultimately leading to greater environmental consciousness and responsible behaviour

3.22.2 Performance Highlights for 2024/25

The key achievements of the department in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
Integrated Waste Management	<p>Waste diversion: The department is responsible for monitoring and reporting on the total waste diverted through initiatives from the commercial sector and Pikitup operations. In 2024/25 FY, a total 2 630 100 tons of waste was generated, with 711,628 tons successfully diverted, resulting in a diversion rate of 27.1 %.</p> <p>Biodigester: The biodegradable waste-to-biofuel project at Robinson Deep Landfill (Region F) aims to reduce landfill disposal in line with the Waste Management Strategy. The appointment for the EPC and Civil Works service providers was finalised for the construction of the 50-ton pilot project. The civil works will commence during the FY 2025-26.</p> <p>Waste-to-Energy: The project aims to align waste management with the Waste Management Strategy by reducing landfill disposal and generating electricity from waste through mass burn technologies. The public notification process was completed, allowing the project to proceed to the next phase, which is the issuance of the Request for Proposals (RFP).</p> <p>Landfill Gas to Energy (LFG): The project's primary objective is to significantly reduce the emission of harmful Greenhouse Gases (GHG) from CoJ landfills. The project has achieved 17% of the greenhouse gas (GHG) reduction offset against a target of 28%, and 5,000 MWh of electricity was generated through landfill gas-to-energy initiatives at the Robinson Deep, Marie Louise, and Goudkoppies landfill sites.</p> <p>Licensing and Permitting: The department operate a Waste Information Management System (WIMS), a platform designed to track monthly and quarterly data on waste generation, recycling, and disposal in Johannesburg. This system covers all waste operators in the city, helping regulate and manage waste more effectively. During the current financial year, 121 waste permits were issued to waste companies.</p>
Climate Change	<p>Greenhouse Gas Emissions (GHG): The City completed the 2021 Greenhouse Gas Emission Inventory, which recorded a total of 22 million tCO₂e, with significant progress made in understanding key emission sources. Stationary energy accounted for the largest share at 12.7 million tCO₂e (58%), primarily due to electricity consumption, followed by transportation at 7.1 million tCO₂e (32%), driven by fuel use, and waste, which contributed 2.2 million tCO₂e (10%) from landfill emissions. While this inventory highlights the City's reliance on coal-based electricity and fossil-fuel transport, it also reflects progress in waste-to-energy initiatives. It provides a clear baseline for scaling renewable energy, promoting sustainable transport, and improving waste diversion strategies to achieve long-term emission reduction targets.</p> <p>Carbon Disclosure Programme (CDP): The CDP, originally established as the 'Carbon Disclosure Project' in 2000, provides cities, companies, states, and regions with a platform to measure, manage, and disclose their environmental impacts, particularly in relation to climate change, water security, and environmental protection. The City of Johannesburg has achieved an A – Leadership rating for the first time. Out of more than 700 cities assessed worldwide, only 112 achieved this prestigious top rating. Within Africa, Johannesburg and Cape Town stand among the select few to reach this milestone, underscoring their strong commitment to environmental leadership.</p>

Service delivery priority	Achievements
	<p>Climate Action Implementation (CAI) programme: The development and completion of the Climate Action Plan (CAP) are largely attributed to the technical support provided by C40 to the City. This support is part of the C40 Climate Action Implementation (CAI) program, which is specifically designed to accelerate the implementation of the CAP. The CAI support is set to continue until December 2025. The program consists of two main components:</p> <ul style="list-style-type: none"> ✓ Integration of Climate Action: This process involves integrating climate-related initiatives into the City’s mainstream operations to fully embed climate change considerations into planning. A review of draft 2025/26 business plans found that while some reflected climate actions without full adherence, 10 departments and entities complied with the guidelines. This indicates progress in embedding climate considerations into planning, but also highlights the need for further guidance, capacity building, and oversight to ensure consistent and comprehensive integration across all departments. <p>Execution of Significant Projects: Specifically, the program focuses on two major projects in the waste and energy sectors, including the feasibility study of managing green organic waste and the Development of a Sustainable and Reliable Energy Framework/Model to Address Energy Access in Low-Income Informal Settlements. The business case for garden waste composting was finalised through a multi-stakeholder workshop. Following this, a consultant was appointed in April 2025 to assess site suitability, ensure compliance, and conduct chipper training for 30 employees. For Energy Access in Low-Income Informal Settlements, the service provider was appointed to conduct a case study on Johannesburg’s microgrid projects across Amarasta View, Vlakfontein, Shalazile, and Vukani, examining development, financing, implementation, and community impact.</p>
Air Quality Management	<p>Ambient Air Quality Monitoring: The City currently operates eight (8) ambient air quality monitoring stations to continuously measure and track air pollution levels and meteorological conditions across the municipality. During the 2024/25 financial year, seven (7) were operational. One (1) out of seven (7) operational stations reported adequate data of more than 75 % as required by the air quality standards; other stations were affected by delays in procurement.</p> <p>Air Pollution Control By-Law Implementation: The City is implementing the licensing of scheduled activities in accordance with the by-laws for air pollution control. To date, 33 facilities have been issued permits to control emissions and air pollution. The permits issued are monitored as part of the compliance monitoring schedule by environmental management inspectors.</p> <p>Annual number of days with Good Air Quality: This is an important indicator that demonstrates the severity of the air quality challenge in the city and the effectiveness of various measures that are deployed from time to time. For the annual period from July 2024 to June 2025, the number of good air quality days was 240 out of 365, accounting for approximately 66% of the year. This reflects an improvement of approximately 10 % points compared to the previous financial year (2023/24), which recorded 202 good air quality days, representing 56.11% of the year.</p> <p>The Breathe Cities Johannesburg programme was launched in September 2024 during Air Quality Week, bringing together national, provincial, local, and international stakeholders to support the City’s clean air initiatives under the “Clean Air Jozi” campaign. Since the launch, key initiatives have advanced, including vehicle emissions testing, a winter source apportionment study, youth-led air quality campaigns, and development of the Clean Air Zone policy. The Clean Air Zone polling report was also finalised and launched.</p> <p>Licensing and Permitting: The City, through the Environment & Infrastructure Services Department (EISD), is mandated to implement and enforce the National Environmental Management: Air Quality Act, which regulates industrial activities with potential emissions impacts. EISD, acting as the Air Quality Officer, issues Atmospheric Emission Licenses (AELs) to regulate industrial activities with potential impacts on emissions. In the current financial year, fourteen (14) AELs were issued in compliance with NEMA: Air Quality Act requirements. In total, the City has issued a total of 41 active Atmospheric Emission Licenses (AELs); each license is valid for a period of five (5) years.</p>

Service delivery priority	Achievements
Energy Services	<p>Review of the Energy Plan: In the current financial year, the department has initiated a review of the 2017 Energy Plan, with a focus on the electricity sector and alignment with new policy shifts, including easier access to renewables and electricity market reform. The revised plan will address gaps in renewables, IPPs, and the net-zero 2050 goal. It will guide long-term planning by defining the optimal energy mix, identifying investment opportunities, and outlining a carbon reduction pathway. The review of the Energy Plan was finalised with a roadmap that provides three energy transition scenarios, offering strategic pathways to guide Johannesburg’s energy future while balancing energy security, environmental sustainability, and cost-effectiveness.</p> <p>Energy Performance Certificate: The Minister of Mineral Resources and Energy has, under section 19(1)(b) of the National Energy Act no 34 of 2008, published Regulations for the Mandatory Display and Submission of Energy Performance Certificates (EPCs) for buildings. EPCs are mandatory for private, non-residential, and non-industrial buildings with a total net floor area exceeding 2000 m², and 1000 m² for buildings owned, occupied, or operated by state organs. Over the financial year, in collaboration with City Power, the Department conducted meter audits and measured 676 buildings, identifying 54 that required EPCs. Smart meters were installed in 49 buildings, and consumption data was successfully collected. By the end of the year, a total of 29 EPCs were issued.</p> <p>Energy Efficiency Demand Side Management: The City’s Energy Efficiency Programme, aimed at reducing reliance on Eskom and cutting carbon emissions by 30% by 2030, includes the Streetlights Refurbishment Programme to convert all City lights to Light-Emitting Diode (LED) technology. In 2024/25, 108 additional streetlights were retrofitted, resulting in an estimated annual savings of 804 MWh. The programme also supported skills development with seven interns completing EPC training, conducted an energy audit of the JMPD administration building, and ran the EEDSM School Competition, where 14 schools competed and the top three (3) winners received R35,000, R25,000, and R15,000, respectively.</p> <p>Feasibility of a Sustainable Energy Framework for Low-Income Informal Settlements: The project focuses on identifying sustainable funding models, developing robust business cases, and informing energy access policies at both the city and national levels. In 2024-25, the city, in partnership with C40, appointed a service provider to conduct a case study on Johannesburg’s microgrid projects across Amarasta View, Vlaktefontein, Shalazile, and Vukani, examining development, financing, implementation, and community impact. The study will showcase replicability, sustainability, key lessons, and include a short multimedia video with resident stories.</p>
Water Resources	<p>Rehabilitation of watercourses: The City conducts river clean-up initiatives to improve the condition of the watercourses, thereby enhancing river health and community well-being, while creating a lasting legacy of healthy waterways. In 2024/25, EISD’s river clean-up initiatives, including the Integrated River Clean-Up, Presidential Employment Programme, Integrated Ecosystems Cleanup, and SUNCASA, created approximately 258 short-term job opportunities across the Jukskei and Klip catchments. The programmes removed invasive vegetation and 37.4 tons of litter, restoring biodiversity, natural water flow, and water quality, while improving river aesthetics and public health.</p> <p>Surface Water Quality Monitoring: The City regularly monitors surface water in the Jukskei and Klipriver catchments, conducting analyses for chemical and bacteriological content, as well as documenting the water’s aesthetic qualities. During the financial year, a total of 1265 water samples were tested for monitoring purposes. The results ranged from unacceptable to acceptable for both bacteriological and chemical assessments.</p>
Water Services	<p>Implementation of the Water Security Strategy: The City of Johannesburg’s Water Security Strategy is now in the implementation phase, guided by the Urban Water Resilience Profile developed in collaboration with the World Research Institute (WRI) and the South African Cities Network (SACN). Funding support from WRI and C40 is underway, and the Jukskei River Scaling Urban Nature-based Solutions for Climate Adaptation in Sub-Saharan Africa (SUNCASA) project has advanced flood protection, water quality, ecosystem preservation, and infrastructure innovation.</p>

Service delivery priority	Achievements
	<p>Implementation of Sanitation Policy: The City of Johannesburg, through EISD and Johannesburg Water, advanced the 2021 Sanitation Policy with projects such as the Naledi sanitation rollout, which provided 645 households with sewer infrastructure, ablution blocks, inclusive community engagement, end-user education, and appropriate sanitation technologies. The efforts address service gaps in underserved areas while promoting sustainability and compliance across the policy's seven themes.</p> <p>Groundwater Management: In the 2024/25 financial year, the City of Johannesburg advanced its groundwater management initiatives to support water security and supply, particularly in informal settlements. The department completed feasibility studies and borehole explorations to assess groundwater availability and quality, while developing a Groundwater Framework that included a monitoring network and an online borehole registration system to centralise data and improve sustainability. A total of 116 borehole applications were processed, with increasing stakeholder engagement and guidance provided on licensing and compliance.</p>
Biodiversity Protection	<p>Biodiversity Priority areas: In the 2024/25 financial year, the City of Johannesburg maintained 61,894 hectares (38%) of land classified as Biodiversity Priority Areas. Of these areas, 6,688 hectares (11%) have been formally protected under relevant legislation, serving as a benchmark for conservation progress.</p> <p>Alien Invasive Species Management: The City of has developed an Alien Invasive Species (AIS) Monitoring, Control, and Eradication Plan in line with NEMBA (Act 10 of 2004) and its 2014 regulations. The plan, covering all listed invasive species within the City, has been submitted to the DFFE for review. Through river cleanups, the department has completed invasive vegetation control in multiple streams, including Elias Motsoaledi, Klipspruit, Kliptown, Naledi, Kya Sands, and Florida Lake. Additionally, the SUNCASA-funded project has progressed in the Upper Jukskei River Catchment, with 130.6 hectares targeted for invasive plant removal and 177.1 hectares planned for rehabilitation through indigenous planting and soil restoration. So far, 35.7 hectares have been cleared.</p>
Impact Mitigation and Management	<p>Development Planning and Joburg Property Company (JPC) applications review: The department provides environmental input on the development application process by commenting on land use applications from the Development Planning Department, Johannesburg Property Company (JPC) applications on city-owned land. All applications are reviewed in accordance with National, provincial, and City-specific policies, guidelines, and standards on the management of environmental issues. A total of 2,389 applications were reviewed during the financial year.</p> <p>Environmental Impact Assessment (Basic Assessments (BAR), Scoping reports (SR) / EIA reports) review: The department provides environmental input on the development application process by commenting on environmental authorisation-related applications for listed activities. All applications are reviewed in accordance with National, provincial, and City-specific policies, guidelines, and standards on the management of environmental issues. A total of 121 BAR/SR/EIA were reviewed during the financial year.</p>
Compliance Monitoring and Enforcement	<p>Screening of City Capex Projects: To ensure compliance with environmental legislation and prescripts, the Environment & Infrastructure Services Department (EISD) screens Capex projects planned for implementation by City Departments and Entities, confirming environmental authorisations (EAs) requirements during the project planning phase. The department has screened all two hundred and twenty-two (222) capex projects, and eighty-nine (89) projects required Environmental Authorisation and/or Water Use License applications.</p> <p>Compliance Monitoring of City Capex Projects and Private Developments: The City of Johannesburg has 10 designated Environmental Management Inspectors (EMIs) operating under their mandate in accordance with Section 31D of the National Environmental Management Act (NEMA). These EMIs are empowered by the Criminal Procedure Act (CPA) to seize items, stop, enter, and search vehicles, vessels, and aircraft, and issue compliance notices. During the 2024/25 financial year, a total of 79 private projects were monitored, with enforcement action taken where necessary.</p>

Service delivery priority	Achievements
	<p>Air Quality Compliance Monitoring: The department, acting as the Air Quality Officer for the City, issued 41 active Atmospheric Emission Licenses (AELs) for a period of five years. The department conducted seventeen (17) AEL compliance inspections for various companies in line with the license conditions. During the current financial year, only two industries were found to be non-compliant with their license conditions and non-compliance notices were issued.</p>
Environmental Education and Awareness	<p>Environmental Theme Day Celebrations: Every financial year, the department ensures that the City joins the global community in commemorating the environmental theme days. Notwithstanding the existence of other environmental days, the department has undertaken to lead commemorations targeting identified theme days. During FY 2024-25, the department commemorated 8 environmental theme days:</p> <ul style="list-style-type: none"> ✓ International Day of Clean Air For Blue Skies ✓ National Transport Month ✓ Global Recycling Day ✓ World Wetlands Day ✓ National Water Week ✓ Earth Hour ✓ International Biodiversity Day ✓ World Environment Day <p>The commemoration included events with various stakeholders; social media messages; internal communications to staff, clean-up campaigns and a Theatre show by Joburg Theatre crew on environmental issues.</p> <p>Schools Holiday Programme: The programme was implemented in line with the South African school holiday calendar. Through partnerships and collaboration with various stakeholders, the EISD facilitates educational activities aimed at imparting environmental knowledge and instilling environmental consciousness among school learners. The groups of learners targeted were from various schools, Day Care Centres, orphanages, and learners hosted at City libraries.</p>

Table 198: The Key Achievements of the Department in the 2024/25 Financial Year

3.22.3 Challenges and Mitigations in 2024/25

The department experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas	Mitigations
The target of Air Quality stations reporting adequate data was not achieved due to Low Data Availability from Air Quality Monitoring Stations	Only 16.67% of operational stations (1 out of 6) reported sufficient data during the review period. This low performance was due to the following key issues: <ul style="list-style-type: none"> Persistent breakdowns and technical faults at monitoring stations. Delays in repairs and maintenance caused by an unresponsive open tender process. 	The department has secured a Transversal Contract with the National Treasury at the end of June 2025, for repairs and maintenance of the stations. Twenty-two (22) analysers for air monitoring stations were sourced, while fifteen (15) analysers were taken out for repairs by 30 June 2025. The maintenance will improve the performance of other stations to meet the required standards.
The Biodigester project experienced delays in achieving the annual target due to the late finalisation of the Engineering, Procurement, and Construction (EPC) contract.	Contractual Delays: Prolonged negotiations with the preferred bidder delayed the appointment of EPC and Civils Works contractors.	The appointments were finalised in the last quarter of the year, and construction work for the pilot project will commence in the 2025/26 financial year.

Table 199: Challenges and Mitigations

3.22.4 Service IDP Policy Objectives

IDP Programme	Key Performance Indicator (KPI)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Integrated Waste Management	Percentage waste diverted from landfill	20% waste diverted from landfill	18% waste diverted from landfill	14% waste diverted from landfill	15% waste diverted from landfill	18.9% waste diverted from landfill	15% waste diverted from landfill	26.2% waste diverted from landfill	19% Waste diverted from landfill	18.7% Waste diverted from landfill	26% waste diverted from landfill	27.1% Waste diverted from landfill

Table 200: Service IDP Policy Objectives

3.22.5 Financial Performance of EISD for 2024/25

Details	2022/23	2023/24	2024/25		
	Actual	Actual	Adjusted Budget	Actual	% Achievement for Annum
REVENUE:	R'000	R'000	R'000	R'000	
Total Operational Revenue	(15,954)	(19,483)	(11,013)	(17 830)	162 %
EXPENDITURE:	R'000	R'000	R'000	R'000	
Employees	83,767	103,108	116,641	107,821	92 %
Inventory Consumed	33	47	75	68	91 %
Depreciation and asset impairment	10,702	13,317	13,525	13,896	102 %
Contracted Services	8,250	7,029	12,138	11,360	94 %

Details	2022/23	2023/24	2024/25		
	Actual	Actual	Adjusted Budget	Actual	% Achievement for Annum
Operational Costs	1,908	3,858	4,806	3,839	80 %
Loss on disposal of assets	-	-	-	5 680	0
Costing Internal Charges	820	839	18,072	15,154	84 %
Total Operational Expenditure	105 480	128,652	165,257	157,824	95 %

Table 201: Financial Performance of EISD for 2024/25

3.22.6 Capex Projects in 2024/25

The following projects were implemented in 2024/25 financial year:

No	Project Name	Region	Budget (2024/25)	Brief Description	Project Status
1.	Waste Management: Kyasands Closed Landfill Rehabilitation	A	R15 million	Waste Infrastructure Development: Rehabilitation of the Kyasands Closed Landfill to Reduce Illegal Dumping.	The appointment was finalised, and the YTD budget of R15m reported an 11% (R1.6 m) underperformance. The project implementation is currently underway and will continue in the next financial year.
2.	Purchase of ambient air quality analysers	A, B, D, E, G	R10 million	Maintenance and refurbishment of the air quality monitoring stations and the ambient air quality monitoring analysers.	Procurement was finalised through the transversal contract with the National Treasury, and 95% of the budget was spent on the Procurement of twenty-two (22) additional analysers for air monitoring stations, and fifteen (15) analysers have been taken for repairs.

Table 202: Capex Completed Projects by EISD in the 2024/25 Financial Year

3.23 Public Safety Department

3.23.1 Mandate of the Department

Public Safety Department provides services through the following compartments: Johannesburg Metropolitan Police Department (JMPD); Emergency Management Services (EMS), Disaster Management Unit and Licensing Services. The Department as the custodian for safety and security has initiated a number of programmes and projects aimed at ensuring that the City's Citizens are served with diligence. The programmes include but not limited to crime prevention road traffic management; By-Law enforcement; licensing services; disaster management services; integrated intelligent operational centre (IIOC) and emergency rescue services.

3.23.2 Johannesburg Metropolitan Police Department (JMPD)

The Johannesburg Metropolitan Police Department (JMPD) derives its mandate from Chapter 12 of the South African Police Service Act (Act 68 of 1995) and Section 156 of the Constitution, which empower municipalities to enforce local laws and manage safety. Its core functions are traffic policing, enforcement of municipal by-laws, and crime prevention, carried out in close cooperation with the South African Police Service (SAPS) as required by law. This legal framework ensures that the JMPD operates with legitimacy, supports integrated law enforcement, and contributes to safer, better-managed urban communities in Johannesburg.

JMPD Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
Safer City	<p>JMPD: Crime Prevention Programme The Johannesburg Metropolitan Police Department (JMPD) strengthened crime prevention across the City through routine and targeted operations, including roadblocks, checkpoints, joint enforcement actions, and community patrols. These efforts aimed to deter criminal behaviour, disrupt illicit activities, and protect public spaces, ensuring safer streets and reducing risks to residents, businesses, and visitors.</p> <p>As a result of these operations, the Department effected over 6,700 arrests for offences including reckless and negligent driving, driving under the influence, violent crimes, immigration violations, firearm-related offences, and possession of stolen property. JMPD also recovered 465 stolen or hijacked vehicles, 85 firearms, more than 20 dangerous weapons, and over 700 rounds of ammunition, and confiscated significant quantities of narcotics, illicit cigarettes, stolen medical supplies, and electronics, removing critical resources from criminal networks.</p> <p>Building on these preventive efforts, intelligence-led and strategic interventions enabled the Department to achieve several high-profile operational successes that underscore the impact of its crime prevention mandate. These include the arrest of a suspect linked to the murder of an e-hailing driver, the rescue of a kidnapped businessman with eight suspects apprehended, the dismantling of a drug trafficking operation in Orange Farm with seven arrests and seizure of firearms, ammunition, stolen vehicles, and narcotics, and the arrest of four construction mafia members in Marshalltown. Community-focused initiatives, such as Gender-Based Violence awareness campaigns in Kya Sands, reinforced public trust and encouraged proactive reporting.</p> <p>Through a combination of routine enforcement, intelligence-driven interventions, and community engagement, JMPD disrupted criminal activity, removed dangerous elements from the streets, and enhanced urban safety, contributing to a secure environment for residents, businesses, and visitors across Johannesburg.</p>
Safer City	<p>JMPD: Traffic Enforcement Programme The Johannesburg Metropolitan Police Department (JMPD) maintained a strong focus on road safety and compliance across the City, addressing issues such as reckless driving, speeding, non-compliance with traffic signals, and unsafe vehicles. Through targeted enforcement, the Department stopped over 103,000 vehicles, searched more than 84,000 vehicles, and screened 67,000 persons, fostering safer road use and preventing accidents.</p> <p>As a result of these efforts, JMPD recorded over 1.6 million speed-related violations, issued combined 91,004 AARTO notices for both minor and serious traffic offences, and effected 1,945 arrests for driving-related violations, including DUI, reckless, and negligent driving. The Department also impounded 1,199 vehicles and discontinued 755 unsafe vehicles and taxis, while removing 467 road obstructions to support safe traffic flow. In managing accidents, JMPD attended 2,399 incidents, recording 104 fatalities, ensuring that prompt enforcement and intervention contributed to safer roads.</p> <p>These enforcement efforts, supported by intelligence and technology, not only deterred unsafe driving behaviour but also improved compliance and accountability among road users. Collectively, JMPD's traffic operations enhanced urban mobility, reduced the risk of accidents, and reinforced the City's commitment to creating safer streets for residents, commuters, and visitors.</p>
Safer City	<p>JMPD: By-law Enforcement</p>

Service delivery priority	Achievements
	<p>The Johannesburg Metropolitan Police Department (JMPD) remained steadfast in enforcing the City’s by-laws to protect public spaces, safeguard municipal services, and ensure Johannesburg functions as a safe, orderly, and well-regulated urban environment. By-laws covered key areas such as informal trading, waste management, signage regulation, electricity and water compliance, the protection of parks and open spaces, and municipal infrastructure safety. Enforcement was supported through close collaboration with partners such as City Power and Joburg Water, ensuring the protection of critical municipal services against illegal connections and tampering.</p> <p>Over the course of the year, JMPD supported the audit of more than 2,176 properties to enforce compliance and demolished 137 unauthorized brick-and-mortar structures, while removing nearly 4,447 shacks and other illegal structures that posed risks to health, safety, and urban management. To curb unlawful trading, officers confiscated more than 8,631 perishable and 6,060 non-perishable goods and removed 552 illegal food caravans and trolleys from the streets.</p> <p>Environmental safety and cleanliness were reinforced through the removal of 15,337 illegal posters, 162 unauthorized flags and banners, 219 fixed boards, 31 mobile signs, 662 estate agent boards, and 28 billboards, preventing visual pollution and reclaiming public space. Waste enforcement efforts further led to the impoundment of 83 vehicles engaged in illegal dumping.</p> <p>Protecting municipal services remained a central focus. Working alongside City Power, JMPD supported the disconnection of 717 illegal electricity connections, removed 351 unauthorized meters, and recovered an extraordinary 342,612 kilograms (over 319 km) of stolen cable. In partnership with Joburg Water, 1,022 illegal water connections were cut and 28 unauthorized meters removed. These interventions not only protected revenue streams but also reduced hazards associated with illegal connections and safeguarded infrastructure.</p> <p>The Department also ensured the safety and accessibility of public spaces by evicting nearly 2,116 vagrants from parks and open spaces, restoring their use for the wider community. To strengthen infrastructure safety, JMPD conducted more than 1,434 municipal building visits and 58 site inspections, ensuring that facilities remained secure and fit for public use.</p> <p>Through these integrated enforcement measures, JMPD upheld by-laws as a tool for urban management, improved the quality of life in communities, and protected the City’s assets. The Department’s approach combined enforcement with education and partnerships, reinforcing compliance while addressing risks to public health, safety, and municipal sustainability.</p> <p>These enforcement operations were complemented by community engagement initiatives, which strengthened awareness of city regulations and promoted voluntary compliance. Through proactive and targeted by-law enforcement, in partnership with City Power and Joburg Water, JMPD successfully mitigated risks to public health, safety, and municipal infrastructure, while contributing to a cleaner, safer, and more orderly Johannesburg for residents, businesses, and visitors.</p>

Table 203: JMPD Key Achievements of the Entity in the 2024/25 Financial Year

JMPD Challenges and Mitigations in 2024/25

The JMPD experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas (Region and areas)	Mitigations
Crime Prevention		
Limited resources to cover high-crime hotspots consistently	Inner City (Hillbrow, Berea, Joubert Park), Region G (Orange Farm, Lenasia)	Prioritised visible policing in hotspots; joint operations with SAPS and other agencies to maximise coverage
Organised crime syndicates (construction mafia, kidnapping, drug trafficking)	CBD (Marshalltown), Orange Farm, Lenasia, Helderkruijn	Intelligence-led operations; multi-agency task teams; use of surveillance and tracing technologies
Community reluctance to report crimes (fear of reprisal, lack of trust)	Informal settlements and high-density residential areas (e.g., Kya Sands, Alexandra)	Expanded community outreach and awareness campaigns (GBV, crime reporting), increased visibility patrols to build trust
Traffic Enforcement Programme		
Non-functional traffic lights due to power outages and vandalism, contributing to collisions	City-wide, with concentration in CBD intersections and major arterials (e.g., Louis Botha Avenue, Empire Road, Soweto corridors)	Deployed officers for point duty at critical intersections; strengthened collaboration with City Power and Johannesburg Roads Agency to restore functionality
High incidence of speeding and reckless driving	Freeways (M1, M2, N1, N3), Sandton, Roodepoort	Expanded speed enforcement using mobile units and static cameras; increased DUI and reckless driving operations
High volume of unroadworthy taxis and private vehicles	Soweto, Orange Farm, Alexandra	Intensified roadworthiness checks, impoundments, and discontinuations; engagement with taxi associations to improve compliance
By-law Enforcement		
Proliferation of illegal informal trading and food caravans	Inner City (CBD, Hillbrow, Yeoville), transport nodes (Park Station, Noord Street)	Regular confiscations of perishable and non-perishable goods; engagement with traders; coordinated enforcement with municipal courts
Illegal electricity and water connections, cable theft undermining municipal services	Orange Farm, Alexandra, Soweto, Ivory Park	Large-scale disconnections, recovery of stolen cable, property audits; partnerships with City Power and Johannesburg Water on enforcement
Illegal structures, vagrancy, and encroachment in parks and open spaces	Kya Sands, Region C informal settlements, Inner City open spaces	Removal of structures, eviction of vagrants, increased patrols in parks; referrals to social development programmes

Table 204: JMPD Challenges and Mitigations

3.23.3 Emergency Management Services (EMS)

Schedule 4, part B of the constitution of the Republic of South Africa Mandate Municipalities to establish Fire Services emphasis set out in section 155(6)(a) and (7):

The City of Johannesburg Emergency Management Services is obliged to render its legislative mandate by providing the fire and rescue services in terms of the Fire Brigade Services Act, 99 of 1987(FBSA) and its amendments as follows:

- a) preventing the outbreak or spread of a fire;
- b) fighting or extinguishing a fire;
- c) the protection of life or property against a fire or other threatening danger;
- d) the rescue of life or property from a fire or other danger;
- e) subject to the provisions of the Health Act, 1977 (Act No. 63 of 1977), the rendering of an ambulance service as an integral part of the fire brigade service;

EMS Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
Safer City	<p>These achievements were key in mitigating the extent of damage to fires as well as seeing the reduction in number of fire incidents decreasing as compared to the financial year 2023/2024 thus putting the unit towards a positive trajectory on this priority:</p> <ul style="list-style-type: none"> ▪ Preventing the outbreaks of fire: in quest to ensure that outbreak of fires is prevented, EMS embarked on various activities and programmes to which: ▪ A total of 7 609 buildings were inspected citywide against the target of 6 260. ▪ A total of 2 332 flammable substances installations were inspected against the target of 2 050. ▪ A total of 1 578 liquor outlets and places of entertainment have been inspected against the cumulative target of 850. ▪ In terms of Community Emergency Response Teams (CERT) programme, the department managed to train 4 447 community members against a target of 3 650. ▪ In terms of School Emergency Response Teams (SERT) programme, the Department managed to train 62 schools against a cumulative target of 40.
Safer City	<p>Emergency response- on pursuit of improving response time to fire and rescue incidents thus protection of life and property to damage due fire EMS managed to dispatch 80% of all calls received within 3 minutes, the remaining 20% are those fires that are related to non-critical fires such as rubbish, grass and miscellaneous fires.</p> <p>EMS has also managed to achieve 64% response within 15 minutes of all fire calls received, these are calls which were screened to be critical and posed danger or threat to life or property.</p>
Safer City	<p>Reduction in number of fire incidents, During the financial 2024/25, the City of Johannesburg EMS received a total number of 6 398 as compared to the 6 598 fire calls received during the financial year 2023/2024 this can be translated to 9.6% decrease. Thus, putting the unit to a positive trajectory</p>

Table 205: EMS Key Achievements of the Entity in the 2024/25 Financial Year

EMS Challenges and Mitigations in 2024/25

The EMS experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas (Region and areas)	Mitigations
Shortage of fire engines remains a challenge in the provision of fire services and response to fire incidents.	Areas with high call volumes, i.e. (Region F) Inner City including Mayfair, (Region E) Alexandra, (Region G) Orange Farm, (Region D) Soweto,	<p>Fire engine deployment plan where fire engines are placed in areas with high call volumes.</p> <p>Fire engine replacement programme – a supplier was appointed in Q2 (December 2024) for the supply and maintenance of 15 new fire engines. Two were delivered by June 2025. The remaining thirteen will be delivered in the new financial year</p>
The non-compliant buildings remain a challenge especially in the Inner City. These include highjacked buildings which have illegal electricity connections which are prone to fire incidents.	The affected areas include (Region F) Inner City including Mayfair, (Region E) Alexandra, etc	<p>The target in terms of building inspections has increased. The capacitation of Fire Safety Division is a priority. The department has appointed two divisional chiefs for the section. These divisional chiefs are an addition of a team managing fire inspectors who responsibility is to conduct inspections in buildings.</p> <p>The request to recruit additional fire fighters has been submitted to the Strategic Positions Panel for consideration.</p>

Table 206: EMS Challenges and Mitigations

3.23.4 Licensing Services

COJ Licensing renders registration and licensing services on behalf of Gauteng Province (Department of Roads and Transport) on an agency basis. In terms of the Service Level Agreement, COJ Licensing retains twenty percent (20%) of the generated income on registration and licensing. In fulfilling the above responsibilities, the Department is required to comply with certain prescribed Acts, Regulations and By-laws which guide and apply strategies, policies, procedures, and practices; to ensure that all the above responsibilities are carried out with due diligence.

Licensing Services Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

Service Delivery Priority	Achievements
Financial Sustainability	<p>Target: 1 340 000 000.00 - 2024/25 FY</p> <p>Actual R1 598 238 603.40 - 2024/25 FY (collected)</p>
Sustainable Service Delivery	<p>12 x previously disadvantaged areas serviced through Licensing Mobile Truck, in collaboration with JMPD in community outreach programs. The regions that were services included, G, D, A & C</p>
Highlights July – June 2024/25	<p>Women’s Month Recognition & Celebration: The Licensing section participated in the all- female awareness campaign roadblock held on the 27/08/24 at the Grasmere Toll Gate as part of the educational program, which is one of our key indicators in the SDBIP. The drivers with expired drivers’ licenses and expired license discs were encouraged to visit the nearest COJ Licensing Centers as mentioned in the pamphlets distributed to them to renew their licenses. The COJ Licensing Ladies Team took part the COJ Heritage Day Cook -off Competition and the team was victorious as they took first price as overall winners in the prestigious city competition.</p> <p>Licensing Mobile Truck: The mobile truck was showcased again during the Rand Easter Show at Nasrec, the platform presented an opportunity for the community members to gain access to the licensing services. The services provided on-site was undoubtedly a huge success. The licensing mobile truck through various collaborative outreach initiatives, stakeholder engagements made a holistic impact with community awareness, education, information and enquires at previously disadvantaged areas in regions A, D, G & C. In line with revenue enhancement and contribution to financial sustainability of the city for the increase in revenue, the mobile truck also generated revenue of R290K in the renewal of driver’s license discs, and driver’s license and prdp application.</p> <p>Transport Month: In 2005, during Transport Lekgotla the month of October was declared Transport Month. The month is targeted to raise awareness on the important role of transport in the economy of this country and to promote and encourage participation from civil society and business, including the provision of a safe and more affordable, accessible, and reliable transport system in the country. The licensing section continued to promote this safety strategy not only in October, but the for the rest of the FY ensure the impact achieved success.</p> <p>The Licensing directorate guided by Safer City, Sustainable Service Delivery and Active and Engaged citizenry mayoral priorities actively participated in conducting road safety campaigns. The aim is to create awareness about the importance of vehicle maintenance, compliance to road traffic regulations and promote road safety, through offering vehicle fitness assessments, PrDP bookings, driving license and motor vehicle renewals.</p>

Service Delivery Priority	Achievements
	<p>Roll Out of Smart Enrollment Unit (SEUs): The COJ Licensing Section is striving to drive efficiencies and effectiveness for overall customer satisfaction in the services been rendered to the public and its customers. In collaboration with its principals GPDRT/RTMC, there was a role out of a Smart Enrollment Units (SEUs) at some Drivers License Testing Centers (DLTC) across Gauteng Licensing Services. COJ Public Safety Licensing Services has adopted to conduct a pilot project on these new SEUs only Marlboro, Langlaagte, Roodepoort, Midrand and Randburg Licensing Centers.</p>

Table 207: Licensing Services Key Achievements of the Entity in the 2024/25 Financial Year

Licensing Services Challenges and Mitigations in 2024/25

Challenge	Highly Affected Areas	Mitigations
Delivery of consumables as part of the SLA between GPDRT and the COJ not been met. COJ has been receiving limited consumables since the start of the 2024/2025 financial year as Province stated limited budget.	Citywide	<p>Seven (7) municipalities providing agency services including Coj are in negotiations with the province to recover infrastructure costs, overheads and expenses before the payment of 80 % is made to GPDRT. Subsequently, a request was made to prepare a comprehensive 3-year Cost Benefit Analysis {CBA} per municipality to demonstrate to the MEC of Transport and MEC Finance the loss incurred by the municipalities.</p> <p>COJ licensing in the interim has been recovering part of the costs from GPDRT for consumables been bought quarterly to limit losses.</p>
<p>Due to non-provision of budget, the expired calibration for Vehicle Testing Station (VTS) at test sites across COJ could not be replaced timeously</p> <p>Motorcycle Tests cannot be performed at any DLTC's, due to motorcycle equipment broken and outdated.</p>	All Coj test sites	<p>Budget availability has been requested via procurement plan for 2025/26 FY to resolve the challenge</p> <p>Procurement delayed due to R&M citywide contract issues.</p>
Decline in revenue and customer service delivery satisfaction being impacted due to the centers not operating over weekends.	All Licensing Centre's	Extended hours to be revisited for licensing centers, as these centers need to open on Saturdays to meet customers licensing needs.

Table 208: Licensing Services Challenges and Mitigations

3.23.5 Disaster Management

The City of Johannesburg Disaster Management Centre (CoJDMC) operates under the legislative authority of the Disaster Management Act 57 of 2002, which mandates the city to establish a framework for disaster management. It is also required to establish a disaster management centre (with functional sub-centres) and develop the capacity for the coordination and implementation of its disaster management plan.

In addition to the disaster management legislative mandate, the CoJDMC further aligns its operations with other supportive or interconnected legislation and international and domestic disaster risk management strategies.

Some enabling legislation	International strategies
Occupational Health and Safety Act 85 of 1993	Sendai Framework for Disaster Risk Reduction (2015 to 2030)

Some enabling legislation	International strategies
National Archives and Records Services Act 43 of 1996	United Nations Sustainable Development Goals
National Environmental Management Act 107 of 1998	
Municipal Finance Management Act 56 of 2003	
Intergovernmental Relations Act 13 of 2005	
Climate Change Act 22 of 2024	

Table 209: CoJDMC Legislation and Internation Risk Management Strategies

In addition to the above, the CoJDMC’s mandate also aligns with the City of Johannesburg’s Growth and Development Strategy 2040 (GDS 2040). Like the Disaster Management policy objectives, the GDS 2040 has a long-term, overarching focus on disaster risk management. Both envision a “World Class African City of the Future”, emphasising socio-economic sustainability, resilience, and inclusivity.

Disaster Management Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
Good governance	<p>Establishment of a Tactical Disaster Risk Management Committee The CoJ Tactical Committee, chaired by the City Manager, was established to oversee the integration and implementation of the Disaster Risk Reduction Strategy within the Integrated Development Plan. The committee’s establishment as part of the implementation of the Level 1 Disaster Management Plan will strengthen oversight of the Disaster Risk Reduction Strategy once it's approved and ensure its alignment with the city's disaster-resilient planning framework.</p> <p>Relaunch of the Advisory Forum The Disaster Risk Management Advisory Forum was successfully relaunched, with amended Terms of Reference to accommodate virtual sittings and robust Technical Task Teams for the set priority disaster risks. This enhancement promotes broader stakeholder participation and improves accessibility and continuity of governance processes.</p> <p>Regional Interdepartmental Disaster Risk Management Committee Key personnel were redeployed to lead the Regional Interdepartmental Disaster Risk Management Committees and Ward-Based Disaster Risk Management Forums in the seven regions. This decentralisation improves risk monitoring, responsiveness, coordination, and community-level engagement in disaster preparedness and mitigation.</p>
Safer City	<p>Micro Ward-Based Risk Assessments Completed A total of 121 micro ward-based risk assessments were successfully conducted across the city. These assessments will play a crucial role in updating Johannesburg’s Risk Profile for 2025–2026, ensuring that planning and response strategies are informed by data and tailored to the community.</p> <p>Community Readiness Empowered 118 communities were capacitated to a state of readiness against major incidents and disasters. Through targeted training and awareness campaigns, some vulnerable residents are now better equipped with knowledge to respond proactively and collaboratively to emergencies, building a more resilient and empowered city.</p>

Table 210: CoJDMC Key Achievements of the Entity in the 2024/25 Financial Year

Disaster Management Challenges and Mitigations in 2024/25

The Disaster Management experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas (Region and areas)	Mitigations
Lack of a Functional Disaster Management Centre	All seven city regions	Using the Sandton Disaster Operation Centre as interim Headquarters. Sought start-up funding from the Gauteng Provincial Disaster Management Centre to conduct a feasibility study of the Phillips Warehouse in Martindale for the establishment of a Disaster Management Centre precinct.
Capacity to fully implement the series of disaster management plans	City	Capacitation report with the proposed benchmark structure in line with the Municipal Staff Regulations has been written and submitted to the Office of the City Manager

Table 211: CoJDMC Challenges and Mitigations

3.23.6 Service IDP Policy Objectives

IDP Programme	Key Performance Indicator (KPI)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Safer City	% Reduction in criminal activities ¹⁵ as a result of the number of arrests effected.		KPI not applicable						3%			
	% Reduction of By-law infringements ¹⁶ as a result of the number of By-law operations		KPI not applicable						5%			
	Number of wards with ward-based policing programme		KPI not applicable						135	135		

Table 212: Service IDP Policy Objectives

3.23.7 Financial Performance of Public Safety Department for 2024/25

¹⁵ Criminal activities include Common Assault, Assault GBH, Business Burglaries, Common Robbery (Attempts Included), Residential Burglaries, Theft of Motor Vehicle. Driving under the influence of alcohol. Unaudited figures from SAPS would be used to monitor performance as the audited crime stats is released 6-12 months after the financial year.

¹⁶ The By-Laws include but are not limited to illegal waste management, illegal advertising, illegal street trading, illegal connections; and inspections of places including but not limited to places of entertainment.

Details	2022/23	2023/24	2024/25			
	Actual R 000	Actual R 000	Adjusted Budget R 000	Target	Actual R 000	% Achievement for Annum
REVENUE:						
Total Operational Revenue	1 245 715	1 198 222	1 577 895	100%	1 422 119	90.13%
EXPENDITURE:						
Employees	5 190 532	5 506 994	4 929 189	100%	5 740 090	116.45%
Repairs and maintenance	42 794	63 916	61 135	100%	24 091	39.41%
Other	1 249 400	1 135 373	1 639 702	100%	1 299 487	79.25%
Total Operational Expenditure	6 482 726	6 706 283	6 630 026	100%	7 063 668	106.54%
Net Operational Expenditure <i>(Revenue less Total Opex)</i>	(5 237 011)	(5 508 061)	(5 052 131)	100%	(5 641 549)	111.67%

Table 213: Financial Performance of Public Safety Department for 2024/25

3.23.8 Completed Projects in 2024/25

The following projects were implemented in 2024/25 financial year:

No	Project Name	Region	Budget (2024/25)	Brief Description	Project Status
1.	Construction of the Central Fire Station in the Inner City	Region F	R650,000 R15 000 000 during budget adjustment	Replacement of the old fire station which was shut down by Department of Labour	Completed
2.	Construction of a business desk at Midrand		R2 million		Not completed
3.	Disaster Management Centre		R2 million		Not completed
4.	Building of EMS training academy for Coj		R1.2 million		Not completed
5.	Standby generators for current fire stations		R720 thousand		Not completed
6.	New Central Fire/Ambulance Station Marsh.T		R1 million		Completed
7.	Operational Capital (527515)		R2,3 million		Completed
8.	Supply Firearms to the JMPD new recruits		R7,5 million		Not completed
9.	Implementation of IIOC phase 2		R20 million		Completed
10.	Operational Capex: Computers for Regional Operations.		R3,2 million		Completed

No	Project Name	Region	Budget (2024/25)	Brief Description	Project Status
11.	JMPD Police Academy Construction		R2 million		Not completed

Table 214: Public Safety Completed Projects in the 2024/25 Financial Year

3.23.9 Service delivery levels based on services levels standards.

The following service delivery standards were reported on by the entity in 2024/25 financial year:

Core Service	Service-Level Standard Target	2023/24	2024/25	Evidence	Variance	Variance explanation	Mitigations
%Vehicle registration transactions completed in under 1 hour from point of service.	100% ¹⁷	98% ¹⁸	Quarterly signed report submitted	None	N/A	None	On track
%Driver License renewal transactions completed in under 1 hour from point of service.	100% ¹⁹	100% ²⁰	Quarterly signed report submitted	None	N/A	None	On track
%Bulk vehicle registration transaction completed in within 24hrs from point of service	100% ²¹	100% ²²	Quarterly signed report submitted	None	N/A	None	On track
% Fire calls dispatched in 3 minutes	75%	77.39%	80.8%	ESS Stats	N/A	N/A	On track
% Fire call responded to within 15 minutes	62%	61.3%	66%	ESS Stats	N/A	N/A	On track
% By-Law Enforcements: Response to complaints within 24 hours	100%	97.5%	99.6%	Register of Complaints	0.4%	Administrative delay in responding within 24hrs	
% Accident Reports (reports available within 48 hours of accident log)	85%	70.8%	100%	Record of Accident reports	N/A	N/A	On track

¹⁷ 447 207 vehicles registration process complete in 1 hour for FY 23/24 against the SLS target

¹⁸ 425 373 vehicles registration process complete in 1 hour for FY 24/25 against the SLS target

¹⁹ 160 342 driver's license renewals complete in under 1 hour for FY 23/24 against the SLS target

²⁰ 172 340 driver's license renewals complete in under 1 hour for FY 24/25 against the SLS target

²¹ 305 480 bulk vehicle registrations complete within 24hrs for FY 23/24 against the SLS target

²² 339 499 bulk vehicle registrations complete within 24hrs for FY 24/25 against the SLS target

Core Service	Service-Level Standard Target	2023/24	2024/25	Evidence	Variance	Variance explanation	Mitigations
Traffic Control (% response to all calls within 30 minutes)	100%	0% ²³	100%	Dispatch records	N/A	N/A	On track

Table 215: Delivery Standards were Reported on by the Entity in the 2024/25 Financial Year

²³ The system cannot track 30 minutes response time

COMPONENT F: CORPORATE POLICY OFFICES AND OTHER SUPPORT SERVICES

3.24 Group Information and Communication Technology (GICT)

3.24.1 Mandate of the department

The department's primary focus is aligned to the following key strategic objectives: -

- To develop and implement sound ICT Governance Framework across the City.
- To implement sound ICT Enterprise Architecture for the City.
- To support the Smart City Enablement Agenda.
- To develop and Maintain the City's ICT Infrastructure.
- To ensure the adoption and usage of ICT Services both internally and externally.
- To modernise all legacy ICT Systems.
- Provide a robust, reliable, and efficient strategic ICT services to the CoJ for smart Service Delivery.

3.24.2 Performance Highlights for 2024/25

The key achievements of the entity in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
99,8% ICT Systems Uptime	The ICT infrastructure upgrade and system migration resulted in improved ICT systems uptime.
mSCOA project	Successful migration of SAP 4.7 to ECC6 which will enable the completion of mSCOA project.
Public Private Partnership	The Department entered into an agreement with Wits TENET, EDUROAM and to use their Wi-Fi infrastructure to stream COJ Free Wi-Fi for students and residence.

Table 216: GICT Key Achievements of the Entity in the 2024/25 Financial Year

3.24.3 Challenges and Mitigations in 2024/25

The department experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas (Region and areas)	Mitigations
Infrastructure vandalism	All regions	Continuous engagement with Public Safety to ensure that City's infrastructure is protected
Theft	All regions	Continuous engagement with Public Safety to ensure that City's infrastructure is protected
Human Resource Capacity	All Areas	The department has obtained approval to fill 26 vacancies, and the recruitment process is underway
Inadequate funding for key projects such as wifi rollout and Mscoa	All areas	The matter for funding is being taken up with relevant structures within the city The department has partnered with the private sector to expand wifi coverage across the identified areas in the City

Table 217: GICT Challenges and Mitigations

3.24.4 Service IDP Policy Objectives

IDP Programme	Key Performance Area (KPA)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Number of Wi-Fi Hotspots rolled out across the City	1,500 Wi-Fi Hotspots rolled out across the City	2,000	511	500	50	400	433	300	337	300	172	Number of Wi-Fi Hotspots rolled out across the City

Table 218: GICT Service IDP Policy Objectives

3.24.5 Financial Performance of GICT in 2024/25

Details	2022/23	2023/24	2024/25			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
REVENUE:						
Total Operational Revenue	32,404	36,000	44,699	44,699	29,639	66%
EXPENDITURE:						
Employees	71,238	76,638	93,471	93,471	81,021	87%
Repairs and maintenance						
Other	1,012,043	1,074,947	1,158,468	1,158,468	1,072,647	93%
Total Operational Expenditure	1,083,281	1,151,585	1,251,939	1,251,939	1,153,668	92%
Net Operational Expenditure	(1,050,877)	(1,115,585)	(1,207,240)	(1,207,240)	(1,124,029)	93%

Table 219: Financial Performance of GICT in 2024/25

3.24.6 Completed Projects in 2024/25

The following projects were implemented in 2024/25 financial year:

No	Project Name	Region	Budget (2024/25)	Brief Description	Project Status
1	SAP Software upgrade	All regions	R45 million	The project aims transform the City's SAP system	Completed

Table 220: GICT Completed Projects in the 2024/25 Financial Year

3.25 Group Forensics and Investigation Services (GFIS)

3.25.1 Mandate of the department

The mandate of Group Forensic and Investigation Service (GFIS) is primarily derived from the Council resolution of November 2016 to fight crimes committed against the city. GFIS continued to implement interventions to prevent, detect, investigate, and resolve crime committed against the City in line with other various legislative provisions which set the foundation for the fight against corruption as follows:

Constitution:

The Constitution is the supreme law guiding all legislative developments and the conduct of the country’s people. Section 7(2) directs that “the state must respect, protect, promote and fulfil the rights in the Bill of Rights”.

Key Legislations:

Prevention and Combating of Corrupt Activities Act No. 12 of 2004 (PRECCA), the primary anti-corruption legislation that criminalises corruption and creates a range of statutory offences.

Further key legislation used to prevent and combat corrupt activities includes the:

- Promotion of Access to Information Act (PAIA) Act No. 2 of 2000,
- Promotion of Administrative Justice Act (PAJA) Act No. 3 of 2000,
- Protected Disclosures Act (PDA) Act No 26 of 2004,
- Public Finance Management Act (PFMA) Act No. 1 of 1999,
- Municipal Finance Management Act (MFMA) Act No. 56 of 2003,
- Public Audit Act No. 25 of 2004,
- Financial Intelligence Centre Act (FICA) Act No.38 of 2001, and
- Prevention of Organised Crime Act, No. 121 of 1998

3.25.2 Performance Highlights for 2024/25

The following are some of the highlights that can be reported by GFIS for the period under review:

Service delivery priority	Achievements
Good Governance	<p>GFIS continued to implement preventative programmes as follows:</p> <ul style="list-style-type: none"> - 351 fraud awareness and outreach programme, these include various topics such as cybercrime, breach of security, illegally problem/bad/hijacked properties as well as Minimum Security Standards (MISS). - Roll-out of the MISS programme continued as follows: <ul style="list-style-type: none"> ▪ 68 MISS awareness conducted. ▪ 5 Technical Surveillance Countermeasures (TSCM) coordinated ▪ 9 Threat Risk Assessment (TRA) conducted ▪ 7 Breach of Security cases investigated. ▪ 4,065 candidates were screened for personnel suitability checks (PSC) prior to employment by the City. ▪ 417 employees prioritized for vetting (Z204 coordinated) for BSC/BEC for various department/entities in the City. <p>To detect cases of maladministration committed against CoJ various mechanisms were utilised as follows:</p>

Service delivery priority	Achievements		
	<ul style="list-style-type: none"> - 402 new cases were reported by complainants during the year for investigations. - 959 SAP revenue transaction/accounts were analysed for investigation support, fraud risk data analytics to detect illicit transactions and site visits conducted City Power and Johannesburg Water in order to correct the Billing system (ACL reports). - Digital forensics support services continued on various investigations for profiling, imaging etc. <p>Forensic investigations were conducted on the reported alleged transgressions committed against the CoJ utilising the internal capacity, investigated and finalised cases as of 30 Jun 2025 are as follows:</p>		
Case Category	Forensic cases 01 Jul 2024 to 30 Jun 2025		
	Closed	In progress	
ILLEGALLY OCCUPIED BUIDLINGS:	180	106	
Hijacking/Bad/Problem properties	180	106	
OPERATIONS:	219	436	
Fraud & Corruption	150	183	
Maladministration (incl. historic UIFW)	50	239	
Theft of City Assets (incl. illegal connections water & electricify)	19	14	
FORENSIC INVESTIGATION & MANAGEMENT CENTRE:	8	3	
Breach of security	4	0	
Cybercrime	4	3	
TOTAL	407	549	
<p>GFIS continued to monitor implementation of GFIS recommendations emanating from the concluded investigation reports.</p> <p>54 forensic investigation reports were concluded with disciplinary action recommended and monitored on an ongoing basis. and 2 forensic reports implemented by the affected Departments and Entities. The recommended disciplinary action involved various levels of employees resulting from:</p> <ul style="list-style-type: none"> ○ Theft of City infrastructure ○ Non-disclosures: SCM Regulations 44 and 45 ○ Unauthorised data leak ○ Irregular appointments: HR & Finance ○ Non-compliance with SCM regulations: Procurement irregularities on tender processes resulting in UIFW's ○ Misconduct relating to misrepresentations & fraudulent documentation of qualifications, medical certificates etc. ○ Abuse of power and misuse of City Assets ○ Collusion, briber, /extortion with service providers and hijacked/problem properties. <p>12 forensic investigation reports were finalised with recommendations recoveries and, monitoring on ongoing. The nature of the recommended civil recoveries related to financial losses suffered by the City as a result of the following:</p> <ul style="list-style-type: none"> ○ Procurement irregularities incl. payment for goods or service not delivered ○ Abuse of power, misuse of city assets & theft ○ Litigations on service 			

Service delivery priority	Achievements
	<p>68 criminal cases were reported to the South African Police Service (SAPS) for prosecution by National Prosecuting Authority (NPA) as a result of forensic investigations were monitored and 35 were finalised. The nature of criminal cases referred to SAPS related to:</p> <ul style="list-style-type: none"> ○ Property Hijacking ○ Fraud and corruption ○ Theft ○ Impersonation and bribery/extortion ○ False declarations & ○ Breach of Security

Table 221: GFIS Key Achievements of the Entity in the 2024/25 Financial Year

3.25.3 Challenges and Mitigations in 2024/25

The department experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas	Mitigations
Problem/Bad/Hijacked Properties	Region F	<p>Investigation of illegally occupied building is continuing. Multi-disciplinary forum is ongoing to implement the Bad Building Strategy led by the office of the Chief Operating Officer (COO). Presidential Working Group work stream Inner City Rejuvenation and Safer City bad buildings in the City. Referrals are made to relevant Departments for further action:</p> <ul style="list-style-type: none"> ○ Group Legal and Contracts Services (GLCS) for declaratory orders to condemn the building and evacuation of occupants. ○ Johannesburg Property Company (JPC) for redevelopment ○ Group Finance for properties handed over to rightful owners for recovery of revenue.
Revenue loss (illicit transaction)	Region F	<p>Analysis and detection of fraudulent transactions from SAP revenue transactions/accounts is continuing, where illicit transactions are detected referrals are made to relevant stakeholders for further action such as City Power and Johannesburg Water for possible revenue recoveries.</p>
UIFWe investigations	Departments and Entities	<p>Investigations are ongoing. Finalised reports are submitted Municipal Public Accounts Committee (MPAC) for regularization and condonation by Council</p>
Inadequate capacity and resources	N/A	<p>Recruitment of 7 employees (3 investigators and 4 managers (Director and Deputy Directors)) is underway. Staff rotation from other units to increase capacity to address the backlog on operations (fraud, theft, maladministration & historic UIFW) investigations. Submission of a request for additional budget to capacitate GFIS and approval by the strategic recruitment panel to recruit additional investigators (unfunded).</p>
Slow implementation of GFIS recommendations (disciplinary and/or recovery)	Departments and Entities	<p>Case Management forum established with affected Departments to improve implementation of forensic recommendations.</p>
Alleged prescription of civil recoveries	Departments and Entities	<p>Engagements are continuing with Group Leal and Contracts for the awaited legal opinion.</p>
Criminal cases taking longer to be concluded for prosecution	Various	<p>Continuous engagements with Office of General Detectives, Commercial Crimes and Serious Crimes against the state to obtain status of criminal cases</p>

Table 222: GFIS Challenges and Mitigations

3.25.4 Service IDP Policy Objectives

IDP Programme	Key Performance Indicator (KPI)	5 Year IDP Target	Service Delivery Performance									
			2020/21		2021/22		2022/23		2023/24		2024/25	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Combat corruption, fraud and maladministration	Percentage implementation of approved fraud prevention plan	95%	-	-	-	-	-	-	80%	80%	85%	85%
	% of hijacked/bad/problem properties investigations finalised	65%	35%	36%	65%	54%	65%	74%	55%	68%	60%	62%
	% of operations investigations finalised	65%	N/A	N/A	N/A	N/A	N/A	N/A	55%	39%	55%	33%
	% of fraud and corruption matters investigated and finalized	65%	35%	36%	65%	51%	65%	55%	N/A	N/A	N/A	N/A
	% of theft of City's assets matters investigated and finalized	65%	35%	50%	65%	66%	65%	55%	N/A	N/A	N/A	N/A
	% of maladministration (including UIFW) matters investigations and finalized.	65%	35%	25.7%	65%	45.35%	65%	40%	N/A	N/A	N/A	N/A

Table 223: GFIS Service IDP Policy Objectives

3.25.5 Financial Performance of GFIS in 2024/25

Details	2022/23	2023/24	2024/25			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
REVENUE:						
Total Operational Revenue	-	-	-			
EXPENDITURE:						
Employees related cost	70,984	70,759	75,215	82,543	65,078	79%
Repairs and maintenance	-	-	-	-	-	-
Other	33,872	32,349	38,175	37,249	30,616	82%
Total Operational Expenditure	104,856	103,108	113,390	119,792	95,694	80%
Net Operational Expenditure	104,856	103,108	113,390	119,792	95,694	80%

Table 224: Financial Performance of GFIS in 2024/25

3.25.6 Service delivery levels based on services levels standards.

Core Service	Service-Level Standard Target	Target 2024/25	2023/24	2024/25	Evidence	Variance	Variance explanation
Vetting	% of Pre-employment screening within 14 to 21 working days (excluding international qualifications/criminal verifications)	85%	56% (1919/3418)	86% (3468/4032)	Dashboard Screening Reports	+30%	Review of turnaround times vs capacity
Detection	% of new complaints received, registered and feedback to client within 5 working days	95%	99% (400/405)	98% (395/402)	Dashboard Investigations reports/memos	-1%	System downtimes
Investigations	% of investigation of cases completed within 100 working days (with the exception of complex cases)	50%	34% (166/486)	56% (159/283)	Dashboard Investigations reports/memos	+22%	Inadequate capacity and resources

Table 225: GFIS Service Delivery Levels Based on Services Levels Standard

3.26 Office of the Ombudsman

3.26.1 Mandate of the Office of the Ombudsman

Section 3 (2) of the Ombudsman by-law states that the jurisdiction of the Office is to investigate, resolve, or make findings and corrective/remedial actions in respect of, any alleged complaint concerning –

- (a) maladministration in connection with the affairs of government of the City;
- (b) abuse or unjustifiable exercise of power or unfair, capricious, discourteous or other improper conduct or undue delay by any person performing a function or exercising a power on behalf of the City;
- (c) any disclosure of privileged or confidential information obtained from a complainant or other person who uses the services of the Office;
- (d) any failure by the City to comply with its duties in sections 5 (1)(b), (c), (f) or (g) of the Municipal Systems Act;
- (e) any irregular or procedurally unfair conduct by the City;
- (f) any violation of human rights by the City; or
- (g) any other act or omission by an employee exercising a public power or performing a public function which results in the prejudice to a member of the public.

The Office of the Ombudsman is an office of last instance that contributes towards accelerating service delivery and promoting a culture of human rights by investigating complaints of maladministration in the City.

Website: <https://www.joburgombudsman.org.za/>

3.26.2 Performance Highlights for 2024/25

The key achievements of the Office of the Ombudsman in 2024/25 financial year include amongst others:

Service delivery priority	Achievements
Registration of new complaints	<p>1 747 complaints registered and acknowledged within fourteen (14) days of receipt.</p> <p>Of these cases, 603 were closed at intake, for various reasons, including:</p> <ul style="list-style-type: none"> i. Cases fell outside Ombudsman jurisdiction ii. Withdrawal of cases, referral to line departments to exhaust internal mechanisms iii. Closed at preliminary investigation stage, and complainants accepted the outcome. <p>Therefore, 1 134 cases were referred for investigation in 2024/25.</p> <p>The nature of the majority of complaints relates to incorrect billing for utilities.</p> <p>The Office achieved a 99% achievement rate of processing (registering and assessing) new complaints in line with the Ombudsman by-law and the standard operating procedure for registering new complaints, against a target of 90%.</p> <p>In terms of the regional profile of the complaints referred for investigation, Region F had the highest number at 279 complaints, followed by Region B with 221, Region A with 190, Region E with 177, Region C with 160, Region G with 65 and Region D with 42.</p>
Resolution of complaints	<p>The Office plays a pivotal role in safeguarding the principles of fairness and accountability within public services offered to the residents of the City. The Ombudsman, as its primary responsibility, investigates complaints of maladministration, human rights violations and service delivery failures by the City's administration and employees. These complaints range from allegations of maladministration to violations of rights, requiring meticulous examination to ensure justice and rectification where necessary. In addition to reactive responses, the Complaints and Investigations Unit takes a proactive stance by initiating investigations into proactive complaints, aiming to identify systemic issues that affect public service delivery.</p> <p>The Office has also focused on eradicating a backlog of unresolved cases through prioritisation strategies and case management protocols. By addressing both longstanding and newly filed complaints with equal diligence, the unit continues to strengthen public trust in the Ombudsman's ability to uphold administrative integrity and safeguard the public's rights.</p> <p>The Office achieved a resolution rate of 859 complaints during 2024/25, which translates to a cumulative case resolution rate of 70% for the year, exceeding the annual target of 50%. This can be attributed to the Office acquiring additional capacity by appointing Trainee Investigators, who have been instrumental in increasing case handling efficiency, and reducing the case backlog.</p>

Service delivery priority	Achievements
	<p>In 2025/26, the Office will start computing the average time taken to resolve new complaints.</p> <p>The Office continues to engage with City Departments and Entities to strengthen the response rate with a particular focus on improving interdepartmental collaboration, expediting case resolution, and enhancing the overall responsiveness.</p> <p>In relation to the backlog, the opening balance at the start of 2024/25 was 406 cases. 249 of these were closed, resulting in a backlog reduction rate of 61%, exceeding the annual target of 20%.</p>
Outreach education/ awareness campaigns about the services of the Office.	The Office physically reached 9 325 people across all city Regions in outreach programmes, to primarily raise awareness about the Office.
Own-instance investigations	In terms of section 11(1)(a), of its by-laws, the Ombudsman is empowered to conduct own-instance investigations. Twenty-two (22) such cases were initiated in 2024/25. The investigations related to matters including, but not limited to human rights, human settlements and infrastructure repair.
Governance	<p>The Office did not incur any UIFW expenditure during the period under review.</p> <p>There were no internal and external audit findings against the Office during the period under review.</p> <p>The Office spent 83% of its OPEX Budget and 93% of its CAPEX Budget.</p> <p>The Office further implemented 100% of its risk mitigation action plans.</p>
Communications and Media	<p>One of the strategic objectives of the Communication and Media Unit is to profile the services of the department, educate and raise awareness about the Office. In the year under review the unit made significant strides reaching a total of 9 325 residents of the City, through various face to face outreach programs in the 7 administrative regions of the City.</p> <p>The Office has been receiving recognition and relevance in the broader society and in particular academia, the Office has been invited to present at UJ under the theme “Pioneering Change Through Collective Leadership” and hosted a public lecture at the University of Johannesburg which had 200 attendees present and more online.</p> <p>The Office of the Ombudsman hosted a series of citizen information clinics under the theme “Here to Hear You.” These clinics aimed to provide Johannesburg residents with a platform to express their concerns about service delivery failures and human rights violations</p> <p>The Office visited all seven regions of the city, where they witnessed firsthand the harsh realities and severe injustices faced by thousands living in dire conditions. During these visits, numerous service delivery challenges were identified, including illegal dumping, blocked sewers, and unreliable electricity and water supply. The programme proved impactful, with many of the raised issues receiving immediate attention from the relevant City departments and entities.</p>

Service delivery priority	Achievements
	<p>The Office implemented three Open Days in collaboration with the Revenue Department. Open days provided a platform for the Office to offer feedback to communities from the previous civic outreach held. The open days offered an opportunity for communities/residents to openly engage with the Office, making follow ups on outstanding cases and learning about the processes we follow (investigative processes).</p> <p>The Office of the Ombudsman conducted a survey to assess the level of awareness of the Office within the City of Johannesburg. The survey comprised 13 questions with a target sample size of 2,000 respondents across the seven administrative regions of the City.</p> <p>The data collection took place during the fourth quarter of the 2024/25 financial year. The survey was administered and received a total of 40% of the targeted respondents, providing valuable insight into the demographics and awareness of the office among the public in all seven (7) regions. Key insights from the survey suggest that majority of respondents (51%) were not aware of the Office of the Ombudsman prior to this survey, which indicates 49% of the respondents were aware of the office with an increase (14%) from the previous survey conducted, highlighting the need to intensify outreach efforts and awareness.</p>
EPWP	<p>The Office appointed fourteen (14) unemployed youth, whose main role is to act as Ambassadors for the Office in the execution of the outreach programmes and citizen engagement initiatives to raise awareness about the Office.</p> <p>The 2024/25 cohort provided much needed capacity in order to ensure that the Office's extensive communications and media initiatives as outlined above, are realized.</p>

Table 226: The Key Achievements of the Office of the Ombudsman in the 2024/25 Financial Year

3.26.3 Challenges and Mitigations in 2024/25

The department experienced various challenges during the 2024/25 financial year. However, mitigations were devised to address some of the challenges. Below is a list of challenges and mitigations.

Challenge	Highly affected areas (Region and areas)	Mitigations
Resource (HR & financial) constraints resulted in the inability to fully capacitate the Office	Office of the Ombudsman	Structure review. Appointment of EPWP. Secondment of staff. Quick turnaround times in the filling of vacant positions.
Non implementation of Ombudsman corrective actions/ findings by departments and entities	Complainants	Increased stakeholder engagement. Standard operating procedures. Reviewed By-Law.
Lack of awareness of the services of the CoJ Ombudsman	CoJ residents Internal and external stakeholders	This was mitigated by deploying some Ambassadors to be permanently stationed at the regional offices. Outreach. Annual survey. Communications and media activities, such as Open Days, Webinars.

Table 227: Office of the Ombudsman Challenges and Mitigations

3.26.4 Financial Performance of the Office of the Ombudsman in 2024/25

Financial Performance Year 2024/25

Details	2022/23	2023/24	2024/25			
	Actual	Actual	Adjusted Budget	Target	Actual	% Achievement for Annum
REVENUE:						
Total Operational Revenue	0	0	0	0	0	0
EXPENDITURE:						
Employee related costs	23 492	26 504	33 413	33 413	27 252	82
Depreciation and asset impairment	337	319	733	733	360	49
Contracted services	8 037	7 979	1 317	1 317	1 296	98
Other expenditure	1 345	1 467	9 345	9 345	8 654	93
Internal Expenditure	1 936	2 028	2 971	2 971	1 898	71
Total Expenditure	35 147	38 297	47 479	47 479	39 460	83

Table 228: Office of the Ombudsman Financial Performance Year 2024/25

3.26.6 Completed Projects in 2024/25 Financial Year

No	Project Name	Region	Budget (2024/25)	Brief Description	Project Status
N/A	N/A	N/A	N/A	N/A	N/A

Table 229: Office of Ombudsman Completed Projects in the 2024/25 Financial Year

3.26.7 Human Resource Management

Employees of CoJ Ombudsman

Level	Female			Female Total	Male	Male Total	Grand Total
	African	Coloured	White				
Office of the Ombudsman	23	2	1	26	30	30	56
B) Snr Management	3			3	2	2	5
C) Profes & Mid Management	3			3	4	4	7
D) Skilled & Jnr Management	3	2		5	7	7	12
E) Semi-skilled	1			1	2	2	3
F) EPWP	7			7	7	7	14
G) Internship	6		1	7	8	8	15
Grand Total	23	2	1	26	30	30	56

Table 230: Employees of the Office of the Ombudsman

Disability Percentage Standing

Actual Number of Staff with Disabilities	1
Total Staff Compliment	56
Disability Target	2%
Actual Disability %	2%

Table 231: Office of the Ombudsman Disability Percentage Standing

3.26.8 Service delivery levels based on services levels standards

Core Service	Service-Level Standard Target	2023/24	2024/25	Evidence	Variance	Variance explanation	Mitigations
N/A							

Table 232: Office of the Ombudsman Service Delivery Levels Based on Services Levels Standards

COMPONENT G: ORGANISATIONAL PERFORMANCE SCORECARD

3.27 The 2024/25 Service Delivery and Budget Implementation Plan (SDBIP) Performance

3.27.2 Service Delivery and Budget Implementation Plan (SDBIP)

Circular 13 of the Municipal Finance Management Act (MFMA) provides guidelines for the development of a Service Delivery and Budget Implementation Plan (SDBIP) to effectively implement the Integrated Development Plan (IDP). The circular outlines the following key points:

- The SDBIP serves as a contractual agreement between the Administration, Council, and the community. It expresses the goals and objectives set by the Council as quantifiable outcomes that the Administration will implement over a twelve-month period.
- The top-layer of the SDBIP, known as the Institutional SDBIP, and its targets cannot be revised without notifying Council. Any changes to service delivery targets and performance indicators must be tabled at Council, following the approval of an adjustment budget as stated in section 54(1)(c) of the MFMA.
- Council approval is necessary to ensure that the Mayor or Municipal Manager cannot revise service delivery targets downwards in response to poor performance. This requirement safeguards against potential reductions in targets that may compromise service delivery.

3.27.2 Final Annual 2024/25 SDBIP Performance

The reported actual performance is derived from departments and entities' quarterly performance reports against the corporate scorecard. The table below provides a summary of the performance of the City's priorities for the 2024/25 financial year.

- The total number of KPIs achieved is **32** which translates to **59%**.
- The total number of KPIs not achieved is **22** which translates to **41%**.
- The **Audit Opinion** KPI is "**To be Determine**" as it depends on the audit outcome.

Details regarding the annual performance of the key performance indicators against targets are contained in the tables below:

Priority	2024/25 Annual KPIs				
	Total KPIs	TBD	Achieved	Not Achieved	Total
Financial Sustainability	10	-	5	5	50%
Energy Mix	1	-	1	-	100%
Sustainable Service Delivery	10	-	4	6	40%
Job Opportunity & Creation	2	-	2	-	100%
Good Governance	4	1	3	-	100%
Infrastructure Development & Refurbishm	11	-	4	7	36%
Safer City	7	-	5	2	71%
Active & Engaged Citizenry	2	-	1	1	50%
Sustained Economic Growth	4	-	4	-	100%
Green Economy	1	-	1	-	100%
Smart City	3	-	2	1	66%
Total (excluding Annual Indicators)	55	1	32	22	59%

Table 233: The 2024/25 Performance Against the SDBIP

The Table below provides the Annual Performance SDBIP Report in line with the Approved Revised 2024/25 SDBIP of the City

<p style="text-align: center;">NATIONAL OUTCOME: A Responsive, Accountable, Effective and Efficient Local Government System</p> <p style="text-align: center;">GDS OUTCOME 4: A High Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region</p> <p style="text-align: center;">STRATEGIC PRIORITY: Financial Sustainability</p>					
KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
1	Percentage of Debt (Total Borrowings / Revenue	Core Departments and Entities encouraged to meet ratio requirements	27%	37%	30% Target achieved
2	Cash/Cost coverage ratio (Excluding Unspent Conditional Grants) – In Months.	Core Departments and Entities encouraged to meet ratio requirements	14 Days	30 Days	15 Days Target not achieved The cost coverage ratio has improved compared to the same period in 2023/24 even as it remains below target of 30 days. Remedial actions: The working capital cycle will be monitored closely to ensure improvement in the Cash and Cash equivalents.
3	Current Ratio	Core Departments and Entities encouraged to meet ratio requirements	0.64: 1	1.2: 1	0.6:1 Target not achieved Under-collection of revenue directly affects the Current Ratio. Remedial actions: Continued disciplined expenditure management and an intensified revenue collection drive are essential measures to improve cash inflows, which are critical for achieving healthy liquidity

NATIONAL OUTCOME:

A Responsive, Accountable, Effective and Efficient Local Government System

GDS OUTCOME 4:A High Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive
Gauteng City Region**STRATEGIC PRIORITY:**

Financial Sustainability

KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
4	Net Operating Surplus Margin	Core Departments and Entities encouraged to meet ratio requirements	0.44%	2% (0-4%)	3% Target achieved
5	Remuneration as a Percentage of Total Operating Expenditure	Core Departments and Entities encouraged to meet ratio requirements	27%	35%	28% Target achieved
6	Interest expense to Total operating expenditure ratio	Core Departments and Entities encouraged to meet ratio requirements	4%	10%	4% Target achieved

NATIONAL OUTCOME:

A Responsive, Accountable, Effective and Efficient Local Government System

GDS OUTCOME 4:

A High Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region

STRATEGIC PRIORITY:

Financial Sustainability

KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
7	Percentage collection of revenue on property rates and billing services	Revenue management system, customer incentives and all billable properties on LIS, Stand by stand audits	89.50%	87.70%	<p>86% Annual</p> <p>Target not achieved</p> <p>The revenue collection rate remained slightly below the target of 87.7%, but close to the baseline of 86.7%, indicating stable performance despite external and operational challenges.</p> <p>The shortfall in revenue collection is primarily due to economic pressures, delays in tender approvals for pre-termination notices, and illegal reconnections of services.</p> <p>Remedial actions:</p> <p>The department is implementing the Project Lokisa strategy, focusing on aggressive disconnections, reducing billing estimations, and accelerating the resolution of billing queries.</p> <p>The Billing Management function will be transferred to City Power, Joburg Water, and Pikitup, enabling these entities to manage their own revenue streams.</p> <p>This shift is intended to reduce billing errors, expedite query resolution, and foster greater accountability and customer responsiveness, leading to improved revenue collection.</p>

NATIONAL OUTCOME:

A Responsive, Accountable, Effective and Efficient Local Government System

GDS OUTCOME 4:

A High Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region

STRATEGIC PRIORITY:

Financial Sustainability

KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
8	Solvency ratio	Core Departments and Entities encouraged to meet ratio requirements	2.3: 1	2.3: 1	2.04:1 Target not achieved The economic situation has significantly impacted revenue collection performance, resulting in a 0.4% shortfall against the target of 87.7%. Remedial actions: The automation of Credit Control management processes has been implemented and is expected to improve revenue collection efficiency.

NATIONAL OUTCOME:

A Responsive, Accountable, Effective and Efficient Local Government System

GDS OUTCOME 4:

A High Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region

STRATEGIC PRIORITY:

Financial Sustainability

KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
9	Percentage of spend on repairs and maintenance to Property, Plant and Equipment	Implementation of the integrated Asset Management Plan4.	6.9%	6.9%	<p>6.7%</p> <p>Target not achieved Not all Departments and Entities have submitted R&M expenditure data for April, May and June hence the actual is based only on the data that has been submitted by 30 June 2025.</p> <p>In the case of June 2025, it must be noted that submissions for the reporting month are due on the 4th working day of the next month</p> <p>It is expected that there will be an improvement in the R&M expenditure amount once all data is submitted and any under-reporting is accounted for where possible.</p> <p>Remedial actions: One-on-one engagement and follow-up with Departments and Municipal Entities from 4-6 July, to ensure submission of outstanding expenditure data using the online data submission form that went live in May 2025.</p> <p>The R&M dashboard that will be annexed to the full R&M report for Q4 and the 2024/25 FYE will reflect R&M data analyses and insights, as well as non-compliance with the R&M Standard Operating Business Process, which stipulates the process and timelines for R&M data submission.</p>
10	Percentage budget spent on city-wide infrastructure	10-year capital expenditure programme	96%	97%	<p>99.4%</p> <p>Target achieved</p>

<p align="center">NATIONAL OUTCOME Sustainable Human Settlements and Improved Quality of Life GDS OUTCOME 2 Provide a Resilient, Liveable, Sustainable Urban Environment – Underpinned by Smart Infrastructure Supportive of Low Carbon Economy STRATEGIC PRIORITY Energy Mix</p>					
KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
11	Installed capacity of approved embedded generators on the municipal distribution network (EE4.12)	Demand Side Management Programme; Self-Generation Programme; Wheeling; Small Scale Embedded Generation (SSEG); Off Grid Public Lighting and Independent Power Producers (IPP)	26.47MW	9.5MW	<p>36.25 MW</p> <p>Target achieved</p>

<p style="text-align: center;">NATIONAL OUTCOME Sustainable Human Settlements and Improved Quality of Household Life GDS OUTCOME 2 Provide a Resilient, Liveable, Sustainable Urban Environment – Underpinned by Smart Infrastructure Supportive of a Low Carbon Economy STRATEGIC PRIORITY Sustainable Service Delivery</p>					
KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
12	Number of additional households provided access to basic water at minimum LoS 1 in informal Settlements	Water programme to address backlogs	927 HH	1250HH	<p>174 HH</p> <p>Target not achieved Most projects under the portfolio were located on wetlands, flood lines and triggered the need for environmental authorisations. The approval process takes about 18- 24months hence the annual target could not be approved. In addition, lack of insufficient bulk water infrastructure mainly for Region G projects has resulted in some projects not being able to be provided with municipal water hence alternative water supply is being explored.</p> <p>Remedial actions Procurement of Hydrogeological investigations is underway. 9 Informal Settlement Sites have been identified in Region G for the augmentation of underground water for supply to the communities. A service provider was appointed in May 2025 using section 110 (2) of the MFMA. Following community engagements, the project was implemented in July 2025. The project is currently underway with drilling activities taking place. Underground water resource yields are expected to be determined by early October 2025, informing regulation processes to be followed.</p>
13	Number of additional households provided access to basic sanitation at minimum LoS 1 in informal Settlements	Sanitation programme to address backlogs	0 HH	1700HH	<p>1796 HH</p> <p>Target achieved</p>

<p style="text-align: center;">NATIONAL OUTCOME Sustainable Human Settlements and Improved Quality of Household Life GDS OUTCOME 2 Provide a Resilient, Liveable, Sustainable Urban Environment – Underpinned by Smart Infrastructure Supportive of a Low Carbon Economy STRATEGIC PRIORITY Sustainable Service Delivery</p>					
KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
14	Number of dwellings provided with connections to mains electricity supply by the municipality	Electrification programme	3 515	3 200	3522 Target achieved
15	Percentage (%) of known informal settlements receiving basic removal services	Waste Removal Programme	100%	100%	100% Target achieved

<p style="text-align: center;">NATIONAL OUTCOME Sustainable Human Settlements and Improved Quality of Household Life GDS OUTCOME 2 Provide a Resilient, Liveable, Sustainable Urban Environment – Underpinned by Smart Infrastructure Supportive of a Low Carbon Economy STRATEGIC PRIORITY Sustainable Service Delivery</p>					
KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
16	Number of indigent households accessing free basic services	Indigent policy	81094	100 000	<p>83325</p> <p>Target not achieved 16 676 accounts did not benefit from FBS for reasons such as clients registering for FBS but not purchasing water and electricity. Eskom clients that are the City's indigent beneficiaries do not have service level agreements with the entity, etc.</p> <p>Remedial actions: Entities to monitor non-paying customers by cross-checks against payment records for other municipal services. Eskom to enter into service level agreements with households. The new ESP Policy to be approved by Council on 31 July 2025 to address low registration numbers The unit of analysis has been changed from households to individuals, allowing multiple members in one household to have ESP numbers. SASSA beneficiaries now automatically qualify for ESP benefits. Qualification criteria have been simplified for targeted groups, including: PWDs, Child-headed households, Senior citizens etc ESP registrations are being extended and linked to the Food Bank Programme, ensuring that food bank targets help boost ESP registration numbers The ESP Database parameters are being redefined to reflect the new policy direction.</p>

<p align="center">NATIONAL OUTCOME Sustainable Human Settlements and Improved Quality of Household Life GDS OUTCOME 2 Provide a Resilient, Liveable, Sustainable Urban Environment – Underpinned by Smart Infrastructure Supportive of a Low Carbon Economy STRATEGIC PRIORITY Sustainable Service Delivery</p>					
KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
17	Total water losses	Pipe replacement	226 968 MI	190 338 500 KI	<p>207 136 836 KI</p> <p>Target not achieved The target was not met due to the delayed roll out on some WDM projects. In addition to this the aging infrastructure has led to an increase in bursts on system losses.</p> <p>Remedial actions: Rollout of the WCWDM Strategy has been accelerated. This is a multi-faceted interventions which include amongst others, pipe replacement and repairs to leaking reservoirs, pressure management and advanced leak detection, replacement of customer meters to facilitate enhanced billing, credit control and revenue collection as well as the repairs and maintenance of zonal and bulk meters to ensure efficient management of the water network as a whole.</p>
18	Percentage total electricity losses (EE4.4)	Infrastructure upgrade	31.90%	28.8%	<p>29.8%</p> <p>Target achieved</p>

NATIONAL OUTCOME

Sustainable Human Settlements and Improved Quality of Household Life

GDS OUTCOME 2

Provide a Resilient, Liveable, Sustainable Urban Environment – Underpinned by Smart Infrastructure Supportive of a Low Carbon Economy

STRATEGIC PRIORITY

Sustainable Service Delivery

KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
19	Percentage waste diverted from landfill	Recycling at city's facilities, taxi ranks, Office recycling Separation at-source Waste-to-Energy Biogas digester	18.7%	26%	27.1% Target achieved

20	Average number of Rea Vaya passenger trips per working day	Service promotion and customer outreach programme	28752	42 500	<p>19 972</p> <p>Target not achieved Passenger numbers were impacted by various reasons: Phase 1A routes operated by Piotrans are still not performing as expected mainly due to the unavailability of buses. Piotrans is currently operating lower than the required 116 (one hundred and sixteen) buses as per schedule during peak. The most affected routes remain F1, F2, F3, F4, F5, C1, C2, C3 and T1.</p> <p>Remedial actions: The 45 conventional buses introduced by Piotrans during the last quarter are currently halted. These busses were introduced by Piotrans to address the challenge of bus shortage on the Rea Vaya phase 1A routes operated by the BOC (Piotrans). The shortage of buses at Piotrans continue to impact passenger numbers negatively. The engagements are ongoing to resolve this challenge. Passenger numbers are also impacted by lack of access to the Rea Vaya system due to stations that were vandalised during protests (e.g Westbury, Bosmont, Noordgesig and Boomtown). Plans have been initiated towards rebuilding the stations. Cable theft and partial vandalism of other stations (e.g Orlando Stadium, Klipspruit Valley etc) have also impacted passenger numbers as they had to be closed. Work is in progress to address this challenge. The city is implementing the capacitation / training programme for identified minibus taxi operators including for the BOCs (Bus Operating Companies) so as to assist them to run successful businesses.</p>
21	Average number of Metrobus passenger trips per working day	Improved fleet availability and adherence to scheduled trips	22 425	26 000	<p>22 188</p> <p>Target not achieved Target not met due to high number of out of commission of buses leading to cancellation of trips.</p> <p>Remedial actions: Procurement of buses</p>

<p align="center">NATIONAL OUTCOME Sustainable Human Settlements and Improved Quality of Household Life GDS OUTCOME 2 Provide a Resilient, Liveable, Sustainable Urban Environment – Underpinned by Smart Infrastructure Supportive of a Low Carbon Economy STRATEGIC PRIORITY Sustainable Service Delivery</p>					
KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
					Leasing of buses Decrease of Out of Commission of buses

<p align="center">NATIONAL OUTCOME Decent Employment Through Inclusive Growth. A Skilled and Capable Workforce to Support an Inclusive Economic Growth Path. An Efficient, Competitive and Responsive Economic Infrastructure Network GDS OUTCOME 3 An Inclusive, Job-Intensive, Resilient and Competitive Economy that Harnesses the Potential of Citizens STRATEGIC PRIORITIES Job Opportunity and Creation</p>					
KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
22	Number of Expanded Public Works programmes (EPWP) work opportunities created City-wide	EPWP, Programme implemented, and beneficiaries tracked. Projects implemented by City departments and MOEs.	18 958	12250	15 724 Target achieved

<p align="center">NATIONAL OUTCOME Decent Employment Through Inclusive Growth. A Skilled and Capable Workforce to Support an Inclusive Economic Growth Path. An Efficient, Competitive and Responsive Economic Infrastructure Network GDS OUTCOME 3 An Inclusive, Job-Intensive, Resilient and Competitive Economy that Harnesses the Potential of Citizens STRATEGIC PRIORITIES Job Opportunity and Creation</p>					
KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
23	Number of participants enrolled in technical, and artisan-related skills training	Training, job placement and job shadowing programmes. Fundamental core and elective unit standards	361	200	488 Target achieved

<p align="center">NATIONAL OUTCOME Responsive, Accountable, Effective and Efficient Local Government GDS OUTCOME 4 A High Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region STRATEGIC PRIORITY Good Governance</p>					
KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
24	Audit Outcome	Implementation of the audit remedial plan in response to the AGSA Management letter.	Unqualified with material findings	Unqualified without material finding	Unqualified audit opinion with material findings. Target achieved.

NATIONAL OUTCOME

Responsive, Accountable, Effective and Efficient Local Government

GDS OUTCOME 4

A High Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive

Gauteng City Region

STRATEGIC PRIORITY

Good Governance

KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
25	% of fraud prevention plan implemented	Anti-corruption awareness Forensic investigation and outcomes	80%	85%	85% Target achieved
26	Percentage of Governance assessment of the Service Standards for 13 Municipal entities and 11 Core Departments	Monitors the timeous provision of quality services rendered to the citizens/ community	100%	100%	100% Target achieved
27	% Implementation of the District Development Model projects	Drive implementation of the DDM based on COJ specific interventions	New indicator	100%	100% Target achieved

<p style="text-align: center;">NATIONAL OUTCOME Sustainable Human Settlements and Improved Quality of Life GDS OUTCOME 2 Provide a Resilient, Liveable, Sustainable Urban Environment – Underpinned by Smart Infrastructure Supportive of Low Carbon Economy STRATEGIC PRIORITY Infrastructure Development and Refurbishment</p>					
KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
28	Number of new households in informal settlements provided with electricity	Upgrading of Informal Settlements programme	1520	2000	<p>1059</p> <p>Target not achieved Projects planned for 2024/25 FY triggered environmental authorizations, WULA and BAR in the first half of the year. As a result, progress on these projects has been delayed, with projects works rolling over to the next financial year.</p> <p>Remedial actions: Ongoing bi-laterals with City Power to fast-track contractor payments and improve implementation of projects. Prioritize settlements with low layout interference for electrification to improve annual performance rates. Consider modular microgrid solutions for settlements where densification prevents transformer rollout.</p>
29	Number of lane kilometres of road resurfaced	10-year Road Master Plan	152.84L/KM	60L/KM	<p>112.58 L/KM</p> <p>Target achieved</p>

30	Number of kilometres of gravel roads upgraded and surfaced	Road infrastructure Plan	7.76 KM	12.5KM	<p>7.98 KM</p> <p>Target not achieved The target kilometres were not achieved as much of the work involved preparatory and supporting activities, such as stormwater systems, road designs, and material procurement, which build toward final completion. In addition, some works had to be redone due to excessive rains.</p> <p>Remedial actions: Performance is expected to improve as a result of the large number of projects already initiated. The Technical Indicator Descriptor (TID) and the implementation plan will be revised to account for ancillary works and the phased approach to road construction.</p>
31	Number of kilometres of open storm water drains converted to underground systems	Road infrastructure Plan	1.91 KM	1.5KM	<p>0.75KM</p> <p>Target not achieved Contractors were appointed in Q3 and subsequently affected by rain damages.</p> <p>Remedial actions: Planning has been improved and contractors expected to be appointed in Q1.</p>
32	Percentage of processed applications in the Transit Oriented Development Programme	Approval of mixed housing units	New indicator	95%	<p>100%</p> <p>Target achieved</p>

33	Number of mixed housing units constructed	Construction of mixed housing units	3022	2010	<p>431</p> <p>Target not achieved Delays experienced in the progression of the planned work which is attributed to the significant USDG budget reductions which have impacted the installation of bulk and internal infrastructure required to unlock construction in several sites.</p> <p>Remedial actions: Secure additional budget allocations specifically for the provision of bulk infrastructure services, which are critical enablers for unlocking mixed housing development opportunities. Implement a project tracking tool to monitor and escalate delays in legal, planning, and procurement stages across housing projects. Monitor site-level progress regularly Explore co-funding partnerships with GPF, NHFC, or private sector to mitigate the impact of USDG cuts.</p>
34	Number of serviced sites developed	Serviced sites developed	701	600	<p>0</p> <p>Target not achieved The lengthy processes of finalization of town-planning processes to commence with permanent infrastructure installation has resulted in delays.</p> <p>Remedial actions Engagements are in place to track progress with the relevant departments and unlock bottlenecks in the township application process to mitigate against further delays.</p>
35	Number of title deeds issued to beneficiaries.	Issuing of title deeds	2131	1500	<p>1 881</p> <p>Target achieved</p>
36	Number of housing units completed	Housing standards to create alternative rental stock	495	556	<p>556</p> <p>Target achieved</p>

37	Number of hostels rehabilitated	Planned refurbishment and upgrade to housing stock	4	4	<p>0</p> <p>Target not achieved Insufficient budget to implement works as scoped in consultant reports. Delays in planning approvals and infrastructure procurement processes.</p> <p>Remedial actions: Strengthen Payment Processes with Implementing Agents: Improve coordination and payment tracking mechanisms with implementing agents (JOSHCO) to prevent delays that impact project close-out and certification. Secure sufficient budget: Ensure that refurbishment projects are supported by fully costed budgets. Enhance Oversight and Contract Management: Strengthen SLA provisions to include accountability measures, timelines, and escalation procedures for delays.</p>
38	Number of flats rehabilitated	Planned refurbishment and upgrade to housing stock	11	10	<p>0</p> <p>Target not achieved. Insufficient budget as per consultant reports. Non-performance of consultants delayed key projects (Curtis Court & Cairngorm Court). Termination of existing contracts is underway; new service providers to be appointed.</p> <p>Remedial actions: Curtis and Cairngorm Court: Non-performance letters have been issued to the appointed consultants. To address this, the Department will initiate the termination of their contracts in line with supply chain and legal protocols. A new service provider will be procured and appointed through an expedited process to take over and conclude the outstanding work. The revised implementation timeline will be incorporated into the 2025/26 financial year plans, with strengthened contract management measures and milestone-based performance monitoring to mitigate future delays</p>

NATIONAL OUTCOME

All People in South Africa are and Feel Safe. A Long and Healthy Life for All South Africans

GDS OUTCOME 1

Improved Quality of Life and Development-Driven Resilience for All.

STRATEGIC PRIORITY

Safer City

KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
39	Increase in the number of Buildings inspected Citywide ¹ in line with EMS regulations	Strengthening enforcement of EMS By-laws, - Recruitment of additional fire inspectors, - Capacitate staff - Implementation of proactive strategy move from reactive to proactive	6250	6260	7282 Target achieved
40	Reduction in criminal activities ² as a result of the number of arrests effected.	Tactical Response Unit Operations, Joint operations with SAPS, roadside checks, roadblocks, Night life operations	New indicator	3%	2 585 Target not achieved SAPS stats for Q4 not yet available. Remedial actions: 2585 arrests effected however the measure to determine decrease, or increase is dependent on SAPS Q4 To update as soon as the SAPS stats is availed.

41	Reduction of Bylaw infringements 3 as a result of the number of Bylaw operations	By-Law enforcement and regulatory compliance joint operations in the Inner City	New indicator	5%	<p>11% increase</p> <p>Target not achieved During Q4 2023/24 there was a total of 629 infringements and 2024/5 a total of 689 infringements and 91 operations conducted Although performance on infringements issued and operations conducted is reported, the KPI is not measurable in its current form.</p> <p>Remedial actions: Alternative KPI is considered for the new FY</p>
42	Number of wards with ward based policing programme	Deploy manpower and resources for a ward base policing for 24hrs	New indicator	135	<p>135</p> <p>Target achieved</p>
43	Percentage children under 1 year old immunization coverage	Immunisation of children under 1	81.4%	87.3%	<p>93.0%</p> <p>Target achieved</p>
44	Percentage of HIV positive patients initiated on treatment	Testing and treatment of people tested positive for HIV and started on treatment	97.9%	96.30%	<p>96.9%</p> <p>Target achieved</p>
45	Percentage of TB patients initiated on treatment	Testing and treatment of people tested positive for TB and started on treatment	96,9%	96.50%	<p>97.1%</p> <p>Target achieved</p>

NATIONAL OUTCOME

Responsive, Accountable, Effective and Efficient Local Government

GDS OUTCOME 4A High Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive
Gauteng City Region**STRATEGIC PRIORITY**

Active and Engaged Citizenry

KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
46	Number of citizens participated in city events or engagements	Community conversations SMS Notice boards	19 605	12000	14 048 Target achieved
47	Percentage customer satisfaction Index score	Service delivery programme communications strategy	N/A (No polling this year)	62%	60% (1% decrease from baseline) Target not achieved GSPCR conducted an in-house trends analysis to enable reporting against the intention of the annual target. Satisfaction Trends Analysis Report (2017–2024) forecasts a decline to 60% in 2024/25. There is an indicative 1% percentage point decrease from the 2022/23 Polling survey score of 61%. Target not achieved To request budget to conduct the CSS in 2025/26 financial year in preparation for the upcoming elections.

<p align="center">NATIONAL OUTCOME Decent Employment Through Inclusive Growth. A Skilled and Capable Workforce to Support An Inclusive Economic Growth Path. An Efficient, Competitive and Responsive Economic Infrastructure Network GDS OUTCOME 3 An Inclusive, Job-Intensive, Resilient and Competitive Economy that Harnesses the Potential of Citizens STRATEGIC PRIORITIES Sustained economic growth</p>					
KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
48	Rand value investment attraction realised within the city	Investment attraction policy and partnership collaboration	R19.619 billion	19.5billion	R26.8 bn Target achieved
49	No of SMMEs supported City-wide	Business and Training Support, Assist SMMEs gain access to procurement. And, Basket of services offered in the Opportunity Centres	26 666	14645	14824 Target achieved
50	Number of tourists (visitors) coming to Johannesburg	Implementation of the Tourism Strategy	4 037 537 million	4.1 Million	4 545 302 000 Target achieved
51	Economic impact generated through MICE activities	Implementation of the MICE Support Programme	New indicator	105 Million	R208 300 000 Target achieved

NATIONAL OUTCOME

Decent Employment Through Inclusive Growth. A Skilled and Capable Workforce to Support an Inclusive Economic Growth Path. An Efficient, Competitive and Responsive Economic Infrastructure Network

GDS OUTCOME 3

An Inclusive, Job-Intensive, Resilient and Competitive Economy that Harnesses the Potential of Citizens

STRATEGIC PRIORITIES

Green Economy

KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
52	Number of green economy initiatives facilitated City wide	Promotion of the green economy in economic development initiatives	New Indicator	2	2 Target achieved

<p align="center">NATIONAL OUTCOME: An Efficient, Competitive and Responsive Economic Infrastructure Network</p> <p align="center">GDS OUTCOME 3: An Inclusive, Job-Intensive, Resilient and Competitive Economy that Harnesses the Potential of Citizens</p> <p align="center">STRATEGIC PRIORITY: Smart City</p>					
KPI NO	KEY PERFORMANCE INDICATOR	INTERVENTION	2023/24 BASELINE	2024/25 TARGET	ANNUAL PERFORMANCE AND REMEDIAL ACTIONS
53	Number of smart city initiatives tracked and supported as per the 20 Smart City Focus Areas.	20 Smart City Focus Areas	20	25	25 Target achieved
54	Number of digital transformation programmes implemented in LIS to promote digital literacy	-Digital Literacy - Coding - Mobireadathon - Gamification	4	5	5 Target achieved
55	Number of Wi-Fi Hotspots rolled out across the city	Wi-Fi hotspot rollout	337	300	193 Target not achieved Less Wi-Fi Hotspots, Access Points were rolled out during the financial 2024/ 25 due zero budget. Remedial actions: The W-Fi Hotspots roll out project will continue in the financial year 2025/26 subject to budget allocation. The department will also partner with more private sector players to expand coverage.

Table 234: Annual Performance SDBIP Report in Line with the 2024/25 SDBIP of the City

CHAPTER 4: ORGANISATION DEVELOPMENT PERFORMANCE

4.1 Mandate of the Group Human Capital Management

Group Human Capital Management (GHCM) is a division under Group Corporate Shared Services (GCSS) in the City of Johannesburg (CoJ). Its main objective is to ensure that the City has the right people, skills, and organisational culture to achieve effective service delivery and good governance. However, managing human capital within the local government environment comes with several legislative, financial, and operational challenges.

a) Regulatory Framework:

GHCM operates under national legislation such as the *Municipal Systems Act*, *Municipal Structures Act*, and *Municipal Staff Regulations*. These laws define key HR responsibilities, including recruitment, performance management, and compliance requirements. GHCM must balance these legal obligations with the need for flexibility to meet the City's operational goals.

b) Role of Human Capital Management (HCM):

HCM focuses on building and maintaining a capable workforce by recruiting, developing, and retaining skilled employees. Its functions include managing employee relations, facilitating training and development, and ensuring compliance with legislative and reporting standards to enhance municipal performance.

c) Challenges:

Key challenges include limited budgets that restrict salaries and training, high staff turnover due to competition with the private sector, and gaps in employee development. Additionally, low morale, political pressures, and complex service delivery demands impact workforce effectiveness.

d) Strategic Focus:

A strategic approach is essential to align human capital management with the City's long-term goals. Priorities include effective workforce planning, leadership development, performance management, and cultivating a culture of accountability, innovation, and service excellence.

e) Community Engagement:

GHCM must also ensure that the workforce understands and responds to the community's diverse needs. Recruiting staff who possess local language proficiency and cultural awareness helps strengthen trust and promote responsive governance.

In summary, GHCM plays a pivotal role in balancing internal workforce management with external service delivery expectations. Success depends on a strategic, people-centred approach that integrates compliance, planning, and community engagement.

4.2 Regulatory Compliance, Policy, and Planning

The City Group consists of Core Administration Departments and thirteen (13) Municipal Entities (MEs). The City Group formulates and reviews GHCM Group Policy Frameworks and the MEs are expected to customise or align their policies without downgrading the set guidelines and standards. This contributes to a standardised human capital environment within the City Group.

GHCM ensures compliance with all legislative requirements e.g. Employment Equity (EE) Act, Skills Development Act, Labour Relations Act, Collective Agreements, etc. Specifically for EE and Skills Development, the City reports on progress made to the applicable structures, e.g., the Department of Employment and Labour (DoEL) and the Local Government (LG) Sector Education Training Authority (SETA).

4.2.1 Group Policy Frameworks

The governing GHCM Group Policy Frameworks address inequality and poverty by:

- Incorporating EE elements and principles inclusive of gender and disability management in all Group Policy Frameworks.
- Provide minimum standards for supporting the City with certain human capital matters.
- Offering a bursary scheme to youth from the Johannesburg community.
- Internship opportunities to students busy studying that need to complete a practical module to achieve a qualification, or students who have completed studies but need practical experience to become employable.
- Learnership programmes to assist individuals to learn a skill to become employable.

Through Group Policy Frameworks GHCM becomes a strategic enabler of municipal performance and customer trust. It integrates internal HR excellence with external community outcomes, ensuring the City delivers on its constitutional mandate of effective local governance. The **Table** below reflects the status of GHCM Group Policy Frameworks under review / new.

No.	Group Policy Framework (GPF)	Status (2024/ 25)	Comment
1.	Organisational Review, Structural Design, Management and Maintenance	Further review	<ul style="list-style-type: none"> Current approved GPF implemented Review process embarked upon Conclusion of the current Institutional Review Process will further influence the content of this GPF
2.	Employee Mobility	Further review	<ul style="list-style-type: none"> Current approved GPF implemented Review process embarked upon Further review required in terms of feedback received
3.	Talent Acquisition	Further review	<ul style="list-style-type: none"> Current approved GPF implemented Review process embarked upon Further review required in terms of feedback received
4.	Payroll Management	Under review	<ul style="list-style-type: none"> Current approved GPF implemented Review process embarked upon
5.	Shared Services	To be reviewed	<ul style="list-style-type: none"> Current approved GPF implemented Review of this GPF will commence after the conclusion of the Institutional Review Conclusion of the current Institutional Review (IR) process and confirmed operating model will determine whether a review is required
6.	Training and Development	Further review	<ul style="list-style-type: none"> Current approved GPF implemented Review process embarked upon Further review required in terms of feedback received
7.	Subsidised Education	New GPF and draft developed	<ul style="list-style-type: none"> Currently included in approved Training and Development GPF implemented New draft GPF, which emanated from the Training & Development GPF

No.	Group Policy Framework (GPF)	Status (2024/ 25)	Comment
			<ul style="list-style-type: none"> • Draft GPF developed and further review in terms of feedback received
8.	Internship, Learnership and Bursaries	New GPF and draft developed	<ul style="list-style-type: none"> • Currently included in approved Training and Development GPF implemented • New draft GPF, which emanated from the Training & Development GPF • Draft GPF developed and further review in terms of feedback received
9.	Talent Management (Mentoring, Coaching, Career Development)	New GPF and draft developed	<ul style="list-style-type: none"> • Currently included in various other approved GHCM GPFs implemented • New draft GPF • Draft GPF developed and further review in terms of feedback received
10.	Employment Equity (EE)	Under review	<ul style="list-style-type: none"> • Current approved GPF implemented • Review process embarked upon • Awaiting new EE Act regulations, which may impact the content of revised GPF • Review to be concluded after promulgation of the EE Amendment Bill
11.	Anti-Harassment	Approved	<ul style="list-style-type: none"> • New approved GPF implemented with effect from 01 October 2024
12.	Disability Management	Approved	<ul style="list-style-type: none"> • New approved GPF implemented with effect from 01 October 2024
13.	Employee Assistance Programme	Further review	<ul style="list-style-type: none"> • Current approved GPF implemented • Review process embarked upon • Further review required in terms of feedback received
14.	Substance Abuse	Approved	<ul style="list-style-type: none"> • New approved GPF implemented with effect from 01 October 2024
15.	Performance Management System (PMS)	Review concluded	<ul style="list-style-type: none"> • Current approved GPF implemented • Review process embarked upon • Report and revised GPF served at some Council decision making structures for approval • Final Council approval awaited
16.	Bereavement	Review concluded	<ul style="list-style-type: none"> • Current approved GPF implemented • Reviewed and no amendments required as of June 2025
17.	Recognition and Reward	Review concluded	<ul style="list-style-type: none"> • Current approved GPF implemented • Reviewed and no amendments required as of June 2025
18.	Incapacity Leave Management	Further review	<ul style="list-style-type: none"> • Current approved GPF implemented • Review process embarked upon • Further review required in terms of feedback received
19.	Hybrid Working	Review concluded	<ul style="list-style-type: none"> • Current approved GPF implemented • Reviewed and no amendments required as of June 2025
20.	Remuneration	Further review	<ul style="list-style-type: none"> • Current approved Policy implemented • Review process embarked upon • Further review required in terms of feedback received
21.	Job Evaluation	Further review	<ul style="list-style-type: none"> • Current approved Policy implemented • Review process embarked upon • Further review required in terms of feedback received
22.	Flexi Time	Further review	<ul style="list-style-type: none"> • Current approved Policy implemented • Review process embarked upon • Further review required in terms of feedback received
23.	Personnel Archive Management	To be reviewed	<ul style="list-style-type: none"> • Current approved Policy implemented • Archiving / filing of employee supporting documentation is a manual process • Review of this Policy is dependent on an Electronic Records Management System

No.	Group Policy Framework (GPF)	Status (2024/ 25)	Comment
24.	Retirement / Pensionable Age	New GPF and under development	<ul style="list-style-type: none"> • Currently prescribed in the various pension fund rules of the City • New draft GPF • Stakeholder engagement underway
25.	Locomotion Allowance	New GPF and under development	<ul style="list-style-type: none"> • Currently prescribed in the City of Johannesburg, Conditions of Service • New draft GPF • Stakeholder engagement underway

Table 235: Status of Group Policy Frameworks for Group Human Capital Management

4.3 Group Human Capital Management Functional Areas

4.3.1 Organisational Development

Organisational Development (OD) can be broadly defined as planned organisation-wide interventions that help build capacity and achieve greater effectiveness by developing, improving, and reinforcing strategies, structures, and processes. The OD Directorate is required to provide strategic, tactical, and operational interventions aimed at enabling the City Group i.e. Core Departments and MEs to become more effective and efficient in the delivery of their core mandate. The following core functions are critical in the fulfilment of the mandate mentioned above.

4.3.1.1 Organisational Effectiveness

Organisational effectiveness refers to how well an organisation successfully achieves its goals and objectives. It reflects the balance of efficiency, productivity and adaptability in responding to internal and external changes. Achieving effectiveness requires an integrated approach that draws on leadership, people, systems and culture.

Key Components of Organisational Effectiveness:

- Clear Goals and Objectives
 - i. Goals must be well defined and aligned with the organisation's mission and vision.
 - ii. These provide direction, support strategic decision making and enable performance monitoring.
- Leadership and Management.
 - i. Strong leadership provides vision, sets strategic priorities, inspires employees and drives performance.
- Communication
 - i. Open and transparent communication ensures smooth information flow across all levels.
 - ii. Reduces misunderstandings, enhances collaboration and fosters a shared understanding of priorities.
- Employee Engagement and Development
 - i. Engaged, well trained employees are more committed, productive and innovative.
 - ii. Professional growth opportunities, recognition and investment in wellbeing strengthen engagement.
- Processes and Systems
 - i. Efficient processes and robust systems streamline operations, reduce redundancies and improve service delivery.
 - ii. Continuous monitoring and improvement sustain productivity.
- Adaptability and Innovation
 - i. Organisations must respond quickly to environmental changes.
 - ii. Encouraging creativity and innovation strengthens competitiveness and resilience.
- Customer Focus
 - i. Meeting and exceeding customer expectations is central to success.
 - ii. Customer feedback supports continuous improvement in products, services and processes.

- Performance Measurement
 - i. Key Performance Indicators (KPIs) and metrics track progress, inform decisions and identify areas for corrective action.
- Resource Management
 - i. Effective use of human, financial and material resources ensure efficiency and sustainability.
 - ii. Proper allocation supports both short-term performance and long-term growth.
- Organisational Culture
 - i. A positive, inclusive culture builds trust, collaboration and alignment with values.
 - ii. Strong culture enhances employee satisfaction and long-term success.
 - iii. Organisational effectiveness is not a single outcome but a holistic measure of how well an organisation aligns strategy, people, systems and culture to achieve sustainable success.

4.3.1.2 Workforce Planning Informing the Institutional Review Process

Workforce planning is a strategic process that involves analysing, forecasting and aligning workforce supply and demand. It identifies talent gaps and implements targeted interventions to ensure that an organisation has the right people, with the right skills, in the right roles, at the right time.

The Workforce Planning KPI was successfully achieved in 2023/2024 through the approval of the City's Integrated Workforce Plan. As a result, this KPI was excluded from the 2024/2025 Departmental SDBIP. Workforce planning remains a critical strategic function, particularly in supporting the implementation of the Departmental SDBIP. It ensures that City structures are aligned with the future world of work, enabling responsive, agile and future fit organisational design. This plan serves as a strategic tool to guide the City's Institutional Review Process (IRP), ensuring compliance with Chapter 2 of the MSR which prescribes that every municipality must develop an HR Plan before determining its official staff establishment. The approved consolidated Workforce Plan provides the required framework for aligning workforce requirements with service delivery priorities and organisational restructuring processes across the City by:

- a) Anticipating future skills requirements driven by the Fourth Industrial Revolution (4IR), including automation, digital transformation and emerging technologies.
- b) Aligning talent strategies with the City's strategic objectives to build a future ready workforce capable of delivering a smart, efficient and technology enabled City.
- c) Informing structural redesign to ensure that organisational capabilities and staffing models evolve in line with changing service delivery needs and innovation opportunities.
- d) Identifying reskilling and upskilling priorities to bridge the digital skills gap and enhance workforce agility in response to 4IR disruptions.

To facilitate a shared understanding, awareness sessions on the approved consolidated Workforce Plan were conducted with twenty-one (21) Core departments and two (2) MEs in 2024/2025. These sessions aimed to ensure that stakeholders clearly understand how the Workforce Plan informs and aligns with the IRP and its implications for organisational design, future skills readiness and service delivery transformation. This integration

ensures that the IRP is evidence based, future focused and geared toward developing a workforce that can thrive in a rapidly changing technological and socio-economic environment.

4.3.1.3 Organisational Redesign

Organisational redesign refers to the deliberate process of restructuring an organisation's systems, structures, roles, and reporting lines to better align with its strategic objectives, operational needs, workforce planning requirements, and service delivery mandates. It involves reviewing and modifying organisational frameworks to improve efficiency, accountability, and responsiveness, while ensuring compliance with legislative and policy requirements.

In accordance with the Departmental SDBIP of 2024/2025, this KPI represents an intervention to be delivered by GCSS, as outlined in the Action Plan approved by the Group Executive Director (GED): GCSS. To address the annual target requirements of the Departmental SDBIP of 2024/2025, an IRP Action Plan was developed, detailing the steps required to achieve the annual target of "50% Implementation of the organisational redesign of the City".

The Quarter 4 target of "50% implementation" progress was not achieved, as it is attributable to the finalisation of the draft Service Delivery Model options, incorporating a robust draft high-level design of the City's structure by the Transaction Advisor. The Transaction Advisor was appointed in January 2025, and the finalisation of the commercialisation of the Transaction Advisor contract with the City was concluded in April 2025.

The initial procurement process, conducted through standard Supply Chain Management (SCM) processes, experienced delays in the previous financial years (2023/2024 and 2024/2025), impacting the IRP delivery timelines. In addition to the SCM processes, the City had to take into cognisance the Municipal prototype structures as developed by the Department of Cooperative Governance and Traditional Affairs (COGTA) through their appointed service provider, Lekoko Consulting. The Municipal prototype structure review meetings were convened to evaluate the COGTA proposed institutional structure of the City. The review focused on ensuring alignment with legislative mandates, improving operational efficiency, and enhancing service delivery. The meetings included representatives from various City Core departments and MEs, with facilitation by Lekoko Consulting.

The City commenced with the IRP procurement phase in 2023/2024. To expedite the IRP procurement process, a decision was made to appoint a Transaction Advisor via the City's Panel of Attorneys, following the City Manager's (CMs) approval of the Bid Specification Report on 2 October 2024. The IRP procurement process was concluded with the appointment of the Transaction Advisor in January 2025. The objective of the process is to assist in the proper diagnosis of the current service delivery model and staff establishment, guided by the MSR, organisational design norms and standards, department-specific legislative and regulatory frameworks. The IRP will serve as the foundation for validating and refining the proposed prototype structures.

While an alternative procurement method was implemented, the Action Plan target remained unchanged at 45% in Quarter 4. To date, the Transaction Advisor (who is also a Project Manager) appointed on 22 January 2025 has been working on an "AS-IS" Analysis Report.

In line with the Action Plan, the 45% actual implementation progress is attributed to the completion of the procurement process, which was achieved in Quarter 3 with the appointment of the Transaction Advisor. The Quarter 4 target of 50% implementation is attributed to the Draft High-Level Design AS-IS Report, which has not been achieved as of 30 June 2025. The Action Plan remains unchanged at 45% in Quarter 4, which is a nonachievement against the SDBIP annual target.

The IRP commenced in April 2025, following the finalisation of the contract commercialisation process with the Transaction Advisor. From the date of the appointment of the Transaction Advisor to 30 June 2025 (2024/2025

financial year end), the following activities have been carried out as reflected in the below table:

Date	Status
13 & 19 March 2025	Introductory meetings and scope clarification with Transaction Advisor.
07 April 2025	Special Operational Executive Management Team (EMT) presentation.
02 & 15 April 2025	Workshop on the findings of the Municipal Prototype Report presented by Lekoko Consulting to the City.
17 April 2025 – ongoing (every Thursday)	8h00am – 9h00am Core Project Team meetings every Thursday: Detailed Project Plan. Stakeholder identification and mapping for engagement. Documentation – literature review. Project status update and risk identification.
April 2025	Finalisation of the commercialisation of the contract with the Transaction Advisor.
05 May 2025	Brainstorming engagement with Executive Management (Group).
06 May 2025	Member of Mayoral Committee (MMC): GCSS briefing.
09 May 2025	Submission of Mayoral Committee Report to GED: GCSS with input from MMC: GCSS in preparation for Executive Mayor (EM) briefing.
15 May 2025	Submission of proposed changes to the City Prototype Structures to the Minister of COGTA for consideration.
28 May 2025	Roundtable/brainstorming engagement with Entity Leaders.
12 June 2025 – 30 June 2025	1st Round stakeholder interviews scheduled with Heads of Departments and ME: <ul style="list-style-type: none"> – GCSS completed on 12 June 2025. – Public Safety completed on 24 June 2025. – Environment and Infrastructure Service Delivery (EISD) completed on 25 June 2025. – Johannesburg City Parks and Zoo (JCPZ) completed on 25 June 2025. – Johannesburg Social Housing Company (JOSHCO) completed on 26 June 2025. – Community Development completed on 27 June 2025. – City Power completed on 27 June 2025. – Joburg Tourism Company completed on 30 June 2025.
May – June 2025	1st Round stakeholder engagements. Stakeholder list, mapping, and proposed dates have been completed and presented to the GED: GCSS for input.
27 – 30 June 2025	1st Draft “As-Is” Report prepared for 2nd round stakeholder consultations.
June – July 2025	Setting up of the Governance Structures and issuing of letters to members by the CM.

Table 236: IRP Activities

As part of the IRP, change management and awareness capacity building sessions were conducted across twenty-one (21) City Core Departments and two (2) MEs, to support change readiness.

In line with the Action Plan, the 45% actual implementation progress is attributed to the completion of the procurement process, which was achieved in Quarter 3 with the appointment of the Transaction Advisor. The Quarter 4 target of 50% implementation was based on the High-Level Design “AS-IS” Report, which was not

achieved as at 30 June 2025. The Action Plan achievement remained unchanged at 45% in Quarter 4, which is a non-achievement against the SDBIP annual target.

A phased approach has been adopted to address the organisational redesign challenges. The first draft of the “As-Is Status” and Analysis Report was delivered on 30 June 2025, with the second draft based on the second round of inputs scheduled for delivery in July 2025. The final draft, along with the High-Level Design is planned for delivery in October 2025 in line with the Project Plan. To ensure alignment with the 2025/2026 financial year, the current Action Plan will be reviewed and updated accordingly. Additionally, the Project Plan timelines will be adjusted to include a one (1) month contingency period.

4.3.1.4 Change Management Supporting the Institutional Review Process

Change management is a structured process and a set of tools for managing the people side of change. It is a discipline based on psychological principles that utilises tools, processes and techniques to engage with people and lead them through change to achieve the set business objectives. It is a systematic approach to dealing with the transformation of an organisation’s goals, processes or technologies.

Similar to workforce planning, change management was not included in the 2024/2025 Departmental SDBIP, however the function remains critical in facilitating the successful implementation of the IRP. It plays a key role in guiding organisational transition, fostering stakeholder buy-in and ensuring that the City is well positioned to adopt new structures aligned with the future world of work.

In 2024/2025, preceding the initiation of phase one of the IRP project, the foundation for change was laid by sensitising the City to the IRP and the following progress was made:

- a) **Developing the Change Strategy and Plan:** Core activity where the approach to manage change is defined. It outlines the plan, timeline, resources and governance structure for the entire change journey. The final diagnosis report and the adoption of changes to the City will fully inform the change management strategy and plan.
- b) **Stakeholder Mapping and Impact Assessments:** Identifying all stakeholders and conducting a detailed analysis of how the change will impact people, processes and job roles.
- c) **Stakeholder Interviews:** Internal key stakeholders have been interviewed i.e. Executive Heads of all City Core Departments & MEs.
- d) **Sponsorship and Leadership Alignment:** Securing clear, visible sponsorship from senior leaders and aligning them on the vision, goals and their roles in the change process.
- e) **OD initiated a series of engagements and consultations on institutional readiness for the IRP as part of their commitment to promote efficient service delivery within the City.** Presentations were conducted across twenty-one (21) Core departments.
- f) **An employee change readiness survey was conducted in Quarter 4 of 2024/2025 to gauge the organisational readiness for the IR within City Core Departments and highlight certain key issues.** Employee participation was very low (259) compared to a similar survey in 2023/2024 conducted with departmental management teams.

The analysis report and findings of the employee change readiness survey will form part of the IRP actions in 2025/2026.

4.3.1.5 Impact and Influence Survey on the Institutional Review and Workforce Planning

OD initiated a series of engagements and consultations on workforce planning and the IRP as part of their commitment to promoting efficient service delivery within the City. These presentations were conducted across twenty-one (21) departments where workforce plans have been developed. The primary aim was to effectively engage, communicate the workforce requirements, and identify gaps that needed to be addressed to facilitate an efficient IRP.

Based on the findings derived from the scoring of sixteen (16) departments, the communication dimension, with an average score of 81.07% indicated that while the communication received was generally effective, there remains a gap in addressing employee concerns regarding the IRP and clarifying their roles in the upcoming IRP. The KPIs relating to this matter were achieved at 100%. The findings were used to inform the impact and influence on IRP and workforce planning.

- **Workforce Planning and Research**

The implementation of the Workforce Planning Framework means the development of Departmental Workforce Plans. The content of each workforce plan includes the following analysis and forecasting elements:

- a) City's Global Workforce Planning View.
- b) Departmental Business Case.
- c) Departmental Workforce Supply Analysis.
- d) Departmental Workforce Demand Analysis.
- e) Departmental Gap Analysis.
- f) Departmental Workforce Planning Scenario.
- g) Workforce Plan to be actioned by the Department in preparation for the IR integration.

Regulation 4 of Chapter 2 of the MSR prescribes that human resources analytics informing departmental workforce plans must be conducted. Regulations 5 and 6 provide for the metrics (norms and standards) and procedures for designing structures. This, in effect, means that a departmental workforce plan informs the business case for a departmental IRP.

A total of twenty-one (21) departmental workforce plans have been completed. In 2021/2022, five (5) workforce plans in pilot departments were completed:

- a) Development Planning.
- b) Health.
- c) Public Safety: Emergency Management Services (EMS).
- d) Transportation.
- e) Group Strategy, Policy Coordination and Relations (GSPCR).

In 2022/2023, sixteen (16) workforce plans for the following departments were completed:

- a) Community Development.
- b) Citizen Relationship and Urban Management (CRUM).
- c) Social Development.
- d) Economic Development.
- e) EISD.
- f) Human Settlements.
- g) Public Safety: Johannesburg Metro Police Department (JMPD) and Disaster Management.
- h) Group Risk and Assurance Services (GRAS).
- i) Finance and Revenue Shared Services.
- j) Group Communications and Marketing.
- k) GCSS.
- l) Group Legal and Contracts.
- m) Group Governance.
- n) Group Forensic and Investigation Services (GFIS).
- o) Group Information Communication and Technology (GICT) and Information Management (IM).

- p) Office of the Ombudsman.

Consultations took place to assist with the operationalisation of twenty-one (21) departmental workforce plans in line with the City’s vision and the Future World of Work in 2023/2024. This consultation process with departments occurred within the change management process of the IRP. Departmental engagements for all twenty-one (21) departments were concluded in Quarter 3.

- a) A total of twenty-seven (27) consultations and engagements have been held with twenty-one (21) City Core departments, including MEs and some governance structures forming part of the change management pillar in preparation for the IRP.
- b) The output of the consultations informed the City’s consolidated workforce plan as legislative compliance with Chapter 2 of the MSR.
- c) In Quarter 4, the focus was on the consolidation of the feedback and information received from the respective twenty-one (21) City Core departments to develop a City Core consolidated workforce plan.
- d) Development of the City Core consolidated workforce plan was completed in Quarter 4 of 2023/2024.

- **Change Management**

The city developed and adopted a change management framework in 2020 which is a living document that guides practitioners on approaches to change management citywide. This framework will be reviewed and updated in preparation for the IR change management implementation. A change readiness survey was conducted to gauge the organisational readiness for the IR. The results indicate that there is a strong need for restructuring within the Core Departments (93%) and that the attitude towards change of this nature is positive (92%). Both the need and attitude towards change scored above 90%.

The leadership and management buy-in to change scored slightly lower at 86% with the departmental results indicative of the overall support and drive they expect to garner once the IR gains traction. The information gained will be integrated into the change management framework comprising of an IR change and communication plan.

4.3.2 Employee Relations Development

Employee Relations is responsible for managing the relationship between the employer and employees within the City. The following operating principles are implemented:

- a) Customer Centric
- b) Continual improvement in processes and products.
- c) Research and development are key to the future.
- d) Employee involvement is critical to improving operations.
- e) Continual improvement of the contractual, emotional, physical, and practical relationship between the employer and the employee.

4.3.2.1 Disputes before SALGBC, CCMA and Labour Court

There were several disputes lodged under the auspices of the SALGBC, Commission for Conciliation, Mediation and Arbitration (CCMA) and Labour Court for the period under review. The number of disputes that were dealt with before the SALGBC, CCMA and Labour Court in 2024/25 is reflected in the table below.

Dispute Status	Number
Finalised	41
Abandoned	3
Withdrawn	7

Non-Jurisdictional Ruling	4
Postponed with no appointed date for resumption	5
Referred to Labour Court	9
Total	69

Table 237: The Number of Disputes that were Dealt with in the 2024/25 Financial Year

4.3.3 Employment Development

The city continues with management and leadership development programmes to equip senior and middle management levels. Skills audits and the subsequent identification of skills gaps lead to the specific development of employees as a priority for the city. These actions are aimed at ensuring that the required skills to deliver a professional service are developed for individual employees in line with the specific functions that they perform, to ensure value add to the City's objectives. Skills development consists of both daily informal mentoring and performance coaching of employees, as well as formal training and developmental programmes.

The city further implements some external outreach programmes to contribute to the development of the community with a specific intent for the youth to be skilled and obtain experience and exposure for them to become employable.

4.3.3.1 Employee Focused Initiatives

The following employee-focused initiatives were implemented:

- a) Subsidised education to enhance city-specific skills and career development.
- b) Career path development for employees through performance management and Personal Development Plan (PDP) processes.
- c) Leadership and management development training programmes.
- d) Project and programme management.
- e) Citizen-centric service delivery
- f) Supply chain management.
- g) Evidence-based policy making.
- h) Minimum competency training programme to develop competencies in line with National Treasury Competency requirements.
- i) Matric programme for the previously disadvantaged.
- j) International skills programme in China.
- k) Skills development consulting services to internal clients (business units).

4.3.3.2 Subsidised education

The City offers a subsidised education scheme for employees in line with the Collective Agreement Conditions of Service. The scheme assists the City in securing adequately qualified employees by providing financial assistance (registration, tuition, and examination fees) to enable them to obtain formal qualifications. The table below reflects participation in the subsidised education scheme:

Core Department / ME	No. Employees participating in Sub-Ed
City Core	454
City Power	190
JOSHCO	17
Johannesburg Property Company	36
Johannesburg Roads Agency	15

Core Department / ME	No. Employees participating in Sub-Ed
Johannesburg Fresh Produce Market	80
Metro Trading Company	8
Pikitup	133
Johannesburg Development Agency	7
Johannesburg Water	49
MetroBus	65
Johannesburg Theatres	19
Johannesburg Tourism Company	0
Johannesburg City Parks and Zoo	33
Total	1,106

Table 238: Programme Interventions & Employees Trained

4.3.3.3 Skills Audit Interventions Levels 5 and 6

The broad aim of the skills audit conducted in the City was to determine the competencies of City Core employees for levels 5 to 6, with a view to understanding the current competencies:

- How these competencies support the achievement of the City's strategy and vision.
- Level of competence and competency/skills gaps within these levels.
- Which competencies are prioritised and require attention?
- Targeted training and development for these levels.
- Recruitment requirements when appointments are made at these levels.

The following proficiency scales were used for the skills audit, which is in line with the gap skill proficiency scale to ensure alignment with the Department of COGTA and to achieve the City's objectives:

1=Basic	2=Competent	3=Advanced	4=Expert
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The employees in scope (levels 5 to 6) were required to achieve a proficiency scale of 3 (advanced). Some employees achieved a proficiency scale of 2 (competent), and competency gaps have been identified. Out of one thousand four hundred and seventy-nine (1,479) employees within scope, one thousand three hundred and thirty-eight (1,338) employees completed the skills audit and achieved below the required proficiency scale of 3 (advanced) with identified competency gaps.

A multi-pronged approach was used to close the identified gaps in the skills audit results and to implement cross-cutting interventions that further close the identified competency gaps. The table below depicts various interventions implemented to employees in scope as continuous mechanisms to address competency gaps for levels 5 and 6 in 2021 / 2022, 2022 / 2023, 2023 / 2024, and 2024 / 2025 financial years.

Year	Employees in scope	Annual Target		Trained		Employees Balance
		%	No. of Interventions	%	No. of Interventions	
2021 / 2022	1338	30%	402	30%	402	936

Year	Employees in scope	Annual Target		Trained		Employees Balance
		%	No. of Interventions	%	No. of Interventions	
2022 / 2023	936	30%	281	38%	362	574
2023 / 2024	574	30%	172	38%	219	355
2024 / 2025	355	10%	35	20 % (Q4) 20 % (Q3) 67% (Q2) *107%	72 72 238 *382	0 All employees have been trained.

Table 239: Interventions Implemented from 2021 – 2025

* Cumulative figures for 2024/25

* Employees on subsidised education will always be reported and accounted for each quarter as they study different modules throughout the qualification.

*All employees in scope have been trained.

The below reflects skills audit interventions embarked on by GCSS:

No.	Department	Service Provider	Type of Intervention	No. of Interventions		
				Q2	Q3	Q4
1.	GICT & IM	GICT & IM: Internal Department	Ethics, Integrity & Professionalism	33	0	0
2.	All Departments	National School of Government (NSG)	Project Management	4	0	0
3.	All Departments	Wits Business School (WBS)	Finance: Municipal Finance Management Act (MFMA)	29	29	29
4.	All Departments	COGTA	Leadership: Emerging Management Development Programme	2	0	0
5.	All Departments	Higher Education Institution (HEI)	*Various Sub Ed (with various modules for a full qualification)	159	32	32
6.	All Departments	LG SETA	Women in Leadership	11	11	11
Totals				238	72	72

Table 240: Training Interventions

*Employees on Sub Ed will always be reported and accounted for each quarter as they study different modules throughout the qualification.

4.3.3.4 Competency Development Interventions and Programmes

During the past financial year, the City continued to train its employees on interventions aimed at closing gaps identified through the skills audit process. Finance officials and Senior Managers were trained on Minimum Competency Levels. Other forms of training were aimed at gaps identified through the performance review process and career development. The Workplace Skills Plan (WSP) compiled was used to identify the training required and both the WSP and the Annual Training Report (ATR) were submitted to the LG SETA timeously and in compliance to legislation.

The table below reflect skills programmes, other short courses and subsidised education for those levels that have undergone the skills audit on levels 2 – 6 (Heads of Departments, Chief Executive Officers, Managing Directors, Group Heads, Directors, Deputy Directors, Assistant Directors & Managers).

Programmes Implemented	
City Group Skills Programmes & other short courses	No. of Employees Trained
Municipal Finance Management Act (MFMA)	85
Subsidised Education Core Departments & Municipal Entities	
City Power	39

Programmes Implemented	
City Group Skills Programmes & other short courses	No. of Employees Trained
Johannesburg Development Agency (JDA)	1
Johannesburg City Parks and Zoo	4
Metrobus	2
Metro Trading Company	5
Pikitup	36
City Core	359
Total	531

Table 241: Skills Programmes

4.3.3.5 Skills Audit Roll Out Levels 7 and 8

A 180-degree skills audit assessment for levels 7 and 8 employees (within scope) was deployed for implementation in the City Core departments. The following interventions were implemented in 2023/2024 and 2024-2025 financial year throughout the City Core:

- a) Performance management.
- b) Mentorship and coaching.
- c) Career development.
- d) Supply Chain Management.
- e) Emotional intelligence.
- f) Ethics and discipline.
- g) Report writing.
- h) Record management.
- i) Vetting.
- j) Dangerous goods training.
- k) Major Hazard Installation Regulations.
- l) Basic Fire.

The implementation of interventions for skills audit results are continuous. The interventions for levels 7 and 8 will be reported in 2025/2026 in the form of quarterly reports as it reflects a new KPI “% Implementation of skills audit for levels 7 and 8”.

4.3.3.6 Skills Matrix

The table below reflects the actual number of employees skilled in 2024/25 per occupational level, gender group and category of training.

Designation	Gender	No. Employees in post as at 30 June Year 0 (2024/25)	Number of Skills Developments Required and Actual as at 30 June Year 0 (2024/25)											
			Learnerships			Skills programmes & other short courses			Other forms of training (Sub Ed)			Total		
			Actual: End of Year -1 (2023/24)	Actual: End of Year 0 (2024/25)	Year 0 Target (2024/25)	Actual: End of Year -1 (2023/24)	Actual: End of Year 0 (2024/25)	Year 0 Target (2024/25)	Actual: End of Year -1 (2023/24)	Actual: End of Year 0 (2024/25)	Year 0 Target (2024/25)	Actual: End of Year -1 (2023/24)	Actual: End of Year 0 (2024/25)	Year 0 Target (2024/25)
MM and s56	Female	7	0	0	0	1	0	1	2	0	0	3	0	1
	Male	21	0	0	0	0	0	0	4	0	0	4	0	0
Councillors, senior officials and managers	Female	1,286	0	0	0	905	840	512	348	180	0	1,253	1,020	512
	Male	1,474	0		0	864	710	567	310	203	0	1,174	913	567
Professionals	Female	2,338	0	0	0	803	878	914	683	375	0	1,486	1,253	914
	Male	1,660	0	0	0	1,730	766	678	627	185	0	2,357	951	678
Sub total	Female	3,631	0	0	0	1,709	1,718	1,427	1,033	555	0	2,742	2,273	1,427
	Male	3,155	0	0	0	2,594	1,476	1,245	941	388	0	3,535	1,864	1,245
Total		6,786	0	0	0	4,303	3,194	2,672	1,974	943	0	6,277	4,137	2,672

*Registered with professional Associate Body e.g. CA (SA)

T 4.5.1

During the past financial year, the City continued to train its employees on interventions aimed at closing gaps identified through the Skills Audit process. Finance officials and Senior Managers were trained on Minimum Competency Levels. Other forms of training were aimed at gaps identified through the performance review process and career development. The Workplace Skills Plan compiled was used to identify the trainings required and both the Workplace Skills Plan and the Annual Training Report were submitted to the Local Government SETA.

Table 242: Actual Number of City Group Employees Trained in 2024/25 per Occupational Level, Gender Group and Category of Training

4.3.3.7 Municipal Finance Management Act Training

During the past financial year, the City continued to train its employees on interventions designed at closing gaps identified through the skills audit process. Finance officials and Senior Managers were trained on minimum competency levels. Other forms of training were aimed at gaps identified through the performance review process and career development.

Financial Competency Development: Progress Report*						
Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated: Total of A and B	Consolidated: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidated: Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidated: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials						
Accounting officer	1	0	1	1	1	1
Chief financial officer	1	13	14	12	12	12
Senior managers	91	139	230	203	203	203
Any other financial officials	822	310	1132	713	713	713
Supply Chain Management Officials						
Heads of supply chain management units	1	0	1	1	1	1
Supply chain management senior managers	18	44	62	54	54	54
TOTAL	934	506	1440	984	984	984
* This is a statutory report under the National Treasury: Local Government: MFMA Competency Regulations (June 2007)						T 4.5.2

Table 243: Municipal Finance Management Act Training

4.3.3.8 Workplace Skills Plan

In terms of the Skills Development Act No. 97 of 1998 as amended, all designated employers are required to develop an annual WSP and submit to the relevant Sector Education and Training Authority (SETA) servicing the industry into which the organisation falls. The WSP records skills needs in an organisation and describe the range of skills development interventions that an organisation will use to address these needs. The WSP facilitates access to SETA mandatory grants for skills training. Organisations are required to report against their WSPs in an Annual Training Report (ATR) that shows how they have addressed the priority skills defined in the WSP.

The city submitted a fully compliant 2024/2025 WSP to the LG SETA. The City's WSP reflected various employee development activities that were planned, and seven thousand and five (7005) employees were trained on various training interventions, varying from short courses, skills programmes, and formal qualifications. Training was conducted in the following areas:

- a) Leadership, Management and Supervisory.
- b) SAP (Human Resources. Customer Service Management, Billing, Finance, etc.).
- c) Microsoft (Word, Excel, PowerPoint, etc.).
- d) Customer Care.
- e) Career Development
- f) Performance Management.
- g) Labour Relations.
- h) Employment Equity.
- i) Finance.
- j) Health.
- k) Environmental.
- l) Community Services.
- m) Law Enforcement.
- n) Paralegal.
- o) Municipal Governance.
- p) Monitoring and Evaluation.
- q) Project Management.
- r) Induction.
- s) Generic Training e.g. Report and Letter Writing and Negotiation Skills.

The table below reflects the City Group skills development expenditure during 2024/25.

Skills programmes & other short courses budget & expenditure 2024/25				
Core / ME	Budget R'000	Expenditure R'000	Available Budget R'000	% Exp
City Power	25,587	6,844	18,743	27%
City Core	37,829	17,773	20,056	47%
Johannesburg Social Housing Company	3,084	2,084	1,000	68%
Johannesburg Property Company	1,690	1,401	289	83%
Johannesburg Roads Agency	2,187	1,757	430	80%
Johannesburg Market	578	501	77	87%
Metro Trading Company	1,374	1,700	- 326	124%
Pikitup	3,206	2,134	1,072	67%
Johannesburg Development Agency	645	518	127	80%
Johannesburg Water	9,700	6,896	2,805	71%
Metrobus	2,700	2,400	300	89%
Theatre	2,075	1,114	961	54%
Johannesburg Tourism Company	250	202	48	81%
City Parks & Zoo	3,275	1,394	1,880	43%

Skills programmes & other short courses budget & expenditure 2024/25				
Core / ME	Budget R'000	Expenditure R'000	Available Budget R'000	% Exp
Total	94,180	46,718	47,462	50%

Table 244: The City Group Skills Development Expenditure During 2024/25 Financial Year

The graph below reflects Skills and Development per Core Department/ME from the above table.

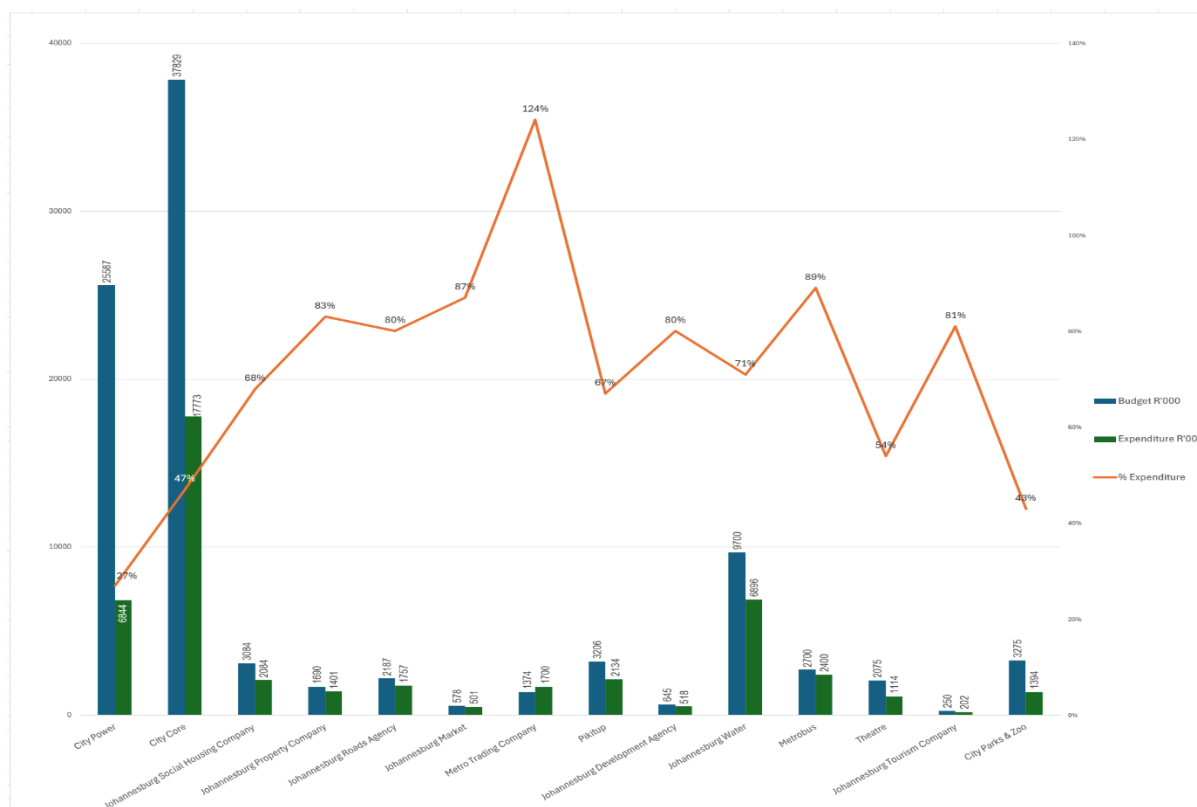


Figure 25: City Group Skills vs Budget Expenditure 2024/25

4.3.3.9 External Outreach Programmes

The City is committed to providing skills development opportunities that focus not only on its employees but also on Johannesburg community members, as a mechanism to address the socio-economic challenges experienced.

4.3.3.9.1 Internship Programme

The internship scheme is an initiative by the City to address the growing demand from educational institutions for on-the-job exposure, either as a prerequisite for acquiring an academic qualification or as a requirement following its completion. The City offers the following internship opportunities:

- Student internship for a student at an educational institution that requires practical experience to obtain their qualification.

- b) Graduate internship to an individual who has completed a qualification and is unemployed but requires workplace experience to enhance future employment opportunities.
- c) In-service training to employees studying at an educational institution, and they must undertake a period of work experience to fulfil the requirements of the qualification.
- d) Internship linked to professional development and requirement for professional registration with Professional Bodies or Councils.

Five hundred and ninety-four (594) youth in the Johannesburg communities were offered an opportunity to participate in the City’s Internship Programme 2024/2025.

The city entered into a Memorandum of Agreement with Southwest Gauteng College (SWGC) in 2021 and Central Johannesburg College (CJC) in December 2022. The intention of this internship programme was for the city to grant experiential learning, based on the theoretical knowledge acquired through classroom-based training. The City hosted the interns under the guidance of a mentor for a period of eighteen (18) months. The financial cost (payment of stipends, etc.), as well as the administration of the internship programme were paid and managed by SWGC and CJC. The table below reflect the interns that were placed from the TVET Colleges.

Interns placed		
TVET College	Study Fields	Number of Interns
Southwest Gauteng College	Financial Management Human Resource Management Management Assistant Marketing Management Public Management	74
Central Johannesburg College	Marketing Management Business Management Financial Management Human Resource Management	25
Total		99

Table 245: Internship Programme

4.3.3.9.2 Bursaries

The City offers two hundred (200) bursaries per academic year as a strategic intervention targeting community members from Johannesburg who intend to pursue academic studies at recognised tertiary institutions in South Africa. The bursaries are aligned to the identified critical and scarce skills in the local government sector for undergraduate studies. In the 2024 and 2025 academic years, four hundred (400) bursaries were awarded at a total amount of R8 million.

4.3.4 Employee Assistance Programme

The Employee Assistance Programme (EAP) aims to provide support for employees who are experiencing life issues that may impact their psycho-social functioning and productivity in the workplace, which may result in absenteeism. There are three (3) main programmes which are the promotion of employee psychosocial wellness, promotion of preventative, awareness and educational initiatives and incapacity leave management. The EAP continues to provide psychotherapy to distressed employees, councillors, and employees’ immediate family members. There were new cases logged in the programmes and the discussion below pertains to the period under review on key performance areas.

The EAP unit conducted thirty-two (32) group trauma debriefing sessions to nine hundred and thirty-one (931) employees due to their exposure to traumatic incidents and to manage shock in the event of receiving news about deceased colleagues.

Employees are the City’s most valuable assets. The City recognises that employees in good health are more likely to thrive both personally and professionally, delivering their best performance in the workplace. Healthy employees enjoy a better quality of life, with reduced risk of illness, injury, disease and increased levels of energy and productivity. By strategically fostering workplace conditions that support employee well-being, the City not only enhances individual health but also achieves positive organisational outcomes. The City remains committed to offering EAP benefits to employees and their families. This program is designed to promote positive well-being, providing support to ensure that employees can thrive in all aspects of life.

A total of four hundred and twenty-seven (427) new cases were registered with the EAP unit. There were two thousand two hundred and eighty-three (2 283) individual counselling sessions conducted for an array of employee challenges ranging from relationship/marital problems, mental health, financial and substance abuse. The EAP unit also conducted thirteen (13) group trauma debriefing sessions for two hundred and thirty-four (234) employees who had experienced traumatic events or had to deal with shock following the demise of their colleagues.

4.3.4.1 Prevention, awareness, and educational activities

The table below reflects initiatives that were successfully implemented by the EAP unit in 2024/25.

Name of the Programme	Number of Presentations	Number of employees reached
Stress Management	20	861
Financial Wellness	24	1722
Substance abuse awareness	13	1263
Wills and deceased estate planning	05	297
Mental Health awareness	20	861
Marriage regime	01	236
Pre-retirement planning	07	1589
Conflict and anger management	02	69
Dealing with grief and Bereavement	01	124
Men’s dialogue	03	245
Child custody and maintenance	02	135
Blended families	11	260
Wellness day	04	332
EAP Group Policy Framework presentations	30	1621
Total	143	9615

Table 246: Total Number of Activities Conducted, and Number of Employees Reached

4.3.4.2 Incapacity Leave Management

Effective management of incapacitated employees requires a multidisciplinary approach involving various stakeholders. Incapacity must be managed and timed effectively to ensure a positive outcome. If incapacity leave is not managed timeously, affected employees may face significant financial difficulties. Once their sick leave is depleted, they may be forced to take unpaid leave at a time when they can least afford it.

The Group Incapacity Leave Management Policy Framework stipulates the establishment of the Group Incapacity Leave Management Committee. The mandate of the Group Incapacity Leave Management Committee is to review and assess all incapacity leave applications, ensuring that each case is considered on its individual merits before approval. This structured approach ensures fairness, consistency and support for employees during periods of ill health, while safeguarding both the wellbeing of employees and the operational stability of the City. A total of one hundred and thirteen (113) incapacity leave applications were considered by the Group Incapacity Leave Management Committee as reflected in the **Table** below.

Quarter	Number of new applications	Approved	Declined	Partially approved
1	20	6	9	5
2	30	14	13	3
3	19	8	4	7
4	44	18	19	7
Total	113	46	45	22

Table 247: Incapacity Leave Management

4.3.5 Talent Acquisition, Remuneration, Performance and Transformation

4.3.5.1 Recognition and Rewards

The Group Recognition and Rewards Policy Framework was developed to attract and retain a quality workforce and to recognise the efforts made by employees in terms of performance, attitude and achievements. It aims to provide a fair framework within which such recognition or rewards may be considered. Employees received indirect financial rewards in the form of additional leave days up to a maximum of four (4) days. These leave days may be taken, accrued or encashed, providing employees with flexibility in how they benefit from this reward.

This approach acknowledges employee performance and contributions while balancing the City's financial realities.

4.3.5.2 Remuneration

The Group Remuneration Policy Framework has been reviewed and updated to establish guiding principles that support high-level decision-making regarding remuneration. Its consistent application across the City Group will promote fairness and transparency, while also providing insight into the long-term financial implications of remuneration strategies for the City.

The current broadband salary scales present challenges, which often limit advancement opportunities for employees and constrain the City's ability to make competitive, market-related salary offers for new appointments, both internal and external. This limitation impacts the City's ability to retain and attract suitably skilled employees. The revised Group Policy Framework seeks to address these challenges by ensuring that remuneration practices not only align with organisational goals but also enhance the City's capacity to remain an employer of choice.

The "**payment**" for tenure was addressed through further Political Facilitated Agreement (PFA) implementation agreements and a three (3) year budget plan. It also highlights the fact that there are currently no progression salary scale possibilities for the City's employees. The original National Wage Curve Agreement was developed by the SALGBC in 2010; however, this agreement became a matter of litigation and was nullified by the Labour Appeal Court.

This reviewed draft Group Remuneration Philosophy and Policy Framework is an effort to align the City's salary progression to the principles of the anticipated National Wage Curve implementation and is closely linked with the PFA. The intention is to adopt a salary structure that is market related and aligned to the TASK Job Evaluation System.

4.3.5.3 Job Evaluation

The City uses the recognised TASK Job Evaluation System as approved by the National Executive Committee of SALGA. The implementation of the TASK Job Evaluation System was to ensure a uniform set of norms and standards for positions and their gradings across all municipalities for comparative benchmarking. It also provides

the necessary structure, institutional arrangements and procedures for job evaluation. These standardised job evaluation results will form the core of the wage curve implementation. The Job Evaluation Unit of the City presented grading results to the Provincial Audit Committee for validation and appeal purposes. Trained and selected officials from the City also serve and represent the City on the Provincial Committee.

On 10 October 2024, SALGA issued Circular 28/2024, which sought to inform the entire Local Government Sector of the cancellation of the TASK Job Evaluation System and that within the sector, no formal job evaluation process should be undertaken. All municipalities are embargoed from engaging with Deloitte (owner of TASK) directly and should use the Job Evaluation Master List as provided by SALGA. The current Group Policy Framework is under review to ensure alignment with the MSR and all stakeholders will be engaged with.

4.3.5.4 Benefits and Allowances

Benefits and allowances are determined through collective bargaining and is contained within the Main Collective Agreement (MCA) as agreed upon at national and divisional levels. The Municipal Manager and those appointed as managers, directly accountable to the Municipal Manager, are excluded from all the terms of the MCA. The current MCA is valid from 1 July 2025 to 30 June 2029. Additional benefits and allowances which are not addressed or covered through the above-mentioned bargaining processes are implemented and regulated via the various Group Policy Frameworks in the City Group.

4.3.5.5 Talent Acquisition

During 2024/2025, the City Core continuously used social media and its official website to advertise vacant positions. The average turnaround time to fill critical vacancies during 2024/2025 was 30.57 days. All recruitment and selection processes are managed as projects with start and end dates, which has improved the turnaround times. A service provider was appointed to render recruitment services i.e. advertising, headhunting and competency assessments for senior managers for a period of 3 years (2022-2025) of which the contract expired on 16 June 2025.

The rollout of e-Recruitment services is dependent on the SAP upgrade implementation and GICT & IM. The Group Talent Acquisition Policy Framework was reviewed in line with virtual screening, selection, interviews and alignment to the MSR and stakeholder engagement has been initiated. The City has implemented the new MSR effective 1 July 2023.

The Talent Acquisition unit is seeking to expand its outreach strategy to find better talent and different skills sets in the market. The City Vacancy Facebook page has been developed, which has increased the audience of potential candidates. There will be much focus on employer branding with emphasis on the City's value proposition. Tertiary institutions will be networked regarding available careers within the City that will be marketed to students inclusive of the benefits when working for the City.

In 2024 GHCM embarked upon a process to appoint a panel of service providers to provide recruitment services for three (3) years, which will include the following:

- a) Recruitment of Senior Management (Section 56) positions, including advertising, headhunting, and competency assessments.
- b) Competency assessment services for Group Heads, Directors, and Deputy Directors.
- c) Reference checks for all positions in the City of Johannesburg.

Approval was obtained for the appointment of the Bid Specification Committee (BSC) and Bid Evaluation Committee (BEC) members, as well as the Needs Analysis report. All the BSC and BEC members underwent SCM training as per the new requirements from SCM. The procurement process will be concluded during

4.3.5.6 Employment Equity and Transformation

The EE, gender and disability mandate is derived mainly from the EE Act (EEA) No. 55 of 1998, including Section 9 of the Constitution, especially the Equality Clause. GHCM supports and monitors Core Departments and MEs in line with the regulatory prescripts as provided within the EEA and other related Codes of Good Practice on EE, gender and disability within the country.

4.3.5.7 EE Plan 2024 – 2026 Development and Approval

During 2024/25, the GHCM: EE and Transformation office identified interventions to support or assist Core departments and MEs to comply with the provisions of the EE Act. The **Table** below reflects the EE activities concluded.

No.	Intervention	Description
1.	Central EE & Skills Development Forum (CEE & SDF)	Constituted to give effect and/or in compliance with Section 16 of the EE Act No. 55 of 1998. Addresses issues of disparity and unfair discrimination within the workplace, which are also inclusive of gender and disability. Based on issues of mutual interest between EE and skills development, this forum is a joint City Group EE & SD Forum. Eight (8) Meetings were successful held: Q1 *1, Q2 *2, Q3 *2& Q4 *3.
2.	Group EE & Skills Development Forum	Comprises of transformation specialists and GHCM officials and has recently been extended to organised labour. Serves as a platform to guide the City Group to fully comply with the EE Act and skills development prescripts. Four (4) meetings were successfully held, i.e. one (1) meeting per quarter.
3.	Inter-Department Disability Forum	Comprises nominated People with Disabilities (PWDs) from the City Group and representatives from GHCM Field Services. It serves as a platform for issues of disability inclusion to be tabled, discussed, and measures to be implemented. Six (6) Meetings were successfully held: Q1 *2, Q3*1 & Q4 *3.
4.	Organisational Inductions	All-inclusive, EE, Gender, Disability and Diversity and Inclusion presentation provided as a form of the organisational induction process. • Eight (8) sessions were conducted: Q1 *3, Q2 *2, Q3 *1 & Q4 *2.
5.	Group Anti-Harassment Policy Framework and Group Disability Management Policy Framework Approval	Both Group Policy Frameworks were routed to various governance committees as follows: – 19/07/2024: Mayoral Committee -approved to serve at Council for final approval. – 19/09/2024: Council: The two policies were approved for implementation in the City Group.
6.	Group Anti-Harassment Policy Framework and Group Disability Management Policy Framework Communication	Policy Communication Awareness Interventions: Thirty (30) Interventions Communication of the Group Policy Frameworks commenced in Quarter 2 Quarter 2: Six (6) Interventions – 24/10/2024: Central EE & Skills Development Forum – 22/10/2024: Online Employee Learning session – 01/11/2024: Development Planning – 26/11/2024: GEYODI – 28/11/2024: Group & Central EE & Skills Development Forum – 09/12/2024: Group Anti-Harassment & Group Disability Management Policy Frameworks Webinar Quarter 3: One (1) Intervention – 11/03/2025: Joint Group Anti-Harassment Policy Framework and Group Disability Management Policy Framework session with Group

No.	Intervention	Description
		<p>Legal & Contracts and Group Communications & Marketing</p> <p>Quarter 4: Twenty-three (23) Interventions</p> <ul style="list-style-type: none"> - 02/06/2025: GRAS - 02/06/2025: Group Governance - 02/06/2025: GICT & IM - 03/06/2025: CM Office - 03/06/2025: Private Office of the Executive Mayor (POEM) - 03/06/2025: Ombudsman - 05/06/2025: EISD - 05/06/2025: GFIS - 05/06/2025: GSPCR - 09/06/2025: Group Communications and Marketing - 09/06/2025: Group Legal and Contracts: - 09/06/2025: Economic Development - 11/06/2025: Development Planning - 11/06/2025: GCSS - 11/06/2025: Social Development - 13/06/2025: Transport - 13/06/2025: Office of the Speaker (Legislature) - 13/06/2025: Human Settlements - 24/06/2025: Community Developments - 24/06/2025: CRUM - 24/06/2025: Group Finance - 25/06/2025: Health - 25/06/2025: Public Safety
7.	DOEL Annual Employment Equity Report Submission	<ul style="list-style-type: none"> • 24/10/2024: City Annual EE Reports (EEA2 & EEA4) consulted at CEE & SDF. • 15/11/2024: City Annual EE Reports (EEA2 & EEA4) approved by CM. • 18/11/2024: City Annual EE Reports (EEA2 & EEA4) successfully uploaded on DOEL online platform.
8.	2024 CoJ Women's Month Celebration event	<p>Held on 23 August 2024 at Brixton Multipurpose Centre in partnership with Group Communication and Marketing.</p> <p>Purpose of this event was to commemorate the social, economic, educational, development and growth achievements made by women in the country as well as within the City.</p>
9.	2024 CoJ Casual Day Project	<p>As part of the campaign to raise funds for PWD beneficiaries, Casual Day merchandise was sold to employees within the City Group: Core Departments and MEs. Total amount raised: R132,345.00.</p> <p>Held on 6 September 2024 at Brixton Multipurpose Centre.</p> <p>The purpose of this event was to commemorate PWDs and the achievement of the Casual Day Campaign. The City of Johannesburg, in partnership with the National Council of and for Persons with Disabilities (NCPD) viewed this anniversary as a moment of reflection and appreciation, where inclusivity is not just a concept, but a lived reality.</p>
10.	6th Annual Mahungu-ya-Vatirhi Employees' Heritage Day Commemoration Event	<p>Held on 20 September 2024 at Brixton Multipurpose Centre.</p> <p>The event was designed to celebrate the country's cultural heritage and diversity and to embrace the varied traditions and beliefs in the workplace.</p>
11.	Pride Month Awareness Webinar	<p>Held virtually on MS Teams on 29 October 2024 in partnership with Group Communications & Marketing, Social Development and Forum for the Empowerment of Women (FEW).</p> <p>The purpose of the webinar was to commemorate National Pride Month (October) as well as to create awareness on the following:</p> <ul style="list-style-type: none"> - Creating an Inclusive Workplace Culture, recognising, and addressing microaggressions and understanding LGBTQIA+ Identities and

No.	Intervention	Description					
		Terminologies – Legal Frameworks and Anti-Discrimination Policies – Real-world scenarios of workplace discrimination or insensitivity – Case Studies					
12.	2024 CoJ 16 Days of Activism Against Gender Based Violence and Femicide Dialogue	Held on 29 November 2024 as a Hybrid session, both as a physical session at Momentum in Centurion and virtually on MS Teams. This dialogue was held in partnership with Group Communications & Marketing and Metropolitan Life. This dialogue aimed to commemorate and launch the 2024 16 Days of Activism Against GBVF Campaign. The 2024 theme, “30 Years of Advancing Collective Action to End Violence Against Women and Children”, further outlines an embedded commitment to ending GBVF in society, including the work environment.					
13.	2024 CoJ International Day of Persons with Disabilities Celebration Event	Held at Brixton Multipurpose Centre on 3 December 2024 in partnership with Group Communications & Marketing. Aim of this event was to celebrate the IDPD as well as to promote awareness and understanding of disability issues, advocate for the rights of PWDs, and encourage action to improve their well-being and integration into society through inclusivity and accessibility.					
14.	Online Disability Dialogue	Two online disability dialogues were held with the intent to raise awareness about the issues faced by PWDs, the benefits of disability inclusion and disability rights. <table border="1" data-bbox="608 920 1401 1420"> <thead> <tr> <th data-bbox="608 920 1015 981">Focus Areas on the 1st Dialogue: 28 March 2025</th> <th data-bbox="1015 920 1401 981">Focus Areas on the 2nd Dialogue: 27 June 2025</th> </tr> </thead> <tbody> <tr> <td data-bbox="608 981 1015 1420"> <ul style="list-style-type: none"> – Understanding and promoting mental health awareness in the workplace – Unpacking bipolar disorder and the impact of inclusion in the workplace – Understanding Down syndrome, dispelling myths and misconceptions, promoting social inclusion and participation – Impact of financial burdens on persons with disabilities and ensuring sound financial decisions </td> <td data-bbox="1015 981 1401 1420"> <ul style="list-style-type: none"> – Neurodiversity in the workplace: Recognising autism and the power of reasonable accommodation – Breaking the Myths: Understanding albinism and fostering inclusive work environments – Seeing Beyond Sight: Embracing visual impairment through accessibility and inclusive design – Financial barriers exacerbating challenges faced by PWD </td> </tr> </tbody> </table>		Focus Areas on the 1st Dialogue: 28 March 2025	Focus Areas on the 2nd Dialogue: 27 June 2025	<ul style="list-style-type: none"> – Understanding and promoting mental health awareness in the workplace – Unpacking bipolar disorder and the impact of inclusion in the workplace – Understanding Down syndrome, dispelling myths and misconceptions, promoting social inclusion and participation – Impact of financial burdens on persons with disabilities and ensuring sound financial decisions 	<ul style="list-style-type: none"> – Neurodiversity in the workplace: Recognising autism and the power of reasonable accommodation – Breaking the Myths: Understanding albinism and fostering inclusive work environments – Seeing Beyond Sight: Embracing visual impairment through accessibility and inclusive design – Financial barriers exacerbating challenges faced by PWD
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15.	CoJ Messages	<ul style="list-style-type: none"> • Communication to create awareness and enhance compliance and a culture of equality and inclusion. • Five (5) CoJ Messages developed/published to create awareness on EE, gender, diversity and inclusion: <ul style="list-style-type: none"> – Women’s Day Commemoration. – 16 Days of activism against Gender Based Violence and Femicide (GBVF) commemoration. – International Women’s Day. – Day for the elimination of racial discrimination. – Pride month awareness. 					
16.	Trainings	<ul style="list-style-type: none"> • Eighteen (18) EE training sessions for all CEE&SDF members, HR Fields Management and MEs on EE implementation, disability inclusion in the workplace and anti-harassment were successfully held • Quarter 1: Seven (7) interventions <ul style="list-style-type: none"> – Johannesburg Property Company (JPC) *1 – CRUM *1 					

No.	Intervention	Description
		<ul style="list-style-type: none"> - POEM *1 - PIKITUP *1 - Joint Group & Central EE & Skills Development Forum *1 - Health *2 • Quarter 2: Three (3) interventions - Health *3 • Quarter 3: Seven (7) interventions - Health *3 - Transport *1 - Johannesburg Roads Agency (JRA) *1 - Human Settlements *1 - Johannesburg Fresh Produce Market *1 • Quarter 4: One (1) intervention - Social Development *1
17.	EE Awareness Sessions	<ul style="list-style-type: none"> • Thirty-eight (38) sessions to create awareness on issues of EE, gender, disability and anti-harassment were successfully held. • Quarter 1: Ten (10) interventions - JPC *9 - GSPCR *1 • Quarter 2: Seventeen (17) interventions - GSPCR *1 - Human Settlements *8 - Social Development *2 - Group Governance *2 - Ombudsman *1 - GICT & IM *1 • Quarter 3: Two (2) interventions - GSPCR *1 - JTC *1 • Quarter 4: Nine (9) interventions - Ombudsman *1 - JTC *2 - JDA *1 - GCSS *1 - City Power *1 - EISD *1 - Public Safety *1 - GRAS *1

Table 248: The EE Activities Concluded Successfully in the 2024/25 Financial Year

In compliance with Section 20 of the EE Act, the GHCM: Transformation Unit commenced the development of the City's EE Plan (EEP), which covered the following activities as reflected in the **Table** below.

Item	Description	Timeline
Stakeholder engagement	<ul style="list-style-type: none"> • The official briefing of the stakeholders: the Central Employment Equity and Skills Development Forum (CEE & SDF), Organised Labour: SAMWU and IMATU, GHCM Field Services and Departmental EE Senior Managers. 	28/02/2024
EE Awareness Sessions (Continued from Q3)	<ul style="list-style-type: none"> • Thirty-five (35) EE awareness sessions were conducted. • Based on the complexity of a department, resources or practicality, these sessions were held physically, virtually or hybrid. 	13/03/2024 - 12/04/2024

Item	Description	Timeline
	<ul style="list-style-type: none"> - Group Finance: *4. - CRUM: *4. - Community Development: *1. - Public Safety: *3. - Transport: *1. - Health: *3. - Development Planning: *2. - GCSS: *1. - Social Development: *1. - Human Settlements: *2. - Legislature (Office of the Speaker): *1. - Economic Development: *1. - EISD: *1. - GFIS: *1. - Group Governance: *1. - Group Communications and Marketing: *1. - GSPCR: 1. - GRAS: *1. - GICT & IM: *1. - Office of the CM (OCM): *1. - Group Legal and Contracts: *1. - Ombudsman: *1. - Private Office of the Executive Mayor (POEM): *1. 	
Departmental Workplace Analysis	<ul style="list-style-type: none"> • Process of identifying EE related barriers which adversely affect people from the designated group. • Out of twenty-three (23) Departmental workplace analysis sessions scheduled, twenty-two (22) were successfully completed. 	15/04/2024 - 08/05/2024
Citywide Workplace Analysis	<ul style="list-style-type: none"> • Three (3) Sub-Committees comprising identified members of the CEE&SDF were formulated to analyse and discuss the information and data collated from the Departmental workplace analysis sessions with the aim of feeding in and populating Citywide barriers. - Departmental Workplace Analysis. - Workforce Data Analysis. - Policies and Procedures. 	13/05/2024 14/05/2024 16/05/2024

Item	Description	Timeline
Consultation on the Draft EEP	<ul style="list-style-type: none"> Discussion and final input on the draft EEP were done during a special CEE & SDF meeting. 	24/05/2024
EEP Approval	<ul style="list-style-type: none"> Final EEP was approved by the CM. 	06/06/2024

Table 249: The EEP Projects Activities for the City in the 2024/25 Financial Year

4.3.5.8 MEs EE Plan Development Guidance and Support

In compliance with Section 20 of the EE Act, the GHCM: Transformation Unit embarked on providing guidance and support to MEs during the development of the EEPs which covered the following activities as reflected in **Table** below.

Item	Description	Timeline
EEP Development: Joburg Property Company	EE awareness sessions & nominations for Employment Equity & Skills Development (EE & SD) Forum: Eight (8) sessions conducted.	08/07/2024 (*2) 09/07/2024 (*2) 10/07/2024 (*1) 11/07/2024 (*1) 12/07/2024 (*1) 15/07/2024 (*1)
	Training of Newly elected EE & SD Forum on the following: <ul style="list-style-type: none"> EE implementation Disability inclusion in the workplace Anti-harassment 	15/07/2024 (*1)
	Workplace Analysis: This is a process of identifying EE related barriers which adversely affect people from the designated group.	17/07/2024
	Data Analysis – Analysis of numerical workforce profile	18/07/2024
EEP Development: Joburg Tourism Company	Guidance was provided for the development of the EEP for Joburg Tourism Company	04/07/2024
EEP Development: Johannesburg Development Agency	Guidance and assistance were provided for the development of the EEP for Johannesburg Development Agency.	30/10/2024

Table 250: The EEP Projects Activities for the MEs in the 2024/25 Financial Year

4.3.5.9 Employment Equity Statistics as of 30 June 2025

Occupational Level	Age Group	Male				Female				Foreigner		Total
		A	C	I	W	A	C	I	W	M	F	
Top Management (Level 1-2)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	12	1	0	0	3	0	0	0	0	0	16
	Total	12	1	0	0	3	0	0	0	0	0	16
Senior Management (Level 3-4)	18-34	9	1	0	0	6	1	0	0	0	0	17
	>35	252	13	18	22	176	7	11	18	3	2	522
	Total	261	14	18	22	182	8	11	18	3	2	539
Professional Qualified	18-34	36	0	1	0	61	2	0	0	1	1	102

(Level 5-6)	>35	498	22	23	43	458	25	17	45	4	6	1141
	Total	534	22	24	43	519	27	17	45	5	7	1243
Skilled Technical (Level 7-8)	18-34	1113	34	11	7	913	26	14	4	0	0	2122
	>35	3730	164	51	110	3508	142	49	143	3	4	7904
	Total	4843	198	62	117	4421	168	63	147	3	4	10026
Semi-Skilled (Level 9-10)	18-34	281	15	3	3	254	12	1	1	0	0	570
	>35	1010	39	11	17	1415	50	15	41	0	1	2599
	Total	1291	54	14	20	1669	62	16	42	0	1	3169
Unskilled (Level 11)	18-34	444	20	1	0	249	24	0	1	0	0	739
	>35	2407	20	1	3	1607	33	2	1	3	0	4077
	Total	2851	40	2	3	1856	57	2	2	3	0	4816
Temporary	18-34	9	2	0	0	23	1	0	0	0	0	35
	>35	9	1	0	0	5	0	0	5	0	0	20
	Total	18	3	0	0	28	1	0	5	0	0	55

Table 251: City Core Administration Workforce Profile 2024/25 Financial Year

OCCUPATIONAL LEVELS	MALE				FEMALE				FOREIGNER	
	A	C	I	W	A	C	I	W	M	F
ECONOMIC ACTIVE POPULATION	46,0%	1,0%	2,0%	6,0%	38,0%	1,0%	1,0%	5,0%	0,0%	0,0%
TOP MANAGEMENT (LEVEL 1-2)	75,0%	6,3%	0,0%	0,0%	18,8%	0,0%	0,0%	0,0%	0,0%	0,0%
SENIOR MANAGEMENT (LEVEL 3-4)	48,4%	2,6%	3,3%	4,1%	33,8%	1,5%	2,0%	3,3%	0,6%	0,4%
PROFESSIONAL QUALIFIED (LEVEL 5-6)	43,0%	1,8%	1,9%	3,5%	41,8%	2,2%	1,4%	3,6%	0,4%	0,6%
SKILLED TECHNICAL (LEVEL 7-8)	48,3%	2,0%	0,6%	1,2%	44,1%	1,7%	0,6%	1,5%	0,03%	0,04%
SEMI-SKILLED (LEVEL 9-10)	40,7%	1,7%	0,4%	0,6%	52,7%	2,0%	0,5%	1,3%	0,00%	0,03%
UNSKILLED (LEVEL 11)	59,2%	0,8%	0,0%	0,1%	38,5%	1,2%	0,0%	0,0%	0,06%	0,00%
TEMPORARY	32,7%	5,5%	0,0%	0,0%	50,9%	1,8%	0,0%	9,1%	0,0%	0,0%

Table 252: City Core Administration Percentage Representation 2024/25 Financial Year

Occupational Level	Age Group	Male				Female				Foreigner		Total
		A	C	I	W	A	C	I	W	M	F	
Top Management (Level 1-2)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	1	0	0	0	0	0	0	0	0	0	1
	Total	1	0	0	0	0	0	0	0	0	0	1
Senior Management (Level 3-4)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	16	2	2	1	12	1	1	6	0	0	41
	Total	16	2	2	1	12	1	1	6	0	0	41
Professional Qualified (Level 5-6)	18-34	3	0	1	0	6	0	0	0	0	0	10
	>35	40	2	2	5	60	4	4	6	0	0	123
	Total	43	2	3	5	66	4	4	6	0	0	133

Occupational Level	Age Group	Male				Female				Foreigner		Total
		A	C	I	W	A	C	I	W	M	F	
Skilled Technical (Level 7-8)	18-34	28	1	0	1	49	2	0	1	0	0	82
	>35	38	3	1	1	70	5	3	3	0	0	124
	Total	66	4	1	2	119	7	3	4	0	0	206
Semi-Skilled (Level 9-10)	18-34	1	0	0	0	1	0	0	0	0	0	2
	>35	19	0	0	0	7	3	0	0	0	0	29
	Total	20	0	0	0	8	3	0	0	0	0	31
Unskilled (Level 11)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	3	0	0	0	2	0	0	0	0	0	5
	Total	3	0	0	0	2	0	0	0	0	0	5
Temporary	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	0	0	0	0	0	0	0	0	0	0	0
	Total	0	0	0	0	0	0	0	0	0	0	0

Table 253: GCSS Workforce Profile 2024/25 Financial Year

Occupational Levels	Male				Female				Foreigner	
	A	C	I	W	A	C	I	W	M	F
Economically Active Population	46,0%	1,0%	2,0%	6,0%	38,0%	1,0%	1,0%	5,0%	0,0%	0,0%
Top Management (Level 1-2)	100,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Senior Management (Level 3-4)	39,0%	4,9%	4,9%	2,4%	29,3%	2,4%	2,4%	14,6%	0,0%	0,0%
Professional Qualified (Level 5-6)	32,3%	1,5%	2,3%	3,8%	49,6%	3,0%	3,0%	4,5%	0,0%	0,0%
Skilled Technical (Level 7-8)	32,0%	1,9%	0,5%	1,0%	57,8%	3,4%	1,5%	1,9%	0,0%	0,0%
Semi-Skilled (Level 9-10)	64,5%	0,0%	0,0%	0,0%	25,8%	9,7%	0,0%	0,0%	0,0%	0,0%
Unskilled (Level 11)	60,0%	0,0%	0,0%	0,0%	40,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Temporary	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%

Table 254: GCSS Percentage Representation 2024/25 Financial Year

4.3.5.10 Disability Standing as of 30 June 2025

Occupational Level	Age Group	Male				Female				Foreigner		Total
		A	C	I	W	A	C	I	W	M	F	
Top Management (Level 1-2)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	0	0	0	0	0	0	0	0	0	0	0
	Total	0	0	0	0	0	0	0	0	0	0	0
Senior Management (Level 3-4)	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	3	0	0	2	5	1	0	1	0	0	12
	Total	3	0	0	2	5	1	0	1	0	0	12
Professional Qualified (Level 5-6)	18-34	0	0	1	0	0	0	0	0	0	0	1
	>35	4	0	1	3	8	2	1	1	0	0	20
	Total	4	0	2	3	8	2	1	1	0	0	21
Skilled Technical (Level 7-8)	18-34	4	0	0	0	4	0	0	0	0	0	8
	>35	31	2	2	5	27	0	2	8	0	0	77
	Total	35	2	2	5	31	0	2	8	0	0	85
Semi-Skilled (Level 9-10)	18-34	1	0	0	0	0	1	0	0	0	0	2
	>35	15	0	0	2	8	0	2	3	0	0	30
	Total	16	0	0	2	8	1	2	3	0	0	32

Occupational Level	Age Group	Male				Female				Foreigner		Total
		A	C	I	W	A	C	I	W	M	F	
Unskilled (Level 11)	18-34	0	0	0	0	1	0	0	0	0	0	1
	>35	5	1	0	0	2	0	0	0	0	0	8
	Total	5	1	0	0	3	0	0	0	0	0	9
Temporary	18-34	3	2	0	0	5	0	0	0	0	0	10
	>35	0	0	0	0	0	0	0	0	0	0	0
	Total	3	2	0	0	5	0	0	0	0	0	10

Table 255: City Core Administration Disability Profile 2024/25 Financial Year

City Core Disability % as at 30 June 2025	
Actual Number of Employees with Disabilities	169
Total Staff Complement	19 864
Disability Target %	2.00%
Actual Disability %	0.85%
Gap %	1,15%

Table 256: City Core Disability % as of 30 June 2025 Financial Year

GCSS Disability % as at 30 June 2025	
Actual Number of Employees with Disabilities	13
Total Staff Complement	417
Disability Target %	2.00%
Actual Disability %	3.12%
Gap %	+1.12%

Table 257: GCSS Disability % as of 30 June 2025 Financial Year

4.3.5.11 Interventions to improve Disability inclusion.

The following interventions were implemented to assist with improving disability representation and inclusion in the City Group i.e. City Core Administration and MEs.

No.	Intervention	Description
1.	Communication, implementation and monitoring of the 2023-2026 Disability Recruitment Strategy	<ul style="list-style-type: none"> Purpose of this strategy is to provide guidelines on disability attraction to improve the City Group percentage standing on disability or to foster diversity & inclusion within the workplace. The City's Quarterly EE Reporting template was revised with amendments, including a section to monitor and evaluate the City's Disability Recruitment Strategy. The revised template was communicated to members of the Central and Group EE and Skills Development Forum in a joint session on 27/09/2024. Ongoing enforcement of the implementation of the Disability Recruitment Strategy and Disability Recruitment Database during the recruitment and selection process.
2.	Partnership with Public/Private Organisations for the placement of PWD Learners	<ul style="list-style-type: none"> A new 3-year MoU between the City of Johannesburg and KLM Empowered Human Solutions Specialists was signed for the placement of disability learners in the City Group. The initiative provides learners with disabilities with a platform to gain meaningful work experience while benefiting the City by creating a suitably qualified pool of candidates to consider for positions that will increase the disability representation towards achieving the 2% quota for both the City Core Administration and MEs. Six (6) learners with disabilities were placed in the 2024/2025 reporting period: <ul style="list-style-type: none"> Four (4) learners with disabilities placed in Economic Development: 01/08/2024

No.	Intervention	Description
		– Two (2) learners with disabilities placed in City Power: 01/03/2025
3.	CoJ Messages	<ul style="list-style-type: none"> • Communication to enhance disability inclusion and equality in the workplace. • Ten (10) awareness messages were developed, approved and circulated through the CoJ Message emailing platform to raise awareness on issues of disability: <ul style="list-style-type: none"> – Casual Day Campaign – Sale of Merchandise. – Casual Day commemoration. – World Sight Day. – International Day of Persons with Disabilities commemoration. – International Wheelchair Day. – World Down Syndrome Day. – World Cerebral Palsy Month. – Bipolar Day. – Disability Recruitment Strategy / Disability Recruitment Database. – World Autism Day.
4.	Ongoing Disability Declaration Verifications	<ul style="list-style-type: none"> • Disability Disclosure Verification conducted by departments to verify employees with disabilities to improve the disability representation status as well as for the identification and implementation of reasonable accommodation measures.

Table 258: Interventions Implemented to Improve Disability Inclusion in the 2024/25 Financial Year

4.3.5.12 Performance Management

- a) The current manual process of Performance Management (PM) creates difficulties in monitoring, evaluation and reporting.
- b) These issues will be alleviated once the City implements an automated electronic system, such as the SAP e-Performance module.
- c) The automated system will enhance efficiency, monitoring and reporting accuracy, which will, in turn improve the implementation of PM.
- d) An effective PM system is critical to achieving the City’s strategic priorities and objectives.

4.3.5.13 Performance Reward Systems

- a) The reward systems for employees vary between different categories:
 - i. **Core Administration:** Permanent employees are rewarded with non-financial benefits like additional leave days as reflected in the **Table** further below.
 - ii. **Section 54A/56 Employees:** These include senior management e.g. Heads of Departments who are eligible for financial rewards.
 - iii. **Municipal Entities:** Provide financial rewards to employees.
- b) PM for senior managers (Section 54A/56) is governed by specific local government regulations, creating financial differences between senior managers and other employees.
- c) The Group Recognition and Reward Policy Framework seeks to address the discrepancies and aim for a more uniform reward system across the board.
- d) This approach emphasises the importance of automation for better performance tracking and highlights the ongoing work to align reward systems for equity across employee categories.

Average Score obtained on Performance Scorecard	Leave Days Awarded
4.60 – 5.00	4 days
4.1 – 4.5	3 days
3.6 – 4	2 days
3.1 – 3.5	1 day

<3	No reward
<2	Compulsory Performance Counselling

Table 259: Performance Leave Days

The **Table** below reflects the financial rewards for performance for the City Group i.e. Core Departments and MEs per gender. It must be noted that the financial rewards reflected are for 2024/25, as rewards pay-out only in the following financial year i.e. after the end of a performance cycle on 30 June of each year.

Designations	Beneficiary profile				
	Gender	Total number of employees in group	Number of beneficiaries	Expenditure on rewards Year 0 (2024/25)	Proportion of beneficiaries within group
				R' 000	%
F) Unskilled	Female	6,134	381	3,450	6%
	Male	6,038	585	5,447	10%
E) Semi-skilled	Female	3,442	509	10,005	15%
	Male	4,822	970	19,411	20%
D) Skilled & Jnr Management	Female	6,338	715	24,745	11%
	Male	7,504	1,179	38,839	16%
C) Profes & Mid Management	Female	945	225	19,480	24%
	Male	1,075	268	20,618	25%
B) Snr Management	Female	330	61	10,256	18%
	Male	470	104	18,096	22%
A) Top Management	Female	8	6	1,722	75%
	Male	20	18	5,069	90%
Total		37,126	5,021	177,138	14%

Note: MSA 2000 S51(d) requires that ... 'performance plans, on which rewards are based should be aligned with the IDP'... (IDP objectives and targets are set out in Chapter 3) and that Service Delivery and Budget Implementation Plans (developed under MFMA S69 and Circular 13) should be consistent with the higher level IDP targets and must be incorporated appropriately in personal performance agreements as the basis of performance rewards. Those with disability are shown in brackets '(x)' in the 'Number of beneficiaries' column as well as in the numbers at the right-hand side of the column (as illustrated above).

Table 260: Performance Rewards by Gender 2024/25 Financial Year

4.3.6 Field and Transactional Shared Services

4.3.6.1 Field Services

The role and successes of Field Services is in supporting line management within City Core departments through the GHCM delivery model. Field Services acts as a key business partner, helping to implement the GHCM value proposition at an operational level. Below are the Field Services main roles, responsibilities and achievements in 2024/2025:

- Electronic Vacancy Advertisements:** Leveraging social media platforms has expanded the reach of job postings, allowing for a more targeted search for specialised roles, which are typically harder to fill.
- Response to Reporting, Recruitment and Processing:** Efficiently handled all recruitment related reporting, capturing and processing tasks.
- Electronic Client Queries and Processing:** Transitioning to electronic systems for handling client queries and processing input has led to faster response times, improving both turnaround times and client satisfaction.

- d) **Recruitment and Selection of Section 56 Senior Managers:** Significant improvements have been made in recruiting and selecting senior managers under Section 56, which has strengthened leadership within the organisation.
- e) **Reduced Turnaround Times:** Time required to close vacancies, shortlist candidates and conduct interviews has been significantly reduced.
- f) **Enhanced Security Vetting and Competency Assessments:** Turnaround times for these processes have been improved, ensuring a faster and more reliable selection process.
- g) **Senior Management Vacancy Rate Reduction:** Filling senior management vacancies more efficiently has increased management stability.
- h) **Implementation of Municipal Systems Act (MSA) for Acting Allowances:** Swiftly implemented the MSA to ensure employees acting in Section 54A and Section 56 positions receive acting allowances.
- i) **Permanent Employment for Section 56 Employees:** Compliance with amended MSA ensures that Section 56 employees are now permanently employed, providing greater job security and stability.
- j) **Improved Filling of Vacant Positions:** Increased the filling of vacant positions within four (4) months from 12% to 42%, surpassing the annual target.
- k) **Adoption of MSR:** Includes adherence to guidelines for forming interview panels and involving organised labour in the recruitment process.

These achievements highlight Field Services' key contributions to streamlining recruitment processes, enhancing service delivery, and maintaining organisational stability at the senior management level.

4.3.6.2 Transactional Shared Services

The key focus areas for Transactional Shared Services specifically involves payroll, time management and other HR related services. Strategic and operational management is crucial to ensure efficient operations in the following areas:

- a) **Payroll and Time Management:** Accurate calculation and disbursement of employee compensation, management of working hours, leave and other time-based factors.
- b) **Master Data Management:** Maintaining a clean and accurate repository of all employee data, which ensures seamless integration across systems and avoids discrepancies.
- c) **Organisational Management/Structures:** Overseeing and updating the hierarchical structures of the organisation, ensuring accurate representation of departments, reporting lines and roles within the system.
- d) **Information Management and Reporting:** Using SAP ECC6 (Enterprise Central Component 6) to track and report various HR metrics and operational data, which improves decision-making and compliance.
- e) **Pay-As-You-Earn (PAYE) and Taxation Management:** Ensuring that all payroll and benefits for employees and councillors comply with taxation laws and regulations e.g. PAYE, to avoid legal issues and ensure compliance.

These components are essential for effective HR and financial management, helping to optimise resource use and maintain compliance with regulations.

4.3.7 Employee Numbers and Vacancies

4.3.7.1 Vacancy Rate

The City Group totals across the various Departments and MEs as of 30 June 2025 is as follows:

- a) 37,229 inclusive of 103 temporary workers e.g. seasonal and contract workers. This number excludes interns and the Expanded Public Works Programme (EPWP).

b) 37,126 excluding 103 temporary workers.

No.	Category	Vacancy Rate	
		2023/2024	2024/25
1.	Top management level: Section 56 i.e. HODs/CEOs/MDs	31%	20.0%
2.	Senior management level: Directors, Deputy Directors and ME General Managers reporting to Section 56 employees	12%	15.8%
3.	Overall vacancy rate	6%	6.6%

Table 261: City Group Vacancy Rate Year on Year Comparison

The Department of Public Service and Administration (DPSA) recommends a vacancy rate norm of 10% or less. In terms of top and senior management the City is above this norm at 20.0% and 15.8% respectively in Quarter 4, whilst the City overall is at 6.6%. This is an improvement from 2023/24 where top management was 31%, whilst senior management has increased 12% to 15.8% and the overall City Group Vacancy rate has increased from 6% to 6.60%.

4.3.7.2 City Group Vacancy Rate

Further below depicts the City Group staff establishment and vacancies as at 30 June 2025. The City Group vacancy rate as at the end of June 2025 was at 6% and the DPSA norm of less than 10% is used to compare against. In 2024/25 the vacancy rate as reflected in the **Table (City Group Departments and MEs Vacancy Rate 2024/25)** further below remained below 10% with the highest percentage in Quarter 4 at 6.60%.

Top management i.e. Section 54A (CM) and 56 (Heads of Departments, Chief Executive Officers and Managing Directors) was at 20.0%, which is very high. The City has re-advertised some positions to ensure stability at top management level. The eleven (11) vacancies at top management level are reflected below and it is envisaged that most of them will be filled in Quarter 1 and 2 of 2025/26.

The table below reflects top management vacancies in the process of recruitment where incumbents are still appointed on contracts that are ending soon.

No.	Position	Publication date	Closing date	Comment on Status
Core Administration Vacant				
.1	City Manager	12 Mar 25	31 Mar 25	Interview dates awaited.
.2	Executive Head: Social Development	2 Feb 2025	17 Feb 25	Position to be re-advertised.
.3	Group Head: Communications and Marketing	2 Feb 2025	17 Feb 25	Position to be re-advertised.
.4	Executive Head: Office of the City Manager	03 Mar 23	17 Mar 23	Ongoing process.
.5	Head of Department: Public Safety	13 Nov 24	12 Feb 25	Position to be re-advertised.
Municipal Entities Vacant				
.6	Chief Executive Officer: Johannesburg Market	N/A	N/A	Awaiting Board approval to commence with recruitment process.
.7	Chief Executive Director: JOSHCO	TBD	TBD	Incumbent terminated in May 2025. No recruitment has commenced.

Table 262: Top Management Vacancies (City Group Vacant Funded Positions)

Description	Year -1 (2023/24)	Year 0 (2024/25)			
	Employees	Approved Posts	Employees	Vacancies	Vacancies
	No.	No.	No.	No.	%
Core Department					
Citizen Relations and Urban Management	1,324	1,357	1,309	48	3.5%
Office of City Manager and Chief Operations Officer	94	106	96	10	9.4%
Group Strategy Policy Coordination and Relations	50	51	47	4	7.8%
Group Communication & Marketing	49	61	56	5	8.2%
Group Governance	59	66	61	5	7.6%
Group Legal & Contracts	78	82	75	7	8.5%
Group Risk Assurance Services	82	87	79	8	9.2%
Group Information Communication Technology and Information Management	80	79	77	2	2.5%
Group Forensic Investigation Services	68	72	62	10	13.9%
Community Development	1,330	1,412	1,252	160	11.3%
Development Planning	444	472	442	30	6.4%
Economic Development	102	109	101	8	7.3%
Environment Infrastructure Services	96	105	99	6	5.7%
Group Corporate and Shared Services	405	440	415	25	5.7%
Group Finance	1,714	1,805	1,689	116	6.4%
Health	2,525	2,650	2,539	111	4.2%
Human Settlement	372	392	357	35	8.9%
Legislature (Office of the Speaker)	238	267	247	20	7.5%
Office of the Executive Mayor	204	170	159	11	6.5%
Ombudsman	31	32	27	5	15.6%
Public Safety	10,028	9,892	9,636	256	2.6%
Social Development	397	422	394	28	6.6%
Transportation	492	557	541	16	2.9%
Municipal Entity					
Johannesburg Tourism Company	21	49	28	21	42.9%
Johannesburg City Parks and Zoo	1,786	1,927	1,804	123	6.4%
City Power	2,412	2,532	2,387	145	5.7%
Johannesburg Development Agency	105	129	119	10	7.8%

Description	Year -1 (2023/24)	Year 0 (2024/25)			
	Employees	Approved Posts	Employees	Vacancies	Vacancies
	No.	No.	No.	No.	%
JOSHCO	495	554	491	63	11.4%
Johannesburg Property Company	1,515	1,535	1,478	57	3.7%
Johannesburg Roads Agency	1,762	1,919	1,714	205	10.7%
Johannesburg Water	3,152	3,562	3,184	378	10.6%
Metro Trading Company	52	52	52		0.0%
Johannesburg Market	463	502	472	30	6.0%
Metrobus	684	778	647	131	16.8%
Johannesburg Theatre	246	268	251	17	6.3%
Pikitup	5,040	5,352	4,842	510	9.5%
Totals	37,995	39,845	37,229	2,616	6.6%
<i>Includes 103 Temps</i>					T 4.1.1

Table 263: City Group Departments and MEs Vacancy Rate 2024/25 Financial Year

4.3.7.3 City Group Vacancy Rate per Reporting Level

The **Table** below further reflect the vacancy rate per reporting level for the City Group (Core Departments and MEs) as at 30 June 2025. This clearly reflect the high vacancy rate on top management level at 20%. The City is in the process of filling vacant top management positions and this figure should be more positive in Quarter 1 and 2 of 2025 /2026. **Graph** below is reflective of **Table** below information relating to the quarterly occupancy numbers and vacancy rate for the City Group of 2024/2025. The highest vacancy rate was in Quarter 4 at 6,6%.

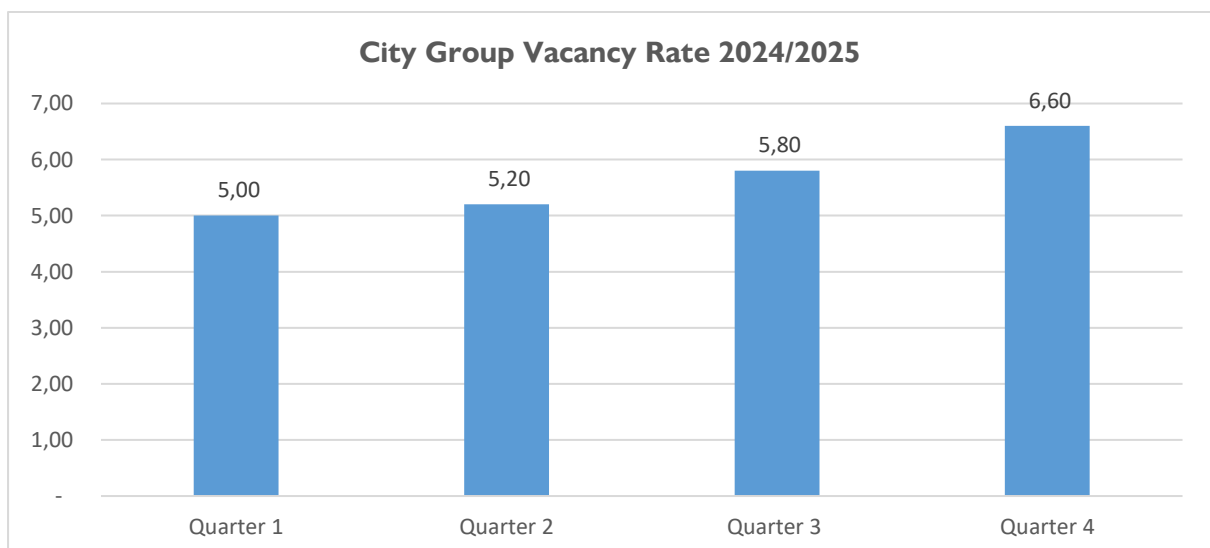


Figure 26: City Group Departments and MEs Quarterly Vacancy Rate 2024/25

4.3.7.4 City Group Vacancy Rate by Reporting Level as at 30 June 2025

Categories	Employee Numbers								Total Employees	Vacancies	Total Establishment	Vacancy Rate ²⁴
	Male				Female							
	A	C	I	W	A	C	I	W				
Top Management	18	1			7	1			28	7	35	20.0%
Snr Management	402	17	24	27	279	10	18	23	800	150	950	15.8%
Professional & Mid Management	899	39	45	92	818	40	27	60	2,020	252	2,272	11.1%
Skilled & Jnr Management	6,882	280	87	255	5,841	219	85	193	13,842	771	14,613	5.3%
Semi-skilled	4,647	115	25	35	3,259	109	20	54	8,264	570	8,834	6.5%
Unskilled	5,897	110	21	10	5,974	137	20	3	12,172	723	12,895	5.6%
Temps	59	4	1		33	1		5	103	141	244	57.8%
Grand Total	18,804	566	203	419	16,211	517	170	338	37,229	2,614	39,843	6.6%

Annotation	
Top Management is level 1 and 2. Senior Management is level 3 and 4. Professionally qualified and experienced specialists and mid-management level 5 and 6 Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents' level 7 and 8 Semiskilled and discretionary decision-making level 9 and 10 Unskilled and defined decision-making level 11	A = African C = Coloured I = Indian W = White

Table 264: Vacancy Rate for Critical Skills for the City Group as of 30 June 2025

4.3.7.5 City Group Vacancy Rate Critical Skills

It remains a challenge to appoint specific scarce and critical skills within certain career groups e.g. Nursing, Medical Doctors, Emergency Services Trainers, Valuers, Town Planners, Environmental Specialists, Urban Designers and Engineers.

The table below reflect the vacancy rate for critical skills for the City Group (Core Departments and MEs) as at 30 June 2025. The table extrapolates critical vacancies highlighted by National Treasury and reflect the average number of working days (250 days) in a year that the position remained vacant. This clearly reflect the high vacancy rate on top management level (Section 56) as a proportion of total posts at 24.08% excluding the Chief Financial Officer position.

²⁴ Vacancy Rate = Total Vacancies / Total Staff Establishment * 100

Designations	*Total Approved Posts	*Vacancies (Total time that vacancies exist using fulltime equivalents)	*Vacancies (as a proportion of total posts in each category)
	No.	No.	%
Municipal Manager	1	1	51.21
Chief Financial Officer	1	0	0.00
Other S56 Managers (excluding Finance posts)	33	8	24.08
Other S56 Managers (Finance posts)	0	0	0.00
Police officers	3,907	45	1.16
Fire fighters	1,203	28	2.32
Senior management: Levels 13-15 (excluding Finance posts)	841	115	13.68
Senior management: Levels 13-15 (Finance posts)	113	21	18.77
Highly skilled supervision: levels 9-12 (excluding Finance posts)	2,079	218	10.50
Highly skilled supervision: levels 9-12 (Finance posts)	192	17	8.62
Total	8,370	452	5.41
Note: *For posts which are established and funded in the approved budget or adjustments budget (where changes in employee provision have been made). Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.			T 4.1.2

Table 265: Vacancy Rate City Group Core Departments and Municipal Entities for Critical Skills in the 2024/25 Financial Year

Graph below is reflective of Table above per quarter for the 2024/25 City Group quarterly vacancy rate.

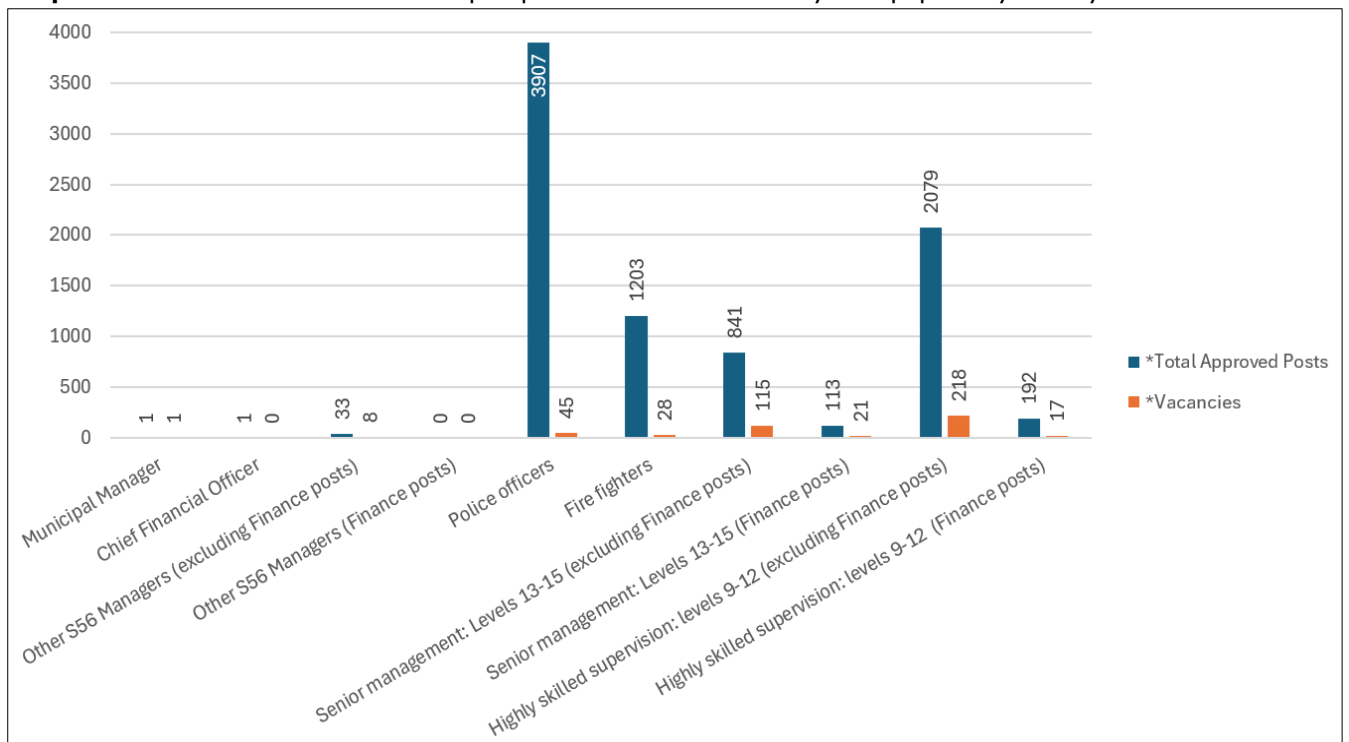


Figure 27: Vacancy Rate City Group (Core Departments and MEs) for for 2024/25 Financial Year

4.3.7.6 Turnover Rate (All Terminations)

The staff turnover for the City Group for 2023/2024 was 3.04% and is reflected in **the table** below. According to the LG SETA, the South African Municipality norm for employee turnover is between 4% to 7%. The turnover rate is the number of employees whose services were terminated during the financial year e.g. resignation, retirement, death, dismissal, etc. The City Group turnover rate over a three (3) year comparison is below the norm indicated by the LG SETA indicative of a stable labour environment in the CoJ.

Details	Total Appointments as of beginning of Financial Year (Excluding Temporary Employees)	Terminations during the Financial Year	Turn-over Rate*
	No.	No.	
Year 0 (2022.23)	37,684	1,485	3.94
Year 0 (2023.24)	37,689	708	1.88
Year 0 (2024.25)	37,126	1,128	3.04
* Divide the number of employees who have left the organisation within a year, by total number of employees who occupied posts at the beginning of the year			T 4.1.3

Table 266: City Group Turnover Rate Over Three Years

4.4 Municipal Employee Expenditure

4.4.1 City Group Remuneration Ratio

The Remuneration Ratio is considered as an important indicator of municipal sustainability with the norm being below 30%. The City's Remuneration Ratio for 2024/25 is 28%. Some decisions are not in the control of the city such as the Salary and Wage Collective Agreement, which determines the salary increase at a National Level and will affect the Remuneration Ratio. The **Table** below reflects an increase in the number of employees whose salaries have increased due to the upgrading of their positions.

Beneficiaries	Gender	Total
F) Unskilled	Female	
	Male	
E) Semi-skilled	Female	43
	Male	33
D) Skilled & Jnr Management	Female	
	Male	1
C) Professional & Mid Management	Female	1
	Male	1
B) Snr Management	Female	1
	Male	1
A) Top Management	Female	
	Male	
Total		81
<i>Those with disability are shown in brackets '(x)' in the 'Number of beneficiaries' column as well as in the numbers at the right-hand side of the column (as illustrated above).</i>		T 4.6.2

Table 267: Employees whose Salaries were Increased due to their Positions Being Upgraded During the 2024/25 Financial Year

4.4.2 Sick Leave

All categories of leave are regulated through the Main Collective Agreement and Conditions of Service. Leave applications are either electronic or manual (hard copy), however all attendance registers and activity reports are still manual processes on hard copy. Only after completion of these processes can information be captured on the payroll system. The manual nature of the leave administration processes results in several challenges such as:

- Delays from the time when the leave is applied for until it is captured.
- Inaccurate leave balances and subsequent inaccurate leave accrual figures being reflected due to delays.
- Extensive and time-consuming control and monitoring mechanisms to ensure accuracy and to prevent attendance fraud.
- Attendance controls through attendance registers are unreliable and prone to fraud and corruption.

All the above increase the risk of audit findings against the City, which is difficult to mitigate due to the manual leave system and may very well result in a qualified audit. The automation of all leave processes and accurate attendance recording through electronic attendance systems linked to the Payroll System is crucial for accurate administration and to reduce the risk of attendance fraud and Auditor General findings for incorrect leave accruals. The automation of the HCM processes and systems are also key to ensure a standardised application of HCM processes within the City Group.

4.4.3 Average Number of days and Cost of Sick Leave (excluding IOD)

The **Table** below reflects the average sick leave per individual employee excluding IOD as 6.97 days for 2024/2025. This is an increase from the previous year of 6.90 days. Once the SAP implementation project has been concluded and all MEs run on the same automated electronic system, reporting for all types of absences can be more regular and the accuracy thereof will improve.

Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	Estimated cost
	Days	%	No.	No.	Days	R' 000
Lower skilled	57,058	12%	5,871	12,172	4.69	50,858
Skilled	69,805	16%	6,071	8,264	8.45	93,335
Highly skilled production	114,128	19%	10,669	13,842	8.25	278,599
Highly skilled supervision	14,249	15%	1,366	2,020	7.05	61,248
Senior management	3,693	15%	448	800	4.62	22,286
MM and S56	16	29%	6	28	0.55	139
Total	258,949	18%	24,431	37,126	6.97	506,466

T 4.3.2

Table 268: Number of Days and Cost of Sick Leave (Excluding Injuries on Duty) Reflects the Average Number of Days Sick Leave per Salary Band for Individual Employees

The following graph is reflective of the Table above i.e. average number of days sick leave per salary band for individual employees.

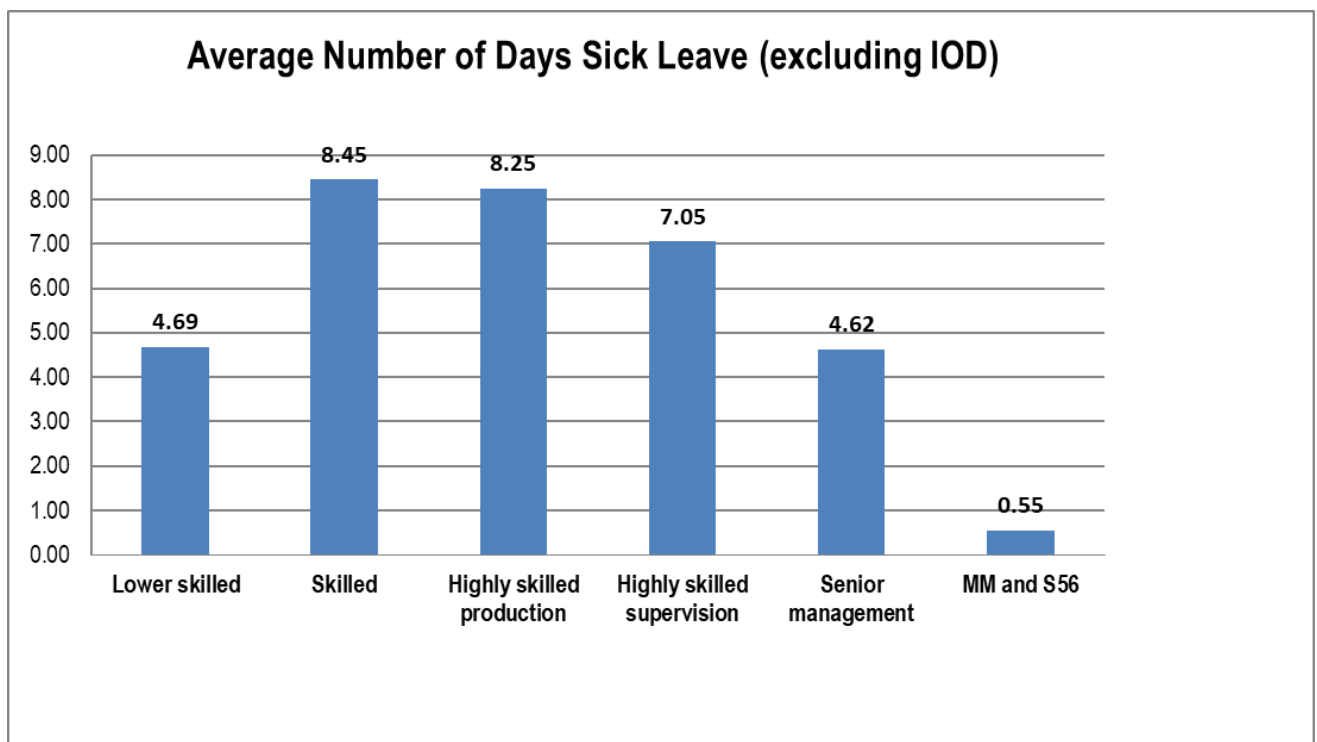


Figure 28: Number of days and Cost of Sick Leave (Excluding Injuries on Duty)

4.4.4 City Group Number and Cost of Injuries on Duty

The **Table** below reflects the number of IODs in the City Group as well as related leave days and cost.

Type of injury	Injury Leave Taken	Employees using injury leave	Proportion employees using sick leave	Average Injury Leave per employee	Employees for whom COID was paid	Total Estimated Cost
	Days	No.	%	Days	No.	R'000
Required basic medical attention only	2,892	233	6%	12	3,774	32,599
Temporary total disablement					10	1,504
Permanent disablement					4	330
Fatal					7	770
Total	2,892	233	6%	12	3,795	35,202
						T 4.3.1

Table 269: City Group Number and Cost of Injuries on Duty 2024/25 Financial Year

The **Table** below outlines the number and cost of IOD for City Group employees for 2024/25. The City's leave system currently does not allow capturing to indicate this type of injury.

Municipal Entity Name	Number of employees	IOD Leave days taken	Employees salary cost during IOD Leave
City Core	95	1240.5	2,692,047.35
City Parks & Zoo	28	255	257,949.12
City Power	27	267	476,359.71
JDA	2	24	98,943.52
Joshco	1	4	2,600.00
JPC	3	19	28,262.16
Joburg Tourism Company	-	-	-
JHB Fresh Produce Market	4	60	128,770.12
Metro Bus	21	170	162,355.10
MTC	-	-	-
Pikitup	19	349	266,444.42
Joburg Theatre	9	56	65,453.31
Johannesburg Water	19	417	452,289.52
JRA	5	30	48,260.49
Total	233	2,892	4,679,734.81

Table 270: Number and Cost of Injuries on Duty

4.5 Disciplinary Action Table (Linked to Employee Relations Tables)

Towards achieving the goals of the municipality in this context, modern labour legislation permits employers to lay down rules and standards required for the efficient and orderly functioning of the business. However, these rules should be applied fairly and consistently.

The municipal undertaking is governed and/or regulated by collective bargaining mechanisms under the auspices of the SALGBC. In this regard, the Disciplinary Procedure Collective Agreement is applicable for all employees falling within the registered scope of the SALGBC. Disciplinary action against Senior Managers employed in terms of Section 54A and 56 of the Municipal Systems Act is conducted per Disciplinary Regulations for Senior Managers, 2010. It is important to note that disciplinary action is not a punitive measure, but a corrective one. Consequently, it is expected that disciplinary action is implemented fairly, consistently progressively and promptly.

The maintenance of discipline is the responsibility of management and falls within the control function of a supervisory position. In meting out discipline, the principles of natural justice and fair procedure should always be observed and must be adhered to notwithstanding any criminal and/or civil action having been instituted. During the period under review the following disciplinary processes were dealt with as tabulated further below in 2024/25.

Five hundred and twenty-seven (527) disciplinary cases held within various City Group. The vast number of these cases emanated from the from the City Core. The City placed eighty-four (84) employees on precautionary suspension pending the finalisation of disciplinary processes. This was to ensure that they did not jeopardise any investigation into the alleged misconduct, interfere with potential witnesses or commit further acts of misconduct.

4.5.1 City Group Number and Period of Suspensions

No.	Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	End Date of Suspension (where column is blank matter is ongoing)
	Horticulture Operator	Fraud	2024/04/03	Final Written Warning	2024/10/01
	Audio Technician	Assault or threaten to assault another employee / member of public	2024/04/19	Ongoing	
	Horticulture Operator	Precautionary suspension	2024/06/19	Suspension uplifted. Employee not charged	2024/10/25
	Horticulture Operator	Precautionary suspension	2024/08/28	Suspension uplifted. Employee not charged	2025/02/27
	Head Gardener	Precautionary suspension	2025/03/14	Ongoing	
	Head Gardener	Precautionary suspension	2025/04/12	Ongoing	
	Security Officer	Theft	2022/07/08	Dismissal	2024/11/09
	Security Officer	Theft	2022/07/08	Dismissal	2024/09/06
	Electrician	Theft	2024/02/12	Dismissal	2024/08/14
	Team Leader	Precautionary suspension	2024/02/14	Theft of RMU	
	Security Officer	Precautionary suspension	2024/01/15	Placed on suspension for allegedly being involved in a CP cable theft incident in Fourways	
	Electrician	Precautionary suspension	2024/01/15	Placed on suspension for allegedly being involved in a CP cable theft incident in Fourways	
	Electrician Distribution	Corruption	2024/06/12	Dismissal	2025/04/09
	Electrician Distribution	Corruption	2024/06/12	Dismissal	2025/04/09
	Trade Assistant	Precautionary suspension	2024/07/31	Cable theft	
	Security Officer	Precautionary suspension	2024/08/24	Cable theft	
	Security Officer	Precautionary suspension	2024/08/24	Cable theft	
	EPWP Participant	Precautionary suspension	2024/08/26	Contract not renewed	2024/11/30
	Yard Coordinator	Precautionary suspension	2024/08/27	Theft of copper brazing rods	
	Trade Assistant	Precautionary suspension	2024/08/27	Theft of copper brazing rods	
	Electrician	Theft	2024/09/25	Theft of mini substation	
	Dispatcher	Precautionary suspension	2024/09/16	Theft of mini substation	
	Manager Demand	Precautionary suspension	2024/10/22	Dishonesty	
	EPWP Participant	Theft	2025/01/23	Dismissal	2025/05/26
	EPWP Participant	Theft	2025/01/27	Resignation	2025/04/03
	Security Officer	Fraud & theft	2025/01/29	EE charged	
	Warehouse Issuer	Precautionary suspension	2025/04/15	Gross negligence	
	Warehouse Issuer	Theft	2025/04/15	Gross negligence	
	Intern Warehouse	Theft	2025/04/15	Gross negligence	
	General Manager	Precautionary suspension	2025/04/16	Corruption	

No.	Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	End Date of Suspension (where column is blank matter is ongoing)
	Team Leader	Precautionary suspension	2025/04/17	Dishonesty	
	Inspector On-site Services	Precautionary suspension	2024/07/26	Suspension uplifted. Employee not charged	2024/10/25
	Operational Manager	Precautionary suspension	2024/06/19	Suspension uplifted. Employee not charged	2024/08/16
	Assistant Process Controller	Precautionary suspension	2024/08/20	Suspension uplifted. Employee not charged	2024/12/22
	General Worker	Precautionary suspension	2025/03/11	Suspension uplifted. Employee not charged	2025/06/10
	Executive Manager: Project Implementation	Precautionary suspension	2024/08/30	Mutual Separation	2024/10/30
	Allocations Officer	Precautionary suspension	2024/10/21	suspension uplifted. Employee not charged	2025/01/20
	Bookkeeper	Fraud, corruption & maladministration	2024/10/22	Financial misconduct	
	Manager: Talent Management & PMS	Irregular expenditure	2023/11/09	Not guilty	2025/01/01
	Administrator	Dishonesty, bribery & misrepresentation	2024/03/01	Dismissal	2024/09/16
	General Manager: Portfolio Mngt Category A&B	Fraud, corruption, insubordination, dishonesty, irregular expenditure & gross negligence	2023/10/05	Dismissal	2025/05/24
	Assistant Manager: Leasing & Sales	Dishonesty, bribery & misrepresentation	2024/01/26	Dismissal	2024/09/16
	Cashier	Fraud & theft	2024/06/20	Dismissed & then reinstated	2025/01/22
	Admin And Auxiliary Services Manager	Under the influence of alcohol / un-prescribed habit-forming drugs	2024/07/23	Dismissal	2024/11/12
	Company Secretary	Dishonesty	2024/12/13	Ongoing	
	Senior Manager: SCM	Gross negligence & intimidation	2025/01/09	Ongoing	
	General Manager: Marketing & Communications	Insubordination	2024/09/25	Final written warning	2025/02/14
	General Manager - Soweto Theatre	Insubordination	2024/09/25	Dismissal	2024/11/05
	Foreman	Assault	2018/08/28	Withdrawn	2024/07/02
	Cashier	Insubordination	2018/10/12	Withdrawn	2024/07/02
	General Worker	Incitement, swearing & insult, joined a legal strike	2024/06/06	Final written warning	2024/09/30
	General Worker	Theft	2022/06/01	Disciplinary hearing in progress	
	Sign Erector	Misappropriation or abuse of Council / ME assets / properties	2022/11/01	Disciplinary hearing in progress	

No.	Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	End Date of Suspension (where column is blank matter is ongoing)
	Operations Manager: Human Capital Management	Dishonesty	2022/11/28	Application for review launched at the Labour Court	
	Operations Manager: SCM	Precautionary suspension	2023/01/26	GFIS investigation underway	
	Cleaner	Precautionary suspension	2022/04/01	Matter under investigation & suspension uplifted	2024/11/01
	Cleaner	Precautionary suspension	2022/04/01	Deceased	2024/07/08
	Manager: Employee Relations	Misconduct	2023/09/22	Resignation	2024/11/30
	Manager: Internal Audit	Faud and dishonesty	2023/10/23	Misappropriation / Abuse of Council / ME Assets / Properties & bringing the Council / ME into disrepute	
	Manager: Internal Audit	Faud and dishonesty	2023/10/19	Misappropriation / Abuse of Council / ME Assets / Properties & bringing the Council / ME Into Disrepute	
	Assistant Manager: Wellness	Faud and dishonesty	2023/11/27	Ongoing	
	Regional Operations Manager	Precautionary suspension	2024/01/26	Suspension uplifted. Employee not charged	2024/11/01
	Assistant Manager: Fleet and Plant	Fraud	2024/02/13	Ongoing	
	Regional Operations Manager	Precautionary suspension	2024/02/26	Suspension uplifted. Employee not charged	2024/11/01
	Foreman	Precautionary suspension	2024/03/20	Matter under investigation & suspension uplifted	2025/05/16
	Team Leader	Precautionary suspension	2024/03/20	Matter under investigation & suspension uplifted	2025/05/16
	Team Leader	Precautionary suspension	2024/03/20	Matter under investigation & suspension uplifted	2025/05/16
	Foreman	Precautionary suspension	2024/03/20	Matter under investigation & suspension uplifted	2025/05/16
	Team Leader	Precautionary suspension	2024/03/20	Matter under investigation & suspension uplifted	2025/05/16
	Team Leader	Precautionary suspension	2024/03/20	Matter under investigation & suspension uplifted	2025/05/16
	Team Leader	Precautionary suspension	2024/03/20	Matter under investigation & suspension uplifted	2025/05/16
	Operations Manager: Facilities	Precautionary suspension	2024/05/20	Investigation underway	
	Depot Manager	Precautionary suspension	2024/06/14	Matter under investigation & suspension uplifted	2025/05/07
	Operations Manager: CMU	Misconduct	2024/08/23	Ongoing	
	General Worker	Precautionary suspension	2024/10/09	Matter under investigation & suspension uplifted	2025/05/15
	Messenger	Theft	2024/10/11	Final written warning & suspension without pay	2024/11/11
	General Worker	Precautionary suspension	2024/10/11	Matter under investigation & suspension uplifted	2025/05/15
	General Worker	Precautionary suspension	2024/10/12	Matter under investigation & suspension uplifted	2025/05/15
	Depot Manager: Benrose	Precautionary suspension	2024/10/14	suspension uplifted. Employee not charged	2025/05/07
	Operations Manager: Expenditure	Precautionary suspension	2024/10/14	Investigation underway	

No.	Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	End Date of Suspension (where column is blank matter is ongoing)
	Manager: Talent Acquisitions & Admin	Precautionary suspension	2024/10/24	Investigation underway	
	Officer: SCM	Precautionary suspension	2025/03/13	Ongoing	
	Manager: HR System & Benefits	Precautionary suspension	2025/06/19	Investigation underway	
	Team Leader	Incitement, swearing and insult	2024/06/24	Final written warning	2024/10/30

Table 271: Number and Period of Suspension

4.5.2 City Group Disciplinary Cases

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	City Power	Reuven	2024/04/22	Security Officer	Dismissal	Dismissal	2024/08/30
	City Power	Reuven	2024/04/22	Security Officer	Dismissal	Dismissal	2024/08/30
	City Power	Lenasia SDC	2024/03/14	Electrician	Written warning	Written warning	2024/08/23
	City Power	Lenasia SDC	2024/03/14	Electrician	Final written warning	Final written warning	2024/07/31
	City Power	Alexandra SDC	2024/04/25	Electrician	Dismissal	Dismissal	2024/08/14
	City Power	Alexandra SDC	2024/04/23	Electrician: Trainee Operator	Final written warning & suspension without pay	Final written warning & suspension without pay	2024/11/29
	City Power	Reuven SDC	2024/09/11	Foreman	Ongoing	Ongoing	
	City Power	Randburg SDC	2024/08/16	Trade Assistant	Ongoing	Ongoing	
	City Power	EPWP	2024/08/16	EPWP Participant	Final written warning	Final written warning	2024/09/06
	City Power	Randburg SDC	2024/10/15	Operator Electrician	Ongoing	Ongoing	
	City Power	Reuven SDC	2024/10/23	Productivity Specialist	Ongoing	Ongoing	
	City Power	Inner City	2024/11/25	Electrician	Ongoing	Ongoing	
	City Power	Inner City	2024/11/25	Electrician	Ongoing	Ongoing	
	City Power	Reuven	2024/10/30	EPWP Participant	Dismissal	Dismissal	2024/11/05
	City Power	Reuven	2024/10/30	EPWP Participant	Dismissal	Dismissal	2024/11/05
	City Power	Reuven	2024/10/31	EPWP Participant	Dismissal	Dismissal	2024/11/05
	City Power	Reuven	2024/10/30	EPWP Participant	Dismissal	Dismissal	2024/11/05

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	City Power	Reuven	2024/11/12	EPWP Participant	Dismissal	Dismissal	2024/11/05
	City Power	Reuven	2024/11/12	EPWP Participant	Dismissal	Dismissal	2024/11/05
	City Power	Reuven	2024/11/12	EPWP Participant	Dismissal	Dismissal	2024/11/05
	City Power	Reuven	2024/11/12	EPWP Participant	Dismissal	Dismissal	2024/11/05
	City Power	Reuven	2024/11/11	Intern	Dismissal	Dismissal	2024/11/05
	City Power	Roodepoort	2024/12/17	Operator Electrician	Ongoing	Ongoing	
	City Power	Reuven	2025/01/23	EPWP Participant	Ongoing	Ongoing	
	City Power	Reuven	2025/01/27	EPWP Participant	Ongoing	Ongoing	
	City Power	Roodepoort	2025/01/29	Security Officer	Ongoing	Ongoing	
	City Power	Reuven	2025/01/17	Forklift Drive	Final written warning	Final written warning	2025/01/20
	City Power	Reuven	2025/01/16	Stock Issuer - Warehouse	Final written warning	Final written warning	2025/01/30
	City Power	Alexandra	2025/01/20	Trade Assistance	Dismissal	Dismissal	2025/02/27
	City Power	Reuven	2024/11/17	EPWP Participant	Final written warning	Final written warning	2025/02/28
	City Power	Reuven	2025/02/25	Customer Care Agent	Final written warning	Final written warning	2025/02/25
	City Power	Reuven	2025/02/25	Customer Care Agent	Final written warning	Final written warning	2025/02/25
	City Power	Roodepoort	2025/03/07	Trade Assistant	Final written warning	Final written warning	2025/05/30
	City Power	Reuven	2024/11/11	Cleaner	Final written warning	Final written warning	2025/04/23

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	City Power	Lenasia	2025/04/03	Electrician	Ongoing	Ongoing	
	City Power	Lenasia	2025/04/04	Electrician	Ongoing	Ongoing	
	City Power	Lenasia	2025/04/04	Trade Assistance	Ongoing	Ongoing	
	City Power	Reuven	2025/05/22	Maintenance Clerk	Written warning	Written warning	2025/06/25
	City Power	Roodepoort	2025/03/24	General Manager	Ongoing	Ongoing	
	City Power	Midrand	2025/03/26	General Manager	Ongoing	Ongoing	
	City Power	Roodepoort	2025/03/24	Manager	Not guilty	Not guilty	2025/06/09
	City Power	Reuven	2025/03/24	Electrician Distribution Grid Reliability	Ongoing	Ongoing	
	City Power	Roodepoort	2025/03/24	Technician Maintenance – Roodepoort SDC	Written warning	Written warning	2025/06/13
	City Power	Hurst Hill	2025/03/24	Team Leader Distribution-Hurst Hill SDC	Ongoing	Ongoing	
	City Power	Midrand	2025/03/24	Team Leader Distribution Maintenance - Midrand	Ongoing	Ongoing	
	City Power	Roodepoort	2025/03/24	Team Leader Roodepoort SDC	Written warning	Written warning	2025/06/13
	City Power	Reuven	2025/03/27	Technician Maintenance - Planning	Not guilty	Not guilty	2025/06/23
	City Power	Reuven	2025/03/24	Warehouse Issuer	Ongoing	Ongoing	

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	City Power	Randburg	2025/03/24	Electrician Distribution - Randburg	Ongoing	Ongoing	
	City Power	Reuven	2025/03/24	Capex Warehouse Intern	Ongoing	Ongoing	
	City Power	Reuven	2025/03/24	Warehouse Issuer	Ongoing	Ongoing	
	City Power	Reuven	2025/03/24	Technician Maintenance - Planning	Not guilty	Not guilty	2025/06/23
	City Power	Randburg	2025/03/24	Electrician Distribution - Randburg SDC	Ongoing	Ongoing	
	City Power	Reuven	2025/06/23	Electrician - Reuven	Ongoing	Ongoing	
	Johannesburg Development Agency (JDA)	Projects	2024/07/03	Senior Project Manager	Final written warning & suspension without pay	Final written warning & suspension without pay	2024/07/03
	JDA	Information Communication Technology (ICT)	2024/08/28	Manager: ICT	Final written warning & suspension without pay	Final written warning & suspension without pay	2025/06/12
	JDA	Projects	2024/08/30	Executive Manager: Project Implementation	Settlement agreement	Settlement agreement	2024/10/30
	JDA	Internal Audit	2024/10/10	Senior Manager: Internal Audit	Disciplinary case underway	Ongoing	
	JDA	Facilities and Security	2025/01/30	Manager Facility And Security	Suspension without pay	Suspension without pay	2025/02/21
	JDA	Projects	2025/02/17	Project Manager	Not guilty	Not guilty	2025/06/03
	JDA	Projects	2025/02/21	Project Manager	Not guilty	Not guilty	2025/03/10

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	JDA	Projects	2025/02/21	Project Manager	Not guilty	Not guilty	2025/06/03
	JDA	Projects	2024/07/05	Project Manager	Final written warning & suspension without pay	Final written warning & suspension without pay	2024/07/15
	JDA	Projects	2024/06/15	Project Manager	Final written warning & suspension without pay	Final written warning & suspension without pay	2024/08/15
	JDA	Projects	2025/05/21	Project Manager	Not guilty	Not guilty	2025/06/03
	Johannesburg Water	Mngt Elect Supp	2022/12/19	Control Station Technician	Written warning	Written warning	2024/07/01
	Johannesburg Water	Fennell Minor	2022/02/11	Manager Minor Plant	Written warning	Written warning	2024/07/26
	Johannesburg Water	Comp SCRT	2019/02/28	Committee Officer	Ongoing	Ongoing	
	Johannesburg Water	CM Disconnects	2022/06/23	Manager: CMD	Ongoing	Ongoing	
	Johannesburg Water	Olifantsvlei W/W	2019/09/13	Assistant Process Controller	Ongoing	Ongoing	
	Johannesburg Water	Klipspruit D Water	2022/03/02	General Worker	Ongoing	Ongoing	
	Johannesburg Water	Bushk/Enner W/W	2024/01/19	General Worker	Ongoing	Ongoing	
	Johannesburg Water	Enner Dep Water	2024/02/01	General Worker	Ongoing	Ongoing	
	Johannesburg Water	Maint South	2019/09/13	Assistant Process Controller	Ongoing	Ongoing	
	Johannesburg Water	Northern W/W	2023/04/13	General Worker	Ongoing	Ongoing	
	Johannesburg Water	Scientific Serv	2023/08/15	Manager Laboratory Support	Ongoing	Ongoing	
	Johannesburg Water	Midrand D San	2022/10/17	Operator Blockages - Long Grade	Ongoing	Ongoing	

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Johannesburg Water	Midrand D Water	2022/11/02	General Worker	Ongoing	Ongoing	
	Johannesburg Water	Ops M/Rn	2022/11/02	Operational Manager	Ongoing	Ongoing	
	Johannesburg Water	Hamburg Depot	2023/03/06	Store man	Ongoing	Ongoing	
	Johannesburg Water	Hamburg D San	2023/03/06	General Worker	Ongoing	Ongoing	
	Johannesburg Water	Langlaagte Depot	2024/04/12	General Worker	Dismissal	Dismissal	2025/01/27
	Johannesburg Water	Klipspruit D Sanit	2023/09/27	General Worker	Dismissal	Dismissal	2025/01/23
	Johannesburg Water	Dev Control	2024/09/03	Technical Officer Wayleave/Building Plan	Dismissal	Dismissal	2025/02/14
	Johannesburg Water	Stakeholder Relations	2025/03/18	Manager Stakeholder Relations	Ongoing	Ongoing	
	Johannesburg Water	Engineering Services	2025/04/24	Civil Engineer/Technologist	Ongoing	Ongoing	
	Johannesburg Water	Klipspruit D SPECS	2023/08/07	General Worker	Final written warning	Final written warning	2025/06/05
	Johannesburg Water	Cust Care Soweto	2024/02/15	Inspector Meter/Gulley	Ongoing	Ongoing	
	Johannesburg Water	Klipspruit D SPECS	2024/03/07	Artisan Bricklayer	Ongoing	Ongoing	
	Johannesburg Water	Maintenance South	2024/10/22	Assistant Process Controller	Ongoing	Ongoing	
	Johannesburg Water	Electrical Section	2024/08/05	General Worker	Ongoing	Ongoing	
	Johannesburg Water	Mechanical Section	2024/05/07	General Worker	Ongoing	Ongoing	
	Johannesburg Water	Southdale D Wat	2022/03/25	General Worker	Ongoing	Ongoing	
	Johannesburg Market	Operations	2023/10/27	Cleaner Supervisor	Dismissal	Dismissal	2024/07/03

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Johannesburg Market	Supply Chain	2021/06/30	Procurement Officer	Written warning	Written warning	2024/12/02
	Johannesburg Market	Cashiering	2024/06/18	Cashier	Dismissed & reinstated	Dismissed & reinstated	2025/04/15
	Johannesburg Market	Archiving and Records	2024/08/13	Manager: Administration and Auxiliary Services	Dismissal	Dismissal	2024/11/12
	Johannesburg Market	Operations	2024/06/21	Cleaner	Final written warning	Final written warning	2024/10/07
	Johannesburg Market	Operations	2024/06/21	Cleaner	Final written warning	Final written warning	2024/10/07
	Johannesburg Market	Operations	2024/06/21	Cleaner	Final written warning	Final written warning	2024/10/07
	Johannesburg Market	Operations	2024/08/20	Cleaner	Final written warning	Final written warning	2024/11/19
	Johannesburg Market	Operations	2024/08/20	Cleaner	Final written warning	Final written warning	2024/11/19
	Johannesburg Market	Operations	2024/08/20	Cleaner	Not guilty	Not guilty	2024/10/07
	Johannesburg Market	Cashiering	2024/08/01	Cashier	Dismissed & reinstated	Dismissed & reinstated	2025/04/15
	Johannesburg Market	Cashiering	2024/08/01	Cashier Supervisor	Dismissed & reinstated	Dismissed & reinstated	2025/04/15
	Johannesburg Market	Administration	2024/10/17	Office Assistance	Final written warning	Final written warning	2024/10/07
	Johannesburg Market	Supply Chain	2025/02/25	Senior Manager: SCM	Ongoing	Ongoing	
	Johannesburg Market	Cashiering	2024/12/13	Cashier	Dismissal	Dismissal	2024/12/27
	Johannesburg Market	Consignment Control	2025/04/23	Consignment Control Officer	Final written warning & referral to EAP	Final written warning & referral to EAP	2025/05/12
	Johannesburg Market	CEO's Office	2025/06/11	Company Secretary	Ongoing	Ongoing	

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Johannesburg Theatre	Soweto Theatre	2024/04/05	General Manager - Soweto Theatre	Dismissal	Dismissal	2024/11/05
	Johannesburg Theatre	Marketing & Communications	2024/04/05	General Manager - Marketing & Communications	Final written warning	Final written warning	2025/06/11
	Johannesburg City Parks and Zoo (JCPZ)	Dutoit Depot	2023/08/23	Head Gardner	Dismissal	Dismissal	2025/02/18
	JCPZ	Facilities Management	2021/04/14	Facilities Coordinator	Medical boarding	Medical boarding	2024/10/30
	JCPZ	Region G Street Trees	2023/12/05	Horticulture Operator	Ongoing	Ongoing	
	JCPZ	Dobsonville Depot	2024/01/30	Head Gardner	Ongoing	Ongoing	
	JCPZ	Joburg Zoo	2024/07/17	Audio Technician	Ongoing	Ongoing	
	JCPZ	Klipspruit Depot	2024/04/09	Horticulture Operator	Dismissal	Dismissal	2024/08/16
	JCPZ	Head Office	2024/06/26	Manager Environmental Assurance Protection	Written warning	Written warning	2024/08/28
	JCPZ	Facilities Management	2024/09/09	Horticulture Operator	Final written warning	Final written warning	2024/10/28
	JCPZ	Elandsfontein Cemetery	2024/10/09	Cleaner	Final written warning	Final written warning	2024/12/05
	JCPZ	Elandsfontein Cemetery	2024/04/10	Cleaner	Written warning	Written warning	2025/02/07
	JCPZ	Facilities Management	2024/10/09	Water & Electricity Technician	Final written warning	Final written warning	2024/10/11
	JCPZ	Region A Street Trees	2024/09/09	Arboriculture Operator	Final written warning	Final written warning	2024/11/04
	JCPZ	Region F Street Trees	2024/10/29	Arboriculture Operator	Written warning	Written warning	2024/11/08

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	JCPZ	Springfield	2024/10/10	Horticulture Operator	Final written warning	Final written warning	2025/04/15
	JCPZ	Kibler Park Nature Reserve	2024/10/30	Security Officer	Final written warning	Final written warning	2025/05/06
	JCPZ	Environmental Conservation	2024/11/11	Handyman	Final written warning	Final written warning	2024/11/22
	JCPZ	Zoo Lake Training Center	2025/01/16	Horticulture Operator	Final written warning	Final written warning	2025/03/12
	JCPZ	Walter Sisulu	2025/01/22	Security Officer	Final written warning	Final written warning	2025/03/12
	JCPZ	Walter Sisulu	2025/01/22	Security Officer	Written warning	Written warning	2025/02/24
	JCPZ	Motorways Depot	2025/02/03	Horticulture Operator	Final Written warning	Final Written warning	2025/02/14
	JCPZ	Pioneer Park	2025/02/04	Horticulture Operator	Ongoing	Ongoing	
	JCPZ	Klipspruit Depot	2025/03/05	Horticulture Operator	Final written warning	Final written warning	2025/03/14
	JCPZ	Braamfontein Cemetery	2025/02/28	Crematorium Worker	Final written warning	Final written warning	2025/03/13
	JCPZ	Klipspruit Park Depot	2025/02/21	Horticulture Operator	Final written warning	Final written warning	2025/03/10
	JCPZ	Lesotho Park	2025/03/05	Cleaner	Final written warning	Final written warning	2025/03/26
	JCPZ	Variety	2025/03/05	Cleaner	Final written warning	Final written warning	2025/03/26
	JCPZ	Facilities Management	2025/03/27	Security Officer	Ongoing	Ongoing	
	JCPZ	Alexandre Cemetery	2025/03/27	Security Officer	Final written warning	Final written warning	2025/04/23
	JCPZ	Facilities Management	2025/03/31	Artisan	Ongoing	Ongoing	
	JCPZ	Dobsonville Depot	2025/05/26	Horticulture Operator	Written warning	Written warning	2025/06/11

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
.	JCPZ	Klipriviersburg Nature Reserve	2025/06/02	Security Officer	Written warning	Written warning	2025/06/17
.	JCPZ	Klipriviersburg Nature Reserve	2025/06/02	Security Officer	Written warning	Written warning	2025/06/17
.	JCPZ	Kimblar Park Nature Reserve	2025/06/02	Security Officer	Written warning	Written warning	2025/06/19
.	JCPZ	Doornkop Cemeteries	2025/06/02	Security Officer	Ongoing	Ongoing	
.	JCPZ	Braamfontein Cemetery	2025/06/25	Horticulture Operator	Ongoing	Ongoing	
.	JCPZ	Facilities Management	2025/06/25	Driver Specialist	Ongoing	Ongoing	
.	Johannesburg Social Housing Company (JOSHCO)	Housing Management	2022/03/01	Cleaner	Withdrawn	Withdrawn	2024/12/05
.	JOSHCO	Housing Management	2022/04/01	Cleaner	Withdrawn	Withdrawn	2024/12/05
.	JOSHCO	Housing Management	2022/11/10	Security Officer	Withdrawn	Withdrawn	2024/12/05
.	JOSHCO	Housing Management	2022/04/22	Cleaner	Withdrawn	Withdrawn	2024/12/05
.	JOSHCO	Housing Management	2022/06/01	Allocations Officer	Withdrawn	Withdrawn	2024/12/05
.	JOSHCO	Housing Management	2022/03/11	Security Officer	Withdrawn	Withdrawn	2024/12/05
.	JOSHCO	Housing Management	2023/12/05	Cleaner	Ongoing	Ongoing	
.	JOSHCO	Housing Management	2024/04/04	Driver	Dismissal	Dismissal	2024/11/10

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	JOSHCO	Human Resources	2025/02/11	Manager: HR Administration and Employee Relations	Ongoing	Ongoing	
	Johannesburg Property Company (JPC)	Talent Management & PMS	2024/03/20	Manager: Talent Management & PMS	Not guilty	Not guilty	2025/02/19
	JPC	Leasing & Sales	2024/07/04	Assistant Manager: Leasing & Sales	Dismissal	Dismissal	2025/05/27
	JPC	Portfolio Property Management	2024/07/07	General Manager: Portfolio Management Category A&B	Dismissal	Dismissal	2025/05/24
	JPC	Cleaning Services	2024/08/20	Cleaner	Final written warning	Final written warning	2025/06/19
	JPC	Cleaning Services	2024/08/20	Cleaner	Final written warning	Final written warning	2025/06/19
	JPC	Cleaning Services	2024/08/21	Cleaner	Final written warning	Final written warning	2025/05/19
	JPC	Cleaning Services	2024/08/23	Cleaner	Final Written warning & suspension without pay	Final Written warning & suspension without pay	2024/09/13
	JPC	Cleaning Services	2024/08/26	Cleaner	Final written warning	Final written warning	2025/04/14
	JPC	Cleaning Services	2024/08/27	Cleaner	Final written warning	Final written warning	2025/06/19
	JPC	Cleaning Services	2024/08/27	Cleaner	Final written warning	Final written warning	2025/04/14
	JPC	Cleaning Services	2024/08/27	Cleaner	Ongoing	Ongoing	
	JPC	Cleaning Services	2024/08/27	Cleaner	Ongoing	Ongoing	
	JPC	Cleaning Services	2024/08/27	Cleaner	Ongoing	Ongoing	

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	JPC	Cleaning Services	2024/08/27	Cleaner	Ongoing	Ongoing	
	JPC	Cleaning Services	2024/08/27	Cleaner	Dismissal	Dismissal	2025/05/26
	JPC	Cleaning Services	2024/08/27	Cleaner	Ongoing	Ongoing	
	JPC	Cleaning Services	2024/08/27	Cleaner	Final written warning	Final written warning	2025/05/26
	JPC	Cleaning Services	2024/08/27	Cleaner	Final written warning	Final written warning	2025/04/14
	JPC	Cleaning Services	2024/08/27	Cleaner	Final written warning	Final written warning	2025/05/19
	JPC	Cleaning Services	2024/08/27	Cleaner	Ongoing	Ongoing	
	JPC	Cleaning Services	2024/08/27	Cleaner	Final written warning	Final written warning	2025/05/14
	JPC	Cleaning Services	2024/08/27	Cleaner	Ongoing	Ongoing	
	JPC	Cleaning Services	2024/08/27	Cleaner	Ongoing	Ongoing	
	JPC	Cleaning Services	2024/09/03	Cleaner	Final written warning	Final written warning	2025/04/14
	JPC	Cleaning Services	2024/09/10	Cleaner	Ongoing	Ongoing	
	JPC	Client Business Operations	2024/09/11	Administrator	Dismissal	Dismissal	2024/12/23
	JPC	Cleaning Services	2024/09/16	Cleaner	Final written warning	Final written warning	2025/05/19
	JPC	Property Intelligence	2024/09/20	Assistant Manager: Property Intelligence	Ongoing	Ongoing	
	Metrobus	Milpark	2024/10/02	Bus Operator	Dismissal	Dismissal	2024/10/16
	Metrobus	Village Main	2024/10/03	Bus Operator	Dismissal	Dismissal	2024/10/16

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Metrobus	Roodepoort	2024/10/04	Bus Operator	Dismissal	Dismissal	2024/10/16
	Metrobus	Village Main	2024/10/07	Bus Operator	Ongoing	Ongoing	
	Metrobus	Head Office	2024/10/16	Inspector	Dismissal	Dismissal	2024/11/01
	Metrobus	Head Office	2024/10/16	Inspector	Dismissal	Dismissal	2024/11/01
	Metrobus	Village Main	2024/10/16	Bus Operator	Dismissal	Dismissal	2024/11/01
	Metrobus	Milpark	2024/11/01	Bus Operator	Dismissal	Dismissal	2024/11/01
	Metrobus	Village Main	2024/11/22	Security	Ongoing	Ongoing	
	Metrobus	Village Main	2024/11/22	Security	Ongoing	Ongoing	
	Metrobus	Village Main	2024/11/22	Security	Ongoing	Ongoing	
	Metrobus	Village Main	2024/11/22	Security	Ongoing	Ongoing	
	Metrobus	Village Main	2024/11/22	Security	Ongoing	Ongoing	
	Metrobus	Village Main	2024/11/22	Security	Ongoing	Ongoing	
	Metrobus	Head Office	2025/03/05	Bus Operator	Ongoing	Ongoing	
	Metrobus	Head Office	2025/03/14	Bus Operator	Ongoing	Ongoing	
	Metrobus	Village Main	2018/02/01	Bus Operator	Withdrawn	Withdrawn	2024/10/30
	Metrobus	Milpark	2018/08/28	Foreman	Withdrawn	Withdrawn	2024/07/02
	Metrobus	Head Office	2018/10/12	Cashier	Withdrawn	Withdrawn	2024/07/02

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
.	Metrobus	Head Office	2020/11/01	Mobile Driver	Withdrawn	Withdrawn	2024/10/30
.	Metrobus	Milpark	2020/11/01	Bus Operator	Withdrawn	Withdrawn	2024/10/30
.	Metrobus	Milpark	2020/11/01	Bus Operator	Withdrawn	Withdrawn	2024/10/30
.	Metrobus	Milpark	2020/11/01	Bus Operator	Withdrawn	Withdrawn	2024/10/30
.	Metrobus	Head Office	2020/11/01	Security Officer	Withdrawn	Withdrawn	2024/10/30
.	Metrobus	Village Main	2020/11/01	Artisan Mechanical	Withdrawn	Withdrawn	2024/10/30
.	Metrobus	Milpark	2021/03/01	Bus Operator	Withdrawn	Withdrawn	2024/10/30
.	Metrobus	Village Main	2021/04/01	Bus Operator	Withdrawn	Withdrawn	2024/10/30
.	Metrobus	Milpark	2021/07/01	Bus Operator	Retirement	Retirement	2024/07/31
.	Metrobus	Village Main	2025/04/08	Bus Operator	Dismissal	Dismissal	2025/04/29
.	Pikitup	Marlboro	2024/05/08	Team Leader	Final written warning	Final written warning	2024/10/31
.	Pikitup	Zondi	2024/05/08	General Worker	Dismissal	Dismissal	2025/06/28
.	Pikitup	Zondi	2025/06/20	General Worker	Deceased	Deceased	2024/07/23
.	Pikitup	Randburg	2024/03/20	General Worker	Dismissal	Dismissal	2025/02/24
.	Pikitup	Waterval	2024/11/16	Security	Final written warning	Final written warning	2024/12/13
.	Pikitup	Zondi	2024/12/23	General Worker	Final written warning	Final written warning	2024/10/08
.	Pikitup	Selby	2024/08/06	General Worker	Dismissal	Dismissal	2024/11/01

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Pikitup	Selby	2024/10/23	General Worker	Final written warning	Final written warning	2024/07/14
	Pikitup	Zondi	2024/07/12	General Worker	Dismissal	Dismissal	2024/12/06
	Pikitup	Roodepoort	2024/10/06	General Worker	Final written warning	Final written warning	2024/11/01
	Pikitup	Selby	2024/08/26	General Worker	Dismissal	Dismissal	2024/11/21
	Pikitup	Selby	2024/11/21	General Worker	Dismissal	Dismissal	2024/11/21
	Pikitup	Southdale	2015/10/24	General Worker	Dismissal	Dismissal	2025/02/02
	Pikitup	Selby	2024/11/24	General Worker	Dismissal	Dismissal	2025/04/14
	Pikitup	Disposal	2024/03/25	Security	Final written warning	Final written warning	2025/05/05
	Pikitup	Zondi	2024/05/04	General Worker	Final written warning	Final written warning	2025/06/03
	Pikitup	Zondi	2025/04/25	General Worker	Dismissal	Dismissal	2025/05/27
	Johannesburg Roads Agency (JRA)	Security	2024/11/04	Security Guard	Ongoing	Ongoing	
	JRA	Security	2022/03/04	Security Guard	Ongoing	Ongoing	
	JRA	Security	2022/03/04	Security Guard	Ongoing	Ongoing	
	JRA	Security	2022/03/04	Security Guard	Ongoing	Ongoing	
	JRA	Hamburg Depot	2022/06/01	General Worker	Ongoing	Ongoing	
	JRA	Norwood	2022/11/01	Sign Erector	Ongoing	Ongoing	

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	JRA	Corporate Services	2022/11/28	Operations Manager: Human Capital Management	Ongoing	Ongoing	
	JRA	CEO's Office	2023/10/23	Manager: Internal Audit	Ongoing	Ongoing	
	JRA	CEO's Office	2023/10/19	Manager: Internal Audit	Ongoing	Ongoing	
	JRA	Corporate Services	2023/11/27	Assistant Manager: Wellness	Ongoing	Ongoing	
	JRA	Fleet & Plant	2023/03/28	Assistant Manager: Fleet and Plant	Ongoing	Ongoing	
	JRA	Corporate Services	2023/09/12	Manager: Employee Relations	Resignation	Resignation	2024/11/30
	JRA	Finance	2024/08/23	Operations Manager: CMU	Ongoing	Ongoing	
	JRA	Hamburg Depot	2024/10/11	Messenger	Final written warning & suspension without pay	Final written warning & suspension without pay	2025/04/07
	Community Development	Museums	2022/10/21	Curator	Ongoing	Ongoing	
	Group Finance	Revenue Shared Services Centre (RSSC)	2019/11/22	Billing Assistant	Ongoing	Ongoing	
	Group Finance	RSSC	2019/11/22	Validation Assistant	Ongoing	Ongoing	
	Group Finance	RSSC	2019/11/22	Assistant Billing	Ongoing	Ongoing	
	Group Finance	RSSC	2019/11/22	Assistant Billing	Ongoing	Ongoing	
	Group Finance	RSSC	2019/11/02	Customer Relations Agent (CRA)	Ongoing	Ongoing	

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Group Finance	RSSC	2019/11/02	CRA	Ongoing	Ongoing	
	Health	Region C	2022/03/11	Administrative Assistant	Ongoing	Ongoing	
	Public Safety	Emergency Management Services (EMS)	2023/01/04	Fire Fighter	Ongoing	Ongoing	
	Public Safety	EMS	2023/01/04	Fire Fighter	Ongoing	Ongoing	
	Public Safety	EMS	2023/07/27	Fire Fighter	Final written warning & suspension without pay	Ongoing	
	Public Safety	Johannesburg Metro Police Department (JMPD)	2019/10/07	Metro Police Officer (MPO)	Ongoing	Ongoing	
	Public Safety	JMPD	2019/11/14	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2019/05/23	Students	Ongoing	Ongoing	
	Public Safety	JMPD	2019/11/06	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2020/08/21	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2020/09/03	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2020/10/01	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2022/04/08	MPO & Admin	Ongoing	Ongoing	
	Public Safety	JMPD	2022/01/09	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2021/12/25	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2021/01/21	MPOs	Ongoing	Ongoing	

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Public Safety	JMPD	2021/10/04	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2021/08/26	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2021/04/26	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2021/04/21	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2021/01/20	Security	Ongoing	Ongoing	
	Public Safety	JMPD	2020/11/20	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2020/03/13	Licensing Officer	Ongoing	Ongoing	
	Public Safety	JMPD	2022/09/06	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2021/03/24	Sergeant, MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2023/07/14	MPO	Ongoing	Ongoing	
	Public Safety	Licensing	2023/09/07	Licensing Officer	Ongoing	Ongoing	
	Public Safety	JMPD	2023/10/10	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2023/09/29	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2023/09/29	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2023/09/29	MPO	Ongoing	Ongoing	
	Group Legal and Contracts	Group Head	2021/10/19	Group Head Legal	Ongoing	Ongoing	

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	City Manager: Executive Management Office	Office of the Chief Operations Office	2023/01/11	Programme Officer	Ongoing	Ongoing	
	Social Development	Management Support Services	2024/03/14	Driver	Ongoing	Ongoing	
	Social Development	Management Support Services	2024/03/14	Ops Manager	Ongoing	Ongoing	
	Public Safety	JMPD	2024/02/05	Superintendent	Ongoing	Ongoing	
	Public Safety	JMPD	2022/03/01	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2025/03/14	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2023/05/29	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2023/05/08	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2023/05/08	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2023/08/25	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2023/08/25	Security Officer	Ongoing	Ongoing	
	Public Safety	JMPD	2023/11/15	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2024/01/09	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2023/11/15	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2023/09/29	MPO	Ongoing	Ongoing	

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
.	Public Safety	JMPD	2024/05/13	MPO	Ongoing	Ongoing	
.	Public Safety	JMPD	2023/08/25	MPO	Ongoing	Ongoing	
.	Public Safety	JMPD	2024/03/18	MPO	Ongoing	Ongoing	
.	Public Safety	JMPD	2023/08/28	MPO	Ongoing	Ongoing	
.	Public Safety	JMPD	2023/08/28	MPOs	Ongoing	Ongoing	
.	Public Safety	JMPD	2024/02/15	MPO	Ongoing	Ongoing	
.	Public Safety	JMPD	2023/08/25	MPO	Ongoing	Ongoing	
.	Public Safety	JMPD	2023/08/25	MPO	Ongoing	Ongoing	
.	Public Safety	JMPD	2024/02/05	MPO	Ongoing	Ongoing	
.	Public Safety	JMPD	2024/04/11	Break Down Operators	Ongoing	Ongoing	
.	Public Safety	JMPD	2024/05/13	MPO	Ongoing	Ongoing	
.	Public Safety	JMPD	2024/07/03	MPO	Ongoing	Ongoing	
.	Public Safety	JMPD	2023/05/30	MPOs	Ongoing	Ongoing	
.	Public Safety	JMPD	2024/07/23	MPOs	Ongoing	Ongoing	
.	Public Safety	JMPD	2024/03/18	MPO	Ongoing	Ongoing	
.	Public Safety	JMPD	2023/08/25	Security Officer	Ongoing	Ongoing	
.	Public Safety	JMPD	2023/08/28	MPOs	Ongoing	Ongoing	

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Public Safety	JMPD	2023/08/28	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2023/08/25	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2023/08/25	Security Officer	Ongoing	Ongoing	
	Public Safety	JMPD	2024/08/13	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2024/07/23	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2024/07/23	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2023/08/25	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2023/11/28	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2024/07/08	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2023/08/28	Security Officer	Ongoing	Ongoing	
	Public Safety	JMPD	2024/07/08	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2024/07/01	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2023/08/28	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2023/08/25	Admin Officer	Ongoing	Ongoing	
	Public Safety	JMPD	2023/08/25	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2022/09/19	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2024/04/25	MPO	Ongoing	Ongoing	

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Public Safety	JMPD	2023/09/29	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2023/09/29	Traffic Warden	Ongoing	Ongoing	
	Public Safety	JMPD	2024/02/02	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2025/06/06	Act. Commander, Inspector, MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2024/07/01	Cashier	Ongoing	Ongoing	
	Public Safety	JMPD	2024/07/01	Cashier	Ongoing	Ongoing	
	Public Safety	JMPD	2023/11/15	Sergeant	Ongoing	Ongoing	
	Public Safety	JMPD	2025/01/26	Inspector	Ongoing	Ongoing	
	Public Safety	JMPD	2024/02/23	Operational Manager	Ongoing	Ongoing	
	Public Safety	JMPD	2024/07/01	Security Officer	Ongoing	Ongoing	
	CM: Group Legal & Contracts	Litigation Management	2024/08/05	Librarian	Ongoing	Ongoing	
	Social Development	Management Support Services	2024/08/07	Programme Coordinator	Ongoing	Ongoing	
	Public Safety	JMPD	2022/02/22	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2021/03/24	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2022/03/01	Security Officer	Ongoing	Ongoing	
	Public Safety	JMPD	2022/03/07	MPOs	Ongoing	Ongoing	

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Public Safety	JMPD	2023/05/12	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2020/01/24	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2022/10/27	Sergeants	Ongoing	Ongoing	
	Health	Pharmacy	2024/10/21	Pharmacy Manager	Ongoing	Ongoing	
	Public Safety	EMS	2024/11/07	Tutor	Ongoing	Ongoing	
	Public Safety	JMPD	2024/11/19	Inspector	Ongoing	Ongoing	
	Public Safety	JMPD	2024/10/21	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2024/11/21	Inspector	Ongoing	Ongoing	
	Public Safety	JMPD	2024/09/30	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2024/10/21	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2024/11/21	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2023/10/06	MPO	Ongoing	Ongoing	
	Group Finance	Customer Service	2025/02/18	Deputy Director	Ongoing	Ongoing	
	GCSS	OHASA & Logistical Services Management	2025/03/27	Deputy Director	Ongoing	Ongoing	
	Public Safety	Operations	2025/02/28	Fire Fighter	Ongoing	Ongoing	
	Public Safety	Operations	2025/02/03	Platoon Commander	Ongoing	Ongoing	
	Public Safety	Regional Operations	2024/08/27	Inspector	Ongoing	Ongoing	

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Public Safety	Regional Operations	2024/09/03	MPO	Ongoing	Ongoing	
	Public Safety	Regional Operations	2024/08/12	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2024/07/01	MPO	Ongoing	Ongoing	
	Legislature: Political Arm	Chief Whip of Council	2025/05/26	Assistant Director	Ongoing	Ongoing	
	Citizens Relations Unit Management	Region F	2025/05/14	General Worker	Ongoing	Ongoing	
	CM: Group Forensic & Investigation Services	Strategic Management Services	2023/11/01	Director	Ongoing	Ongoing	
	CM: Group Governance	Strategic & Management Support	2025/05/26	Director	Ongoing	Ongoing	
	Public Safety	EMS	2024/10/06	Tutor	Ongoing	Ongoing	
	Development Planning	Land Use Development Management	2025/05/29	Operational Manager	Ongoing	Ongoing	
	GCSS	Group SHELA & FCM	2025/05/09	Executive Secretary	Ongoing	Ongoing	
	Human Settlement	Human Settlement: Ivory Park	2025/06/20	Admin Assistant	Ongoing	Ongoing	
	Public Safety	JMPD	2025/04/14	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2025/04/14	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2025/04/15	MPOs	Ongoing	Ongoing	

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Public Safety	JMPD	2025/04/15	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2025/04/15	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2025/04/15	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2025/04/15	Security Officer	Ongoing	Ongoing	
	Public Safety	JMPD	2025/04/15	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2025/04/15	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2025/04/25	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2025/05/30	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2025/05/30	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2025/05/30	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2025/05/30	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2025/05/30	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2025/05/30	MPOs	Ongoing	Ongoing	
	Public Safety	JMPD	2025/05/30	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2025/05/30	MPO	Ongoing	Ongoing	
	Public Safety	JMPD	2025/06/03	Security Officer	Ongoing	Ongoing	
	Public Safety	JMPD	2025/06/03	Security Officer	Ongoing	Ongoing	

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
.	Public Safety	JMPD	2025/06/03	Security Officer	Ongoing	Ongoing	
.	Public Safety	JMPD	2025/06/03	MPO	Ongoing	Ongoing	
.	Public Safety	JMPD	2025/06/03	MPO	Ongoing	Ongoing	
.	Public Safety	JMPD	2025/06/05	Security Officer	Ongoing	Ongoing	
.	Public Safety	JMPD	2025/06/05	Security Officer	Ongoing	Ongoing	
.	Public Safety	JMPD	2025/06/20	Traffic Warden	Ongoing	Ongoing	
.	Public Safety	JMPD	2025/06/20	MPO	Ongoing	Ongoing	
.	Public Safety	JMPD	2025/06/20	MPO	Ongoing	Ongoing	
.	Public Safety	JMPD	2025/06/25	MPO	Ongoing	Ongoing	
.	Public Safety	JMPD	2025/06/25	MPO	Ongoing	Ongoing	
.	Public Safety	JMPD	2025/06/25	Cashier	Ongoing	Ongoing	
.	Public Safety	JMPD	2025/06/25	Security Officer	Ongoing	Ongoing	
.	Public Safety	JMPD	2025/06/25	Security Officer	Ongoing	Ongoing	
.	Public Safety	JMPD	2025/06/25	Cashier	Ongoing	Ongoing	
.	Public Safety	JMPD	2025/06/25	MPO	Ongoing	Ongoing	
.	Group Finance	RSSC	2025/04/07	Call Centre Argent	Ongoing	Ongoing	
.	Group Finance	RSSC	2025/04/07	Call Centre Argent	Ongoing	Ongoing	

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Public Safety	JMPD	2024/05/13	MPO	Written warning	Written warning	2024/07/02
	Public Safety	JMPD	2024/05/13	MPO	Suspension without pay	Suspension without pay	2024/07/03
	Public Safety	JMPD	2023/05/29	Security Officer	Dismissal	Dismissal	2024/07/06
	Public Safety	JMPD	2023/09/19	Cashier	Withdrawn	Withdrawn	2024/07/08
	Public Safety	JMPD	2023/08/25	Security Officer	Suspension without pay	Suspension without pay	2024/07/23
	Public Safety	JMPD	2024/02/12	Security Officer	Dismissal	Dismissal	2024/07/03
	Public Safety	JMPD	2022/02/16	Traffic Warden	Dismissal	Dismissal	2024/08/07
	Public Safety	JMPD	2023/10/23	Superintendent	Not guilty	Not guilty	2024/08/16
	Public Safety	JMPD	2023/10/24	MPO	Written warning	Written warning	2024/08/16
	Public Safety	JMPD	2023/10/24	MPO	Written warning	Written warning	2024/08/16
	Public Safety	JMPD	2023/10/24	MPO	Written warning	Written warning	2024/08/16
	Public Safety	JMPD	2023/10/24	MPO	Written warning	Written warning	2024/08/16
	Public Safety	JMPD	2023/10/24	MPO	Written warning	Written warning	2024/08/16
	Public Safety	JMPD	2023/10/24	MPO	Written warning	Written warning	2024/08/16
	Public Safety	JMPD	2023/12/21	MPO	Suspension without pay	Suspension without pay	2024/08/20
	Public Safety	JMPD	2023/11/08	MPO	Withdrawn	Withdrawn	2024/07/29
	Public Safety	JMPD	2023/09/29	MPO	Withdrawn	Withdrawn	2024/08/08

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Public Safety	JMPD	2023/09/29	MPO	Withdrawn	Withdrawn	2024/08/08
	Public Safety	JMPD	2023/09/29	MPO	Withdrawn	Withdrawn	2024/08/08
	Public Safety	JMPD	2023/09/29	MPO	Withdrawn	Withdrawn	2024/08/08
	Public Safety	JMPD	2023/09/29	MPO	Withdrawn	Withdrawn	2024/08/08
	Public Safety	JMPD	2019/10/01	MPO	Withdrawn	Withdrawn	2024/08/08
	Public Safety	JMPD	2023/09/29	MPO	Withdrawn	Withdrawn	2024/08/08
	Health	Mofolo Clinic	2024/06/10	Professional Nurse	Deceased	Deceased	2024/07/25
	Office of the Executive Mayor	MMC Support	2024/07/08	Deputy Director	Suspension without pay	Suspension without pay	2024/07/30
	Public Safety	JMPD	2024/07/22	MPO	Suspension without pay	Suspension without pay	2024/08/23
	Public Safety	JMPD	2024/01/09	Security Officer	Suspension without pay	Suspension without pay	2024/09/18
	Public Safety	JMPD	2023/11/28	MPO	Not guilty	Not guilty	2024/09/20
	Public Safety	JMPD	2023/12/13	Traffic Warden	Suspension without pay	Suspension without pay	2024/09/25
	Public Safety	JMPD	2023/03/06	MPO	Not guilty	Not guilty	2024/09/04
	Development Planning	Land Use Development Management	2024/05/15	Manager	Final written warning	Final written warning	2024/09/30
	Public Safety	EMS	2024/04/17	Fire Fighter	Suspension without pay	Suspension without pay	2024/08/01
	Public Safety	EMS	2024/05/30	Fire Fighter	Suspension without pay	Suspension without pay	2024/07/22

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Public Safety	EMS	2024/05/31	Fire Fighter	Suspension without pay	Suspension without pay	2024/07/02
	Public Safety	EMS	2020/06/19	Senior Inspector	Written warning	Written warning	2024/09/19
	Health	Region C	2024/06/12	Secretary	Withdrawn	Withdrawn	2024/09/05
	Development Planning	Executive Director: Development Planning	2024/08/20	Executive Director: Development Planning	Resignation	Resignation	2024/09/25
	GCSS	Management Support Services	2023/04/04	Group Head	Retirement	Retirement	2024/07/31
	Business Management Support	Business management Support	2024/07/25	Director	Dismissal	Dismissal	2024/10/07
	Public Safety	JMPD	2023/10/10	Constable	Matter provisionally withdrawn due to non-availability of the complainant	Matter -provisionally withdrawn due to non-availability of the complainant	2024/10/28
	Public Safety	Licensing	2024/08/19	Examiner	Suspension without pay	Suspension without pay	2024/10/18
	Public Safety	JMPD	2023/09/29	MPO	Demotion	Demotion	2024/09/27
	CM: Group Legal & Contracts	Municipal Courts & Prosecutions	2024/08/07	Admin Assistant	Written warning	Written warning	2024/10/15
	Citizens Relations Unit Management	Region B	2024/09/18	Switchboard Operator	Dismissal	Dismissal	2024/10/21
	Transportation	Transportation	2024/10/15	Station Supervisor	Dismissal	Dismissal	2024/11/27
	Public Safety	Licensing	2023/09/07	Examiner	Dismissal	Dismissal	2024/11/22
	Public Safety	Licensing	2023/09/07	Examiner	Dismissal	Dismissal	2024/11/22

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Public Safety	Licensing	2023/09/07	Examiner	Dismissal	Dismissal	2024/11/22
	Public Safety	Licensing	2023/09/07	Examiner	Dismissal	Dismissal	2024/11/22
	Public Safety	Licensing	2023/09/07	Examiner	Dismissal	Dismissal	2024/11/22
	Public Safety	Licensing	2023/09/07	Examiner	Dismissal	Dismissal	2024/11/22
	Public Safety	Licensing	2023/09/07	Examiner	Dismissal	Dismissal	2024/11/22
	Public Safety	Licensing	2023/09/07	Examiner	Dismissal	Dismissal	2024/11/22
	Public Safety	Licensing	2023/09/07	Examiner	Dismissal	Dismissal	2024/11/22
	Public Safety	Licensing	2023/09/07	Licensing Officer	Dismissal	Dismissal	2024/11/22
	Public Safety	Licensing	2023/09/07	Examiner	Dismissal	Dismissal	2024/11/22
	Public Safety	Licensing	2023/09/07	Examiner	Dismissal	Dismissal	2024/11/22
	Public Safety	Licensing	2023/09/07	Licensing Officer	Dismissal	Dismissal	2024/11/22
	Public Safety	Licensing	2023/09/07	Examiner	Dismissal	Dismissal	2024/11/22
	Public Safety	Licensing	2023/09/07	Examiner	Dismissal	Dismissal	2024/11/22
	Public Safety	Licensing	2023/09/07	Examiner	Dismissal	Dismissal	2024/11/22
	Public Safety	Licensing	2023/09/07	Examiner	Dismissal	Dismissal	2024/11/22
	Public Safety	EMS	2024/07/11	Fire Fighter	Dismissal	Dismissal	2024/11/14
	Public Safety	EMS	2024/07/25	Fire Fighter	Dismissal	Dismissal	2024/10/30

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Public Safety	EMS	2024/08/16	Fire Fighter	Dismissal	Dismissal	2024/10/30
	Public Safety	JMPD	2024/04/11	MPOs	Withdrawn	Withdrawn	2024/09/25
	Public Safety	JMPD	2023/11/15	MPOs	Suspension without pay	Suspension without pay	2024/09/20
	Public Safety	JMPD	2024/01/17	Security Officer	Dismissal	Dismissal	2024/10/14
	Public Safety	JMPD	2024/01/17	MPO	Dismissal	Dismissal	2024/10/14
	Public Safety	JMPD	2023/08/25	Peace Officer	Deceased	Deceased	2024/08/31
	Public Safety	JMPD	2023/11/15	MPOs	Suspension without pay	Suspension without pay	2024/09/25
	Public Safety	JMPD	2023/08/28	MPO	Suspension without pay	Suspension without pay	2024/10/01
	Public Safety	JMPD	2023/09/29	MPO	Demotion	Demotion	2024/08/22
	Public Safety	JMPD	2022/05/16	MPO	Final written warning	Final written warning	2024/10/16
	Public Safety	JMPD	2023/08/25	MPO	Medical boarding	Medical boarding	2024/08/01
	Public Safety	JMPD	2024/07/05	Security Officer	Final written warning & referral to EAP	Final written warning & referral to EAP	2024/10/24
	Public Safety	JMPD	2024/01/19	Traffic Warden	Suspension without pay	Suspension without pay	2024/11/05
	Public Safety	JMPD	2024/09/02	MPOs	Suspension without pay	Suspension without pay	2024/11/06
	Public Safety	JMPD	2023/08/28	MPO	Final written warning	Final written warning	2024/11/22
	Public Safety	EMS	2024/07/12	Fire Fighter	Resignation	Resignation	2024/12/09
	Public Safety	JMPD	2023/08/25	MPOs	Dismissal	Dismissal	2024/12/10

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Public Safety	JMPD	2024/04/23	MPO	Final written warning	Final written warning	2024/12/10
	Public Safety	JMPD	2023/09/29	MPO	Suspension without pay	Suspension without pay	2025/01/20
	Public Safety	JMPD	2023/09/29	MPO	Case dismissed	Case dismissed	2025/02/25
	Health	Region F	2022/11/03	Environmental Practitioner	Health Suspension without pay	Suspension without pay	2025/02/28
	Public Safety	EMS	2024/11/07	Admin Assistant	Dismissal	Dismissal	2025/03/28
	Public Safety	EMS	2024/11/07	Admin Assistant	Suspension without pay	Suspension without pay	2025/03/26
	Public Safety	JMPD	2023/08/28	MPO	Case dismissed	Case dismissed	2025/02/11
	Public Safety	JMPD	2024/09/02	MPOs	Demotion	Demotion	2025/02/11
	Public Safety	JMPD	2023/05/08	MPO	Case dismissed	Case dismissed	2025/02/20
	Public Safety	JMPD	2020/03/22	MPO	Not guilty	Not guilty	2025/03/26
	Public Safety	JMPD	2022/02/22	MPOs	Not guilty	Not guilty	2025/02/14
	Public Safety	Operations	2025/02/04	Acting Station Commander	Written warning	Written warning	2025/03/31
	Group Finance	Finance	2024/06/03	Assistant Director	Dismissal	Dismissal	2025/04/03
	Community Development	Community Development	2024/09/19	General Worker	Dismissal	Dismissal	2025/05/19
	Community Development	Sport & Recreation Aquatics	2025/03/25	Machine Operator	Final written warning & referral to EAP	Final written warning & referral to EAP	2025/05/06

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
	Community Development	Sports & rec	2025/03/10	Lifeguard	Dismissal	Dismissal	2025/04/02
	Public Safety	EMS	2025/02/15	Fire Fighter	Written warning	Written warning	2025/03/19
	Community Development	Sport & Recreation Aquatics	2025/03/10	Lifeguard	Dismissal	Dismissal	2025/04/09
	Community Development	Museums	2024/08/03	Museum Attendant	Suspension without pay	Suspension without pay	2024/10/17
	Public Safety	EMS	2025/02/05	Fire Fighter	Final written warning	Final written warning	2025/04/14
	Public Safety	JMPD	2022/07/01	MPO	Demotion	Demotion	2025/04/04
	Public Safety	JMPD	2024/03/08	Inspector	Demotion	Demotion	2025/06/01
	Public Safety	EMS	2023/03/02	Fire Fighter	Dismissal	Dismissal	2025/06/30
	Public Safety	JMPD	2023/08/28	MPO	Final written warning	Final written warning	2025/03/20
	Public Safety	JMPD	2023/08/25	Admin Officer	Resignation	Resignation	2025/06/19
	Public Safety	JMPD	2023/08/23	MPO	Written warning	Written warning	2024/12/18
	Public Safety	JMPD	2024/10/21	MPO	Suspension without pay	Suspension without pay	2025/06/17
	Public Safety	JMPD	2023/09/25	MPO	Suspension without pay	Suspension without pay	2025/05/31
	Public Safety	JMPD	2024/07/03	MPOs	Dismissal	Dismissal	2025/06/30
	Public Safety	JMPD	2024/05/02	Sergeant MPO	Dismissal	Dismissal	2025/01/31

No.	Department	Division	Date Reported	Position	Transgression	Progress	Date Finalised
.	Community Development	Sport & Recreation	2025/02/04	Lifesaver	Dismissal	Dismissal	2025/04/02
.	Public Safety	Security Services	2024/11/01	Security Officer	Final written warning	Final written warning	2025/04/16
.	Public Safety	JMPD	2023/08/28	MPO	Withdrawn	Withdrawn	2024/09/19

Table 272: City Group Disciplinary Cases

CHAPTER 5: FINANCIAL PERFORMANCE

5.1 Foreword from the Group Chief Financial Officer

I am pleased to present the Consolidated Group Annual Financial Statements for the City of Johannesburg for the year ended 30 June 2025. These financial statements represent the operations of the City's core departments and municipal entities and have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), including directives issued by the Accounting Standards Board, and in compliance with the Municipal Finance Management Act (MFMA).

The 2024/25 financial year is best understood as an inflection point. After a period in which financial performance was eroded by overlapping shocks — constrained household incomes, an unreliable national electricity supply, ageing infrastructure and persistent revenue leakage — the City has produced an improved set of results that strengthens our balance sheet, restores a meaningful operating surplus, and lays the platform for a more disciplined, multi-year financial recovery. This chapter explains how those results were achieved, what they mean for the sustainability of the City, and the priorities that will guide the work ahead.

5.2 Operating Environment: Global, National and Local Context

Johannesburg's financial performance cannot be read in isolation. The 2024/25 year unfolded against a global backdrop of subdued growth, elevated borrowing costs and continuing pressure on commodity-exporting economies. Domestically, South Africa contended with low GDP growth, persistent unemployment, and an ongoing reform of the local government fiscal framework that has seen the share of nationally raised revenue flowing to municipalities trend lower in real terms. These conditions tighten the operating envelope for every metropolitan municipality, and Johannesburg is no exception.

Four structural pressures shaped the year most directly:

- Bulk electricity costs rising materially faster than inflation. The NERSA-approved bulk tariff increase to local authorities, effective 1 July 2024, was 12.72% — almost three times the South African headline CPI of 4.4% for 2024 (Stats SA). For an electricity-distributing metro, this is the single most consequential cost-push of the year: every percentage point of Eskom tariff growth that exceeds CPI must be absorbed either by the consumer (through tariff increases that test affordability) or by the municipality (through compressed margins on the trading service). It is also the principal reason bulk purchases ran R4.7 billion above budget — a variance that has very little to do with operational discipline and almost everything to do with input pricing.
- A constrained labour market. South Africa's official unemployment rate stood at 32.9% in Q1 2025 and 33.2% in Q2 2025 (Stats SA Quarterly Labour Force Survey) — among the highest in any large economy in the world. Although Gauteng remains the country's strongest employment region, prolonged labour-market weakness translates directly into household stress, slower payment cycles, and an expanding indigent register. It is the dominant reason the year-on-year change in debt impairments outpaced revenue growth.
- Energy demand reshaping. Customer migration toward rooftop solar, embedded generation and other alternative supply options has continued to reduce billable units of electricity, even as the cost of each unit purchased from Eskom rises. This combination — rising input cost and falling billable demand — is a structural feature of the South African electricity distribution business and is now explicitly factored into the City's medium-term revenue assumptions.
- Infrastructure vandalism, theft and illegal connections. Cable theft, meter tampering, illegal recalibration and unauthorised connections continue to materially erode both electricity and water revenue. These are not ordinary operating losses; they are an attack on the City's revenue base and on the safety of communities. The figures reported in section 5.5 quantify the scale of this challenge.

- Population pressure and affordability. Johannesburg remains the country’s largest economic hub and the primary destination for both internal and cross-border migration. The 2022 Census (Stats SA) recorded that approximately 27% of all international migrants in South Africa reside in the City of Johannesburg — the highest concentration of any metro in the country. Combined with the unemployment context above, this has expanded the population dependent on free basic services and indigent support, while the formal, billable customer base grows more slowly. By definition, undocumented in-migration is difficult to measure precisely; what is clear from the official statistics is that Johannesburg carries a disproportionate share of the national settlement burden, and that service-delivery demand is growing faster than the revenue base that funds it.

The City’s response has been to lean into financial discipline rather than away from it: contain the rate of expenditure growth, protect the revenue line through targeted collection and credit-management initiatives, and direct capital investment to the assets that matter most for service delivery and revenue protection. The numbers that follow should be read in that context.

5.3 Overview of Financial Performance

The financial performance for the year under review reflects a clear improvement in the City’s financial position compared to the prior year. The City continues to operate in a constrained economic environment which impacts revenue collection and the affordability levels of consumers. Despite these challenges, the City demonstrated improved financial performance through increased revenue generation and strengthened cash flows.

The City approved an operating revenue budget amounting to R76.4 billion and an operating expenditure budget totalling R75.7 billion for the 2024/25 financial year. The approved original capital budget amounted to R7.7 billion, which was adjusted to R7.5 billion during the adjustment budget period.

Against this budget, the City recorded a net surplus of R1.6 billion for the year ended 30 June 2025, compared to a surplus of R226 million in 2024. This step-change is attributable to two reinforcing factors: total revenue grew by 10% year-on-year, while the Group contained the increase in total expenditure to 8%. The widening gap between revenue and expenditure growth — small as it appears in percentage terms — is the mechanical engine behind the improved surplus and the rebuilt cash position.

The City remains committed to enhancing service delivery through ongoing capital investment, despite the “hockey stick” spending pattern that continues to characterise the capital programme — slow expenditure in the first quarter, accelerating significantly in the latter half of the financial year. Smoothing this profile is a deliberate focus for 2025/26.

Notwithstanding the challenges experienced this year, the City has maintained a clear focus on progressively strengthening its financial position while delivering services to residents within constrained resources. The key features of the City’s financial position are:

- Capital expenditure amounting to R8.6 billion (111% of the adjusted approved budget of R7.5 billion / original budget of R7.7 billion). The reported overspending is driven primarily by the implementation of GRAP 13 (Leases), which requires an entity to recognise an asset and a corresponding liability where a lease meets the requirements of a finance lease (paragraph 06). The overspend is therefore an accounting treatment of leases rather than additional cash expenditure, as lease costs are budgeted under rentals/leases on the operational side of the income statement.
- The City’s cash and cash equivalents for the year under review amounted to R4 billion, an increase from R2.2 billion in the prior year — a near doubling that materially improves the City’s short-term liquidity buffer.

- The City did not redeem any long-term liabilities during the year under review. At year-end, the debt-to-revenue ratio was 32%, well below the prescribed ceiling of 45%. This confirms that the City retains adequate headroom to leverage its balance sheet for additional long-term borrowing, should the need arise to fund critical infrastructure.
- The year-to-date collection rate as at 30 June 2025 was 85.9% (2024: 86.7%), compared to a budgeted rate of 86%. The marginal slippage in the collection rate reflects continued pressure on household finances from job losses and declining real incomes. In response, the City implemented Project Lokisa, anchored on five pillars: accelerating the resolution of customer queries; strengthening revenue collection initiatives; referring qualifying accounts for attorney-led collections; enhancing systems and processes (including data clean-up, strengthened access controls, process flow reviews, and the rollout of a credit management system); and improving trading services through business process migration.
- Unauthorised, Irregular, Fruitless and Wasteful (UIFW) expenditure balances declined by 44%, from R23.7 billion in 2024 to R13.3 billion in 2025. This decline reflects write-offs approved by oversight bodies after concluding their investigations: R1.3 billion relating to fruitless and wasteful expenditure, R18.4 billion relating to unauthorised expenditure, and R4.4 billion relating to irregular expenditure.

Taken together, these features describe a City that is generating an operating surplus, rebuilding its cash reserves, retaining significant unused borrowing capacity, addressing legacy non-compliance, and doing so while maintaining service delivery to a growing resident base. The improvement is real, but it is also fragile — and the indicators in section 5.6 make clear that further work is required to bring liquidity and repairs-and-maintenance ratios into the ranges considered prudent under MFMA Circular 71.

Going Concern

The Group's annual financial statements have been prepared on a going concern basis, reflecting the application of accounting policies that assume the availability of sufficient funding to support future operations, as well as the realisation of assets and settlement of liabilities, contingent obligations, and commitments in the normal course of business.

In assessing the City's ability to continue as a going concern, management considered key factors including cash flow projections, medium-term budget estimates, financial ratios, loan redemption plans, access to funding, and ongoing government support. Based on this evaluation, management is satisfied that the going concern assumption remains appropriate.

5.4 Analysis of the Annual Financial Statements for FY 2024/25

5.4.1 Statement of Financial Performance

The Statement of Financial Performance below sets out the actual results for the year against the adjusted budget and the prior year. It is the primary lens through which the year's improved performance can be read.

Revenue and Expenditures	Jun-25	Jun-25	Jun-25	Jun-24	2024-2025
	Actual	Budget	Variance	Actual	Growth
	R'000	R'000	%	R'000	%
REVENUE					
Property rates	17,700,149	17,338,687	2%	16,798,945	5%
Rendering of services	41,584,654	43,755,758	-5%	37,830,832	10%

Revenue and Expenditures	Jun-25	Jun-25	Jun-25	Jun-24	2024-2025
	Actual	Budget	Variance	Actual	Growth
	R'000	R'000	%	R'000	%
Government grants and subsidies	11,362,430	8,418,990	35%	10,441,595	9%
Finance income	1,085,325	740,314	47%	1,160,949	-7%
Other revenue	9,407,808	7,302,779	29%	7,667,089	23%
Total Revenue	81,140,366	77,556,528	5%	73,899,410	10%
EXPENDITURE					
Employee related costs	20,920,220	20,761,755	1%	19,672,440	6%
Debt impairments	9,480,429	7,344,548	29%	7,500,854	26%
Depreciation and amortisation	4,740,402	5,298,690	-11%	4,514,084	5%
Finance costs	3,420,356	2,511,959	36%	2,942,919	16%
Bulk purchases	27,788,626	15,877,574	75%	25,161,992	10%
Other expenditure	13,559,805	23,597,485	-43%	14,484,211	-6%
Total Expenditure	79,909,838	75,392,011	6%	74,276,500	8%
Operating Surplus	1,230,528	2,164,517	-43%	(377,090)	-426%
Taxation	412,668	42,130	880%	602,762	-32%
Net Surplus / (Deficit) for the Year	1,643,196	2,122,387	-23%	225,672	628%

Table 273: Statement Financial Performance for the FY 2024/25

Revenue

Total revenue exceeded budget by 5% and reflects a 10% increase compared to the 2024 financial year. The R81.1 billion in revenue was primarily generated from service charges (water, electricity, refuse removal and sanitation), government grants, and property rates.

The revenue mix shifted marginally relative to the prior year, with service charges and property rates contributing 73% of total revenue (2024: 77%). This change in composition is largely attributable to constraints in generating service charge revenue during the year, including the impact of load shedding, rising non-technical losses, and infrastructure theft and vandalism. The compensating uplift came from grants, finance income and other revenue, all of which over-performed against budget.

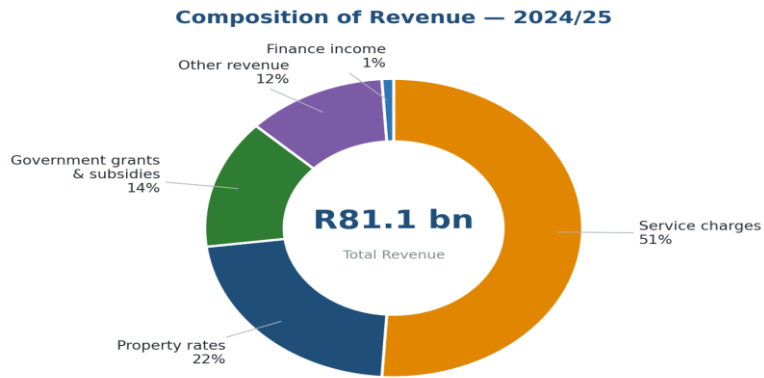


Figure 29: Composition of revenue, 2024/25 (R81.1 billion total).

Property Rates

Year-on-year, property rates revenue increased by 4%, primarily due to a 3.8% tariff increase, alongside changes in market values captured through supplementary valuation rolls issued during the year. Minor shifts in the composition of property rates revenue reflect ongoing updates to the City’s valuation roll, driven by periodic amendments to the cadastral register, including consolidations, subdivisions, and new developments. The new General Valuation Roll was implemented from 1 July 2023 in accordance with the requirements of the Municipal Property Rates Act (MPRA).

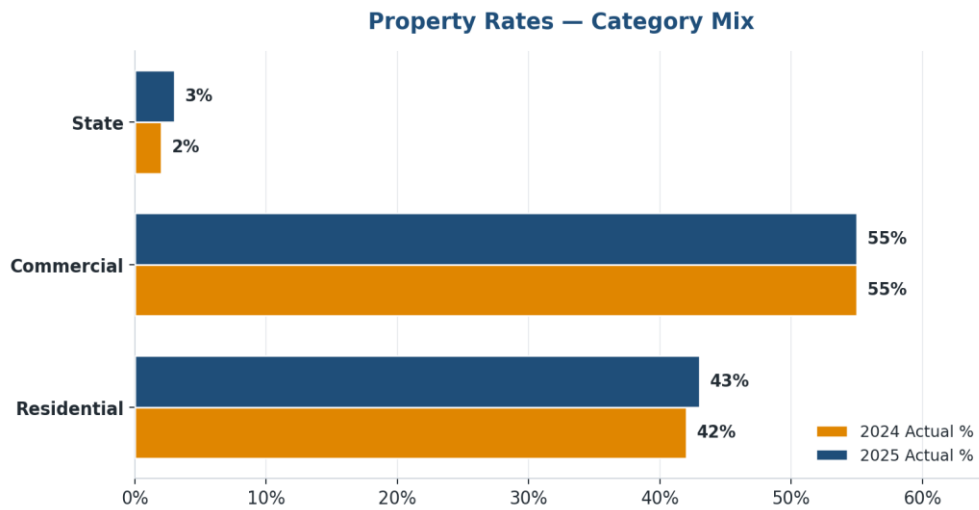


Figure 30: Property rates mix by category, 2024 vs 2025.

Service Charges

Electricity service charge revenue underperformed against budget. This is the result of a structural decline in units sold, driven by the increasing migration of customers to alternative energy solutions, as well as the under-realisation of anticipated revenue from planned revenue-protection initiatives. This is now a multi-year trend and is being explicitly factored into medium-term revenue forecasting.

Water revenue was affected by Water Demand Management (WDM) initiatives, which contributed to reduced consumption through improved efficiency and conservation measures. The result was lower volumes billed to

customers than initially projected. While these initiatives appropriately reduce wastage, they also reduce billable consumption, and the City’s tariff and assumptions framework will need to continue to evolve to reflect this reality.

Refuse removal service charge performance is influenced by fluctuations in property values arising from the outcomes of objections and appeals related to the valuation roll implemented on 1 July 2023, as refuse revenue is linked to property valuations.

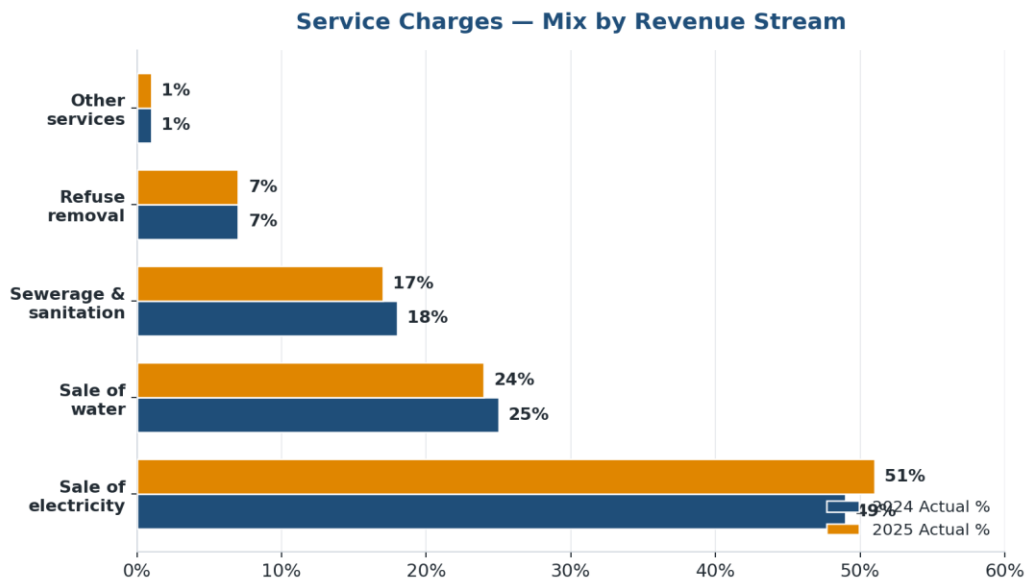


Figure 31: Service charges mix by revenue stream, 2024 vs 2025.

Expenditure

Allowances for the impairment of current receivables exceeded budget by R1.9 billion, primarily due to collection levels falling below expectations. The City continues to face challenges in recovering outstanding amounts from certain customer segments, further exacerbated by an increasing number of customers qualifying as indigent as a result of high unemployment levels — the national official unemployment rate reached 33.2% in Q2 2025 (Stats SA). The expected outcomes of Project Lokisa within the Revenue Department are anticipated to moderate this trend in the periods ahead.

Expenditure on bulk purchases was R4.7 billion above budget, mainly due to higher tariffs charged by Eskom and an increase in units purchased. NERSA approved a 12.72% increase in the bulk tariff to local authorities with effect from 1 July 2024 — close to three times the headline CPI of 4.4% for 2024 (Stats SA). Bulk purchases remain the largest single expenditure line and the single largest source of expenditure variability — a structural feature shared by every electricity-distributing metro in the country.

Finance costs were R908 million above budget, driven by interest incurred on a R2.5 billion short-term loan facility secured during the financial year. This facility was instrumental in stabilising the City’s liquidity position and supports the materially stronger cash balance reported at year-end.

Depreciation was R596 million below budget, largely due to lower-than-anticipated capitalisation of assets and reduced asset acquisitions relative to the budget. This will continue to be closely monitored to ensure the depreciation charge appropriately reflects the asset base and that capital projects translate into capitalised assets without undue delay.

Composition of Expenditure — 2024/25

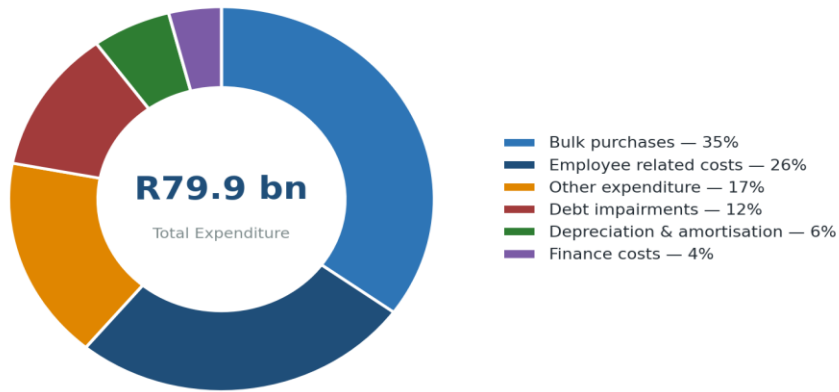


Figure 32: Composition of expenditure, 2024/25 (R79.9 billion total).

Surplus for the Year

The City generated a surplus before taxation of R1.2 billion, which increased to a net surplus of R1.6 billion after taxation, reflecting a notable improvement in financial performance compared to the prior year. The City continues to budget for annual surpluses in line with its Financial Development Plan, which requires the utilisation of internally generated funds, alongside investor funding and government grants, to support the financing of its capital investment programme. Surpluses are not an end in themselves — they are the disciplined output of a financial framework designed to fund the renewal of infrastructure without unsustainable borrowing.

Annual Surplus / (Deficit) — 5-Year Trend (R'000)

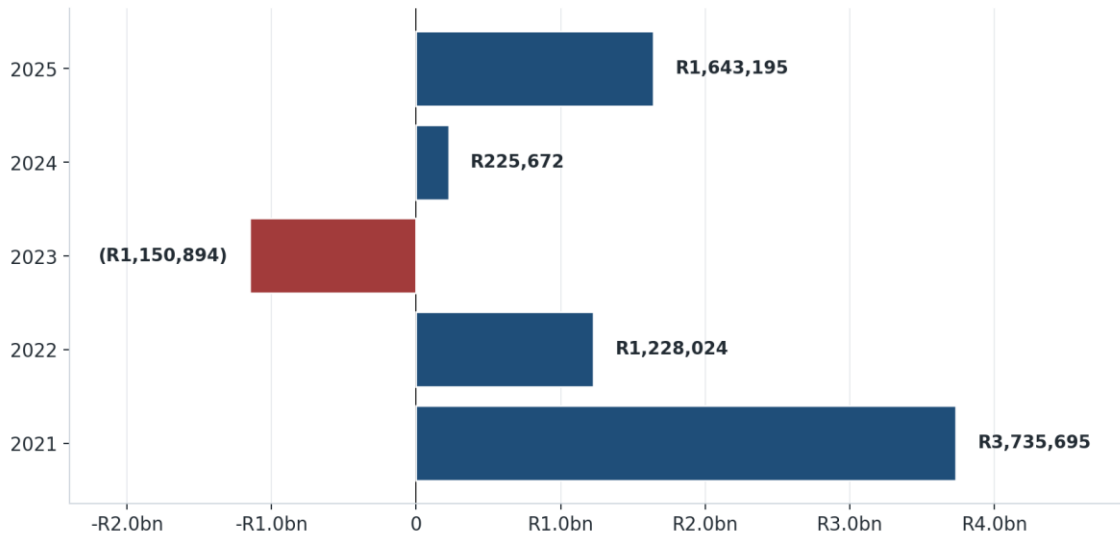


Figure 33: Annual net surplus / (deficit), 2021–2025 (R'000).

5.4.2 Statement of Financial Position

Assets and Liabilities	Jun-25	Jun-24	2024-2025	% of Total	% of Total
	Actual	Actual	Growth	2025	2024
Net Assets and Liabilities					
Net assets	58,987,895	57,344,699	3%	49%	52%
Non-current liabilities	30,508,390	26,610,917	15%	26%	24%
Current liabilities	30,059,871	27,320,062	10%	25%	25%
Total	119,556,156	111,275,678	7%	100%	100%
Assets					
Non-current assets	97,514,579	93,226,492	5%	82%	84%
Current assets	22,041,577	18,049,186	22%	18%	16%
Total	119,556,156	111,275,678	7%	100%	100%

Table 274: Statement of Financial Position for the FY 2024/25

Total assets increased to R119.6 billion (2024: R111.3 billion). The main components of total assets comprise:

- Property, plant and equipment: R88.2 billion.
- Intangible assets: R2 billion.
- Receivables from exchange transactions: R2.1 billion.
- Consumer debtors: R12.2 billion.
- Cash and cash equivalents: R4.0 billion, up from R2.2 billion in the prior year.

Total liabilities rose to R60.6 billion (2024: R53.9 billion), with the key components including:

- Payables from exchange transactions: R25.40 billion.
- Loans and borrowings (current and non-current): R22.8 billion.
- Employee benefit obligations: R881 million (combined current and non-current).

Net assets increased to R59 billion from R57.34 billion in 2024, driven primarily by the surplus generated during the financial year. Overall, the Statement of Financial Position reflects that, despite the challenges experienced during the year under review, the City remains financially sound. Equally, the rise in current liabilities, particularly trade payables, is an area that requires close management in 2025/26 to ensure that the gains in operating performance are not eroded by working-capital strain.

5.5 Distribution Losses and Revenue Protection

City Power and Joburg Water have continued to experience losses in both electricity and water distribution networks, comprising technical/physical losses and non-technical/commercial losses. These losses have a direct impact on revenue performance and operational efficiency and remain subject to ongoing mitigation strategies. They are the most direct financial expression of infrastructure vandalism, illegal connections and meter tampering, and the City treats them as a strategic priority, not merely an operational issue.

Electricity Losses

Technical losses for the year are measured at 9%, amounting to R1.7 billion (2024: R1.5 billion). Technical losses refer to energy lost during the transportation of electricity from the point of supply to the point of distribution, primarily through dissipation as unusable heat.

Non-technical losses for the year amounted to R4 billion (21%), compared to R3.4 billion (21%) in the prior financial year. While the percentage is unchanged year-on-year, the absolute rand value has grown in step with higher Eskom tariffs — every percentage point of non-technical loss now costs more than it did a year ago. These losses are mainly attributable to theft and bypassing of meters, illegal recalibration of meters, damaged meters and faulty voltage and current transformers, billing errors, and customers supplied without meters.

To address these challenges, the entity continues to implement and enhance targeted interventions, including the installation of automated meter management systems for both large and small power users, continuous replacement of faulty conventional and pre-paid meters, and automation of customer onboarding and meter change processes through workflow and escalation systems. Additional measures include the use of an anonymous hotline for reporting theft, vandalism, and tampering; random and targeted audits followed by the removal of illegal connections and normalisation of supply; stand-by-stand audits to achieve 100% verification against the City’s valuation roll; and reconciliation of the customer database with the General Valuation Roll. Distribution losses are calculated as a percentage of bulk purchases and Kelvin capacity charges, which are reported as lease costs in the Statement of Financial Performance.

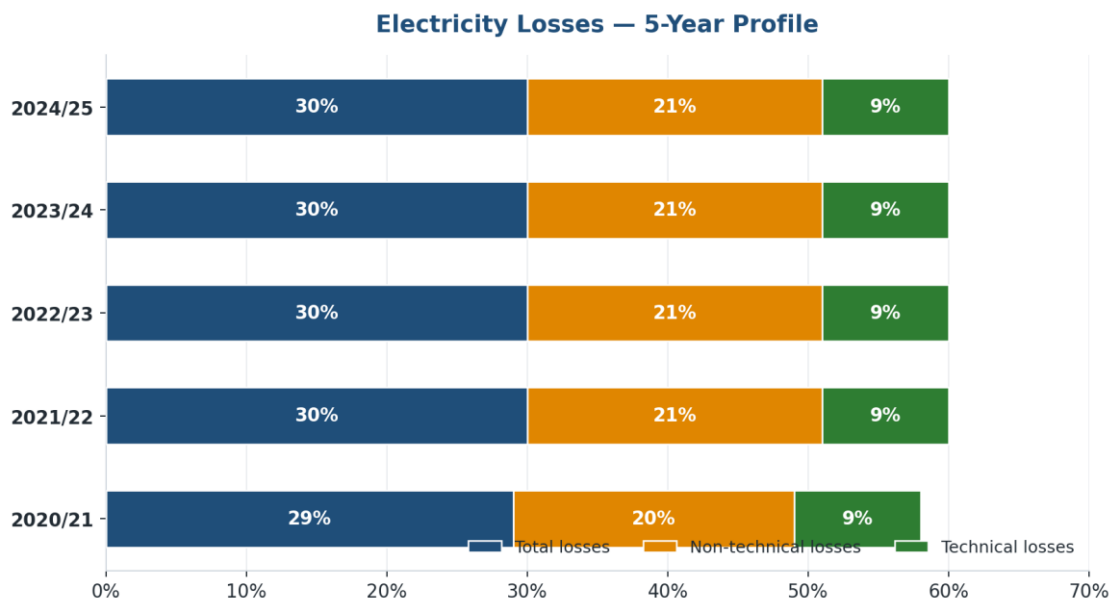


Figure 34: Electricity losses, five-year profile.

Water Losses

The level of Non-Revenue Water (NRW) for the year under review to June 2025 is 44.79% (R3.8 billion), compared to 46.18% (R3.9 billion) in the prior year — a modest but important improvement.

Unbilled authorised consumption amounts to 11.85% (R1 billion), compared to 11.69% (R983 million) in 2024. This is included under water inventory expensed and comprises water supplied to informal settlements, water supplied to deemed-consumption areas above the flat-rate recovery applied, and water used for network system maintenance activities.

Water losses, which form part of NRW and include both physical and commercial losses, amount to 32.94% (R2.8 billion), compared to 34.49% (R2.9 billion) in the prior year. These losses are recognised under operating expenditure as water losses. Physical losses for the year amounted to 23.72% (R2 billion), compared to 24.83% (R2.1 billion) in 2024 — these arise primarily from leaks within the water distribution infrastructure. Commercial losses amounted to 9.22% (R790 million), compared to 9.66% (R812 million) in the prior year, and are mainly attributable to illegal connections, metering inaccuracies, and associated data transfer errors.

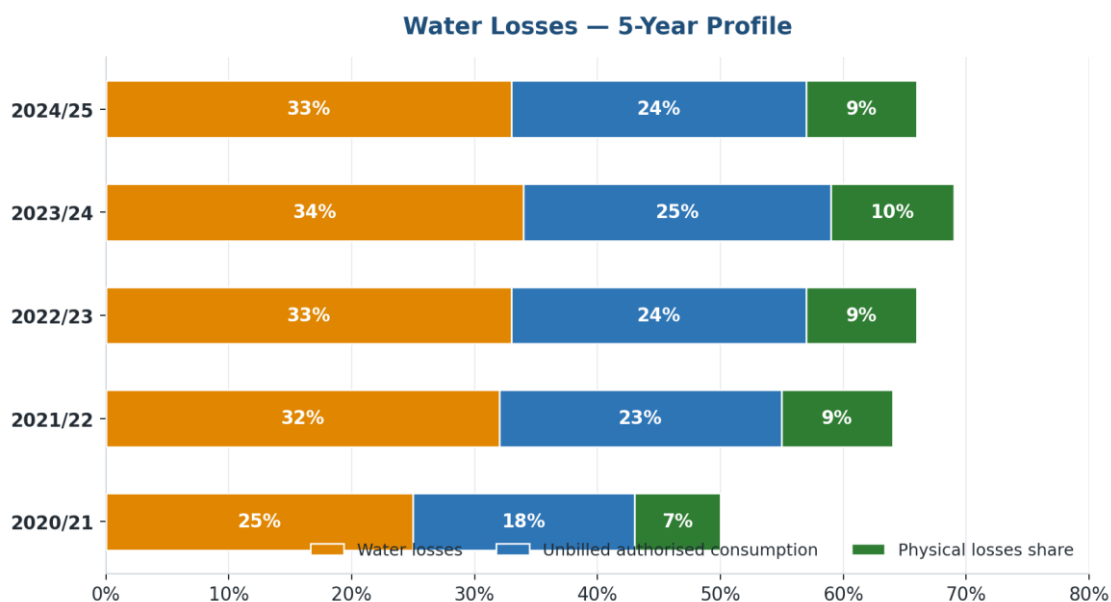


Figure 35: Water losses, five-year profile.

The combined picture is one of incremental but consistent improvement in both electricity and water loss profiles. The work is not done — NRW remains well above acceptable national benchmarks — but the direction of travel in 2024/25 is the correct one.

5.6 Financial Ratios and Sustainability Indicators

The ratios below are closely monitored during the year as part of the performance indicators in the Institutional Service Delivery and Budget Implementation Plan (SDBIP). They are also key features of the Financial Development Plan, which provides the parameters for determining a financially sustainable budget envelope for the City, and they inform the adjustment budget during the financial year.

Ratio summary	Target	Jun-25	Jun-24	Jun-23	Jun-22
Debt (Total Borrowings) / Revenue	45%	32%	34%	35%	39%
Repairs and Maintenance as a % of PPE and Investment Property (Carrying Value)	8%	4%	5%	4%	5%
Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants) – In Months	1–3 months	0	0	1	1
Current Ratio	1.5 – 2:1	0.73	0.61	0.8	0.9
Net Operating Surplus Margin	>0%	1%	-2%	-2%	2%
Remuneration as % of Total Operating Expenditure	25%–40%	26%	26%	27%	26%
Interest Expense to Total Operating Expenditure	8%	4%	4%	4%	4%

Ratio summary	Target	Jun-25	Jun-24	Jun-23	Jun-22
Solvency (Total Assets / Total Liabilities)	2.1: 1	1.97	2.1	2.3	2.3

Table 275: Summary of Financial Ratios for the FY 2024/25

Three indicators warrant particular attention. First, the debt-to-revenue ratio has improved progressively from 39% in 2022 to 32% in 2025, well within the 45% prudential ceiling. The City’s debt position has been actively de-leveraged relative to revenue, and meaningful headroom exists to fund infrastructure renewal through long-term borrowing if and when required.

Second, the cash coverage ratio (17 days) remains below the 1–3 month norm set out in MFMA Circular 71. While the doubling of cash and cash equivalents to R4 billion is a meaningful step forward, the ratio confirms that rebuilding liquidity must remain a strategic priority. Cash management strategies remain integral to improving liquidity ratios, and the structural objective is to lift the cash coverage ratio steadily over the medium term.

Third, the repairs and maintenance ratio remains below the 8% norm and has slipped from 5% in the prior year to 4% in the current year. The City has progressively increased its repairs and maintenance provision over the past five years, reflecting a deliberate shift toward protecting and sustaining existing infrastructure assets. Despite this upward trend in absolute terms, R&M expenditure as a percentage of property, plant and equipment remains below the recommended norm, highlighting the need for sustained investment to stabilise asset performance over the medium term. The City’s approach to repairs and maintenance is being progressively strengthened through an approved, multi-year Infrastructure Asset Management Improvement Programme, anchored in national frameworks and lifecycle principles.

The net operating surplus margin turned positive (1%) for the first time in three years, the remuneration ratio remains within the 25%–40% norm at 26%, and the interest expense ratio remains contained at 4% — half the 8% norm. Solvency, at 1.97, has narrowed compared to prior years and warrants ongoing monitoring as liabilities have grown faster than assets during the year.

5.7 Unauthorised, Irregular, Fruitless and Wasteful (UIFW) Expenditure

A defining feature of the year was the sharp decline in UIFW balances, which fell 44% from R23.7 billion in 2024 to R13.3 billion in 2025. This decline is driven by write-offs approved by the oversight bodies after concluding their investigations: R1.3 billion relating to fruitless and wasteful expenditure, R18.4 billion relating to unauthorised expenditure, and R4.4 billion relating to irregular expenditure during the current year.

The reduction is not, on its own, evidence that future non-compliance has been prevented — it reflects the closure of legacy matters through proper governance processes. The forward task is to maintain the strengthened compliance and supply chain control environment that has enabled these investigations to be concluded, so that the inflow of new UIFW into the system is reduced in step with the run-off of historical balances.

5.8 Credit Rating, JSE Listing and Refinancing Risk

In April 2026, Moody’s Ratings placed the City of Johannesburg’s long-term issuer, senior unsecured, and MTN programme ratings (Ba3), together with its national scale ratings (A1.za) and Baseline Credit Assessment (ba3), on review for a possible downgrade. The City’s short-term rating (NP) was affirmed. The outlook had previously been stable.

The rating action was triggered by the Johannesburg Stock Exchange’s suspension of the City’s listed debt instruments following the City’s failure to publish audited financial statements for the 2024/25 financial year by

the JSE's end-March 2026 deadline. Although the JSE suspension does not constitute a default, Moody's considers it to:

- Increase liquidity and refinancing risk.
- Reduce market access and the tradability of debt.
- Signal weaker governance, particularly in relation to the transparency and timeliness of financial reporting.

Importantly, Moody's has acknowledged that the City continues to demonstrate relatively strong underlying financial performance, albeit under pressure from rising expenditure demands, and benefits from a large and diversified economic base. The credit story is therefore not a question of fundamental financial weakness; it is a question of reporting cadence and governance discipline — both of which are within the City's control.

5.9 Audit Outcome

The city received an unqualified audit opinion for 2024/25 financial year, with 2 entities namely: Joburg Theatres and Joburg Market receiving clean audits.

The 2024/25 financial audit process took longer than anticipated due to extensive engagements with the Auditor-General of South Africa (AGSA), which ultimately resulted in the City lodging a formal dispute. The dispute related primarily to the financial reporting of the parent municipality, comprising the 15 core departments. The process escalated to a Level 2 dispute with AGSA and culminated in the issuance of a qualified audit opinion for the parent municipality on two key matters, namely sundry debtors and general expenses.

While the parent municipality (core departments) received a qualified audit opinion, the matters raised are not material to the Group's consolidated financial statements and therefore did not affect the overall Group audit outcome. The City takes the qualifications seriously, and remediation work on sundry debtors and general expenses is already in progress.

The delay in finalising the audit resulted in non-compliance with the JSE listing requirements arising from the late submission of the audited annual financial statements for the year ended 30 June 2025, as required in terms of Section 127(2) of the MFMA. In accordance with Section 127(3)(b) of the MFMA, the Mayor is required to submit the outstanding annual report, or its components, to Council as soon as practicable, with the current expectation being no later than 31 May 2026. The unqualified Group audit opinion is expected to support the lifting of the City's suspension on the JSE, subject to the submission of the completed annual report to both Council and the JSE by the stipulated date.

5.10 The Road Ahead: Strategic Priorities for 2025/26 and Beyond

The 2024/25 results give the City a stronger platform than it has had in several years. Translating that platform into a durable financial turnaround requires sustained execution against a small number of priorities:

- Restore audit and reporting cadence. Producing timely, unqualified financial statements is the single most important governance commitment for 2025/26. It is the precondition for lifting the JSE suspension, resolving the Moody's review, and rebuilding investor confidence.
- Continue rebuilding liquidity. Lifting the cash coverage ratio from 17 days toward the 1–3 month MFMA norm is a multi-year objective that requires disciplined cash management, accelerated revenue collection through Project Lokisa, and careful sequencing of capital and operational commitments.

- Defend the revenue base against losses. Sustaining the year-on-year improvement in electricity and water loss profiles, with particular emphasis on combating infrastructure vandalism, illegal connections and meter tampering, is the highest-yield revenue protection lever available to the City.
- Lift the repairs and maintenance ratio. Moving R&M expenditure progressively toward the 8% norm — through the multi-year Infrastructure Asset Management Improvement Programme — will reduce future failure rates, lower long-run replacement capex, and protect the revenue lines tied to those assets.
- Smooth the capital expenditure profile. Eliminating the “hockey stick” pattern of late-year capital spending will improve project quality, contractor performance, and the rate at which capital expenditure translates into capitalised, depreciating assets.
- Sustain the UIFW reduction trajectory. The 44% decline in UIFW balances must be matched by tightened upstream controls so that new non-compliance does not refill the pipeline that legacy write-offs are clearing.

These priorities are mutually reinforcing. Each successful step strengthens the next, and each delay imposes a cost on the others. The Financial Development Plan and the Institutional SDBIP provide the operating discipline through which they will be tracked.

5.11 Conclusion and Acknowledgements

I wish to express my sincere appreciation to the Executive Mayor, Councillors, the Member of the Mayoral Committee responsible for Finance, the broader Mayoral Committee, Section 79 Oversight Committees, the Group Audit Committee, Group Performance Audit Committee, Group Risk Governance Committee, the City Manager, the Chief Operations Officer, the Executive Management Team, Boards of Directors, Oversight Committees, as well as the Managing Directors and Chief Financial Officers of Municipal Owned Entities and their respective teams, for their tireless efforts during the 2024/25 financial year in serving the residents of Johannesburg.

The preparation and audit of the annual financial statements are the culmination of extensive effort, long hours, and the dedication and sacrifice of many across the City. I extend my sincere gratitude to the committed public servants who continue to uphold quality and accuracy under challenging conditions.

While progress has been made in several areas, further work is required to strengthen the City’s financial management practices on an ongoing basis, enhance the control environment, and improve audit outcomes.

We remain resolute in our commitment to strengthening the City’s financial position and performance. Rebuilding cash reserves remains a priority, as these are critical to addressing ageing infrastructure and meeting the demands of a growing City, particularly in the context of declining allocations to local government from the national fiscus. In collaboration with other spheres of government, the private sector, and residents, we will continue to explore and implement measures aimed at restoring and strengthening the financial sustainability of the City of Johannesburg for the benefit of future generations.



Tebogo Moraka

Group Chief Financial Officer

City of Johannesburg Metropolitan Municipality

CHAPTER 6: AUDITOR GENERAL'S REPORT

6.1 Annual Report of the Chairperson's of the Independent Group Advisory Committees of the City of Johannesburg Metropolitan Municipality of the financial year ended 30 June 2025

6.1.1 Purpose of the oversight report

The purpose of this report is to outline the activities of the three (3) independent Group Advisory Committees namely, the Group Risk Governance Committee (GRGC), the Group Performance Audit Committee (GPAC) and the Group Audit Committee (GAC); as prescribed in law and defined in their respective Council approved Terms of Reference.

The report outlines the composition of the Committees, appointment of members, attendance of meetings, the nature and extent of oversight carried out and the advisories made to Management, Accounting Officer and the City's political structures. In carrying out their respective oversight responsibilities, the three Group Advisory Committees, received and considered reports from management, the City's internal assurance providers and the Auditor General SA; which informed the technical advice that the Committees made as well as the recommendations that they provided for consideration by Management, the Mayoral Committee (MAYCOM) and the Municipal Public Accounts Committee (MPAC) in the COJ with the view for same to be adopted by Council.

This report is supported by the detailed reports of each independent Committee and these Annexures serve at other oversight structures of the City such as the Mayoral Committee, MPAC and Council.

6.1.2 Integrated Independent Oversight

6.1.2.1 Establishment and role of the Group Advisory Committees

The City of Johannesburg has maintained the established three independent Group Advisory Committees; namely the Group Audit Committee (GAC) and the Group Risk Governance Committee ("GRGC") which were established in accordance with corporate governance principles and the requirements of the Municipal Finance Management Act (MFMA) section 62 and section 166; as well as the Group Performance Audit Committee ("GPAC") which was established in terms of the Municipal Systems Act and its Regulations.

The Group Advisory Committees collectively provide the required layer of independent assurance to the administration, the Mayoral Committee and Council on those matters covered by the Municipal Finance Management Act (MFMA); the Municipal Systems Act (MSA) and King Code on Good Corporate Governance.

6.1.2.2 Alignment and Collaboration between the three Committees

The oversight, assurance and advisory responsibilities of each Committee have been outlined in their respective Terms of Reference which are reviewed annually and are approved by the Mayoral Committee and Council. Each Committee reviews their annual work plan that covers their scope of work and scheduling of matters to be covered, annually; ensuring alignment to their Terms of Reference.

In terms of the City's Group Integrated Assurance Framework and Combined Assurance Model, the three Group Advisory Committees serve as the fourth level of defence. This is summarized in the Table 276 below:

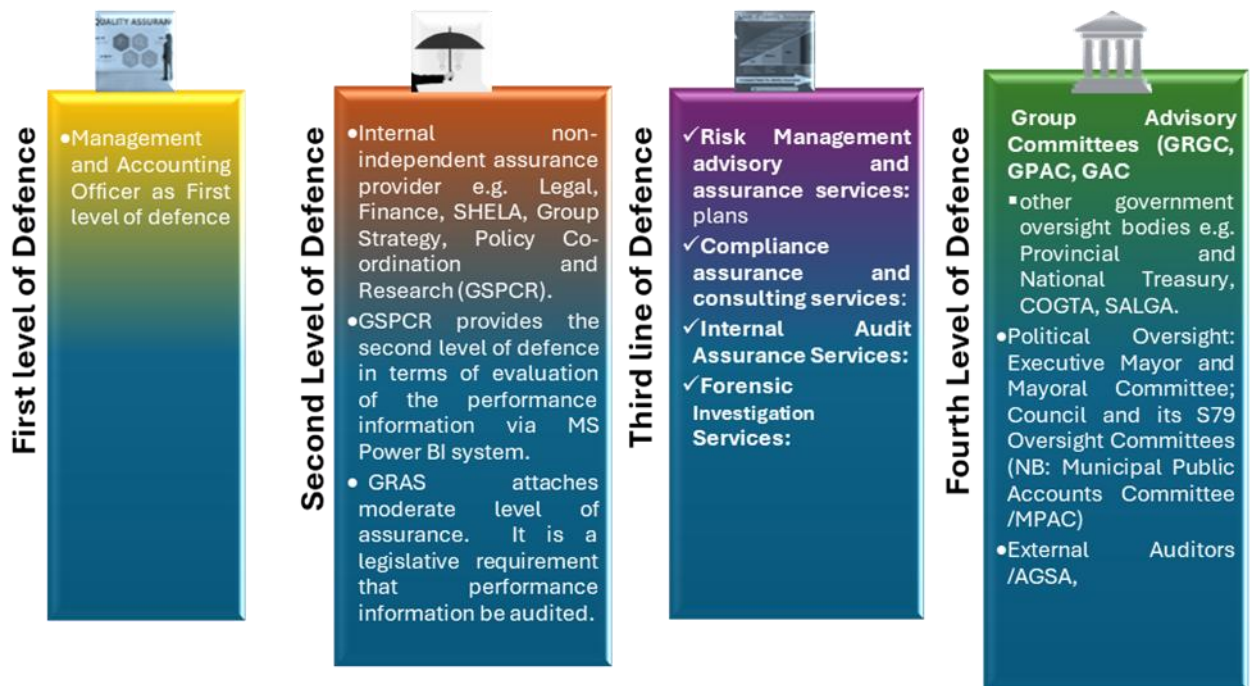


Table 276: Coj Combined Assurance Model – levels of Defence.

When carrying out their responsibilities, the three Group Advisories Committees take into account the potential overlaps, duplication and/ or interdependencies, as well as the dependencies on the work carried out by the Municipalities Entities' Audit and Risk Committees. The City had opted for this structuring of the independent oversight and advisory committees due to the size and complexities of its governance and operating model.

Where the responsibilities of the GAC are being attended to by either the GRGC and/or GPAC, the GAC places reliance on the work carried out by the two Committees, and vice versa. The table 277 below summarises the responsibilities and integration of the Audit Committee as outlined in terms of Section 166 of the MFMA; the interdependencies and flow of information between these three independent advisory committees.

Below is a high-level overview of the key oversight activities that were carried out by the City’s three independent advisory and oversight Committees, and the advisories made during the course of the year under review.

RESPONSIBILITIES OF THE GROUP ADVISORY COMMITTEES AND INTER-DEPENDENCIES				ASSURANCE AND OVERSIGHT PROVIDED
MFMA Section 166	GRGC	GPAC	GAC	Activities carried by the Advisory Committees
<p>Internal Financial Controls</p>	<p>Financial management Risk analysis and monitoring of residual financial risk exposures</p>	<p>Review and advisories on Financial performance indicators</p>	<p>Internal and external audit outcomes Moderate Reliance on GRGC Limited reliance on GPAC</p>	<p>GAC GAC held quarterly meetings to consider the outcomes of the internal audit assurance engagements held during the year, which detail the status of internal controls and financial controls. The GAC considered the actual performance by the Group Internal Audit Assurance function against the set performance target for the year under review. The Committee also considered management accounts (Section 71 reports) outlining the status of revenue billing, revenue collection and cash flow management. Further, the GAC had considered the progress report on the implementation of the MSCoA project.</p> <p>Limited Reliance on GPAC The GPAC exercised oversight over performance objectives in regard to financial management processes, in particular the KPIs as they relate to the Mayoral Priority for Financial Sustainability.</p> <p>Moderate Reliance on GRGC The GRGC exercised oversight over the strategic and operational risks relating to finance and financial management.</p> <p>The dashboard / heatmap in the combined assurance report maps the residual Financial Instability Strategic risk exposure which would have considered the associated financial controls being implemented to mitigate the risk.</p> <p>The GRGC considered the quarterly Group Compliance Reports on the declaration of unauthorized irregular fruitless</p>

RESPONSIBILITIES OF THE GROUP ADVISORY COMMITTEES AND INTER-DEPENDENCIES				ASSURANCE AND OVERSIGHT PROVIDED
MFMA Section 166	GRGC	GPAC	GAC	Activities carried by the Advisory Committees
				and wasteful expenditure (UIFWe) incurred during the year, indicating weakness in preventative in some systems of internal and financial controls .
Internal Audit	Reliance on GAC for effectiveness of monitoring internal controls to address significant risk exposures	Approval of annual internal audit plan for the audit of performance information Oversight over audit outcomes from audits of performance as required in terms of Municipal Systems Act: Performance Regulations	<ul style="list-style-type: none"> • Oversight over Internal Audit assurance and consulting services i.e. compliance, risk management. • Approval of annual risk based internal audit plan. • Review of internal audit assurance reports on internal controls. 	GAC The GAC considered the outcomes of the risk based internal audit engagements, considering the adequacy and effectiveness of the internal controls.
Risk Management	Oversight over Risk Governance and Risk Management practices and processes Approval of Risk Frameworks, methodologies, Operational Plans Strategic and operational inherent and residual risk profiles monitoring	Oversight over risk management performance indicators	High Reliance on GRGC for oversight risk governance and citywide strategic and operational risk management Limited Reliance on GPAC	GRGC The GRGC considered outcomes from the monitoring of the Citywide top 10 strategic risks. This also included the consideration of top strategic risks that have materialised and therefore the associated risk response plans developed by management. The GRGC also monitored the external risk factors that may impact on the City's agenda for delivery of services; as well as emerging risk exposures. GAC The GAC has considered the Turn-around strategies for City Power and Joburg Water. These strategies seek to address financial performance improvements and infrastructure development; and therefore the Financial Instability and Service Delivery Disruption strategic risks.

RESPONSIBILITIES OF THE GROUP ADVISORY COMMITTEES AND INTER-DEPENDENCIES				ASSURANCE AND OVERSIGHT PROVIDED
MFMA Section 166	GRGC	GPAC	GAC	Activities carried by the Advisory Committees
				On an ongoing basis, the GAC focusses on the financial reporting risks, and therefore the risk of unfavourable AGSA audit outcome.
Accounting Policies	Moderate reliance Financial reporting risk monitoring	Limited reliance	Annual Review of Accounting Policies (as articulated in Annual Financial Statements)	<p>GAC</p> <p>Considered the accounting policies in place, whether there were any new / amended GRAP statements, and the impact thereof on the financial statements; prior to submission to AGSA.</p> <p>The Committee also placed reliance on both Group Finance (2nd level of defence) and the Internal Audit Assurance function (3rd level of defence), which enable their effective oversight.</p>
Adequacy, reliability and accuracy of financial reporting and information	Financial Reporting Inherent and Residual risks monitoring	Limited to moderate reliance Oversight over key performance indicators (KPIs) relating to financial reporting	Moderate reliance on GRGC Oversight over the Group Finance Financial Reports on financial performance Group Governance reports on financial status of Municipal Entities Oversight over financial year-end financial statements and AGSA audit	<p>GAC</p> <p>The GAC received quarterly updates on the resolution of internal and external (AGSA) audit findings, placing emphasis on significant and repeat findings.</p> <p>Internal audit also reported to the GAC on the results of the verification of unaudited AFS FY2024/25 (core accounting and consolidated CoJ Group), from the Internal audit function prior to submission to AGSA.</p> <p>Reliance on GRGC</p> <p>The GRGC considered the report on the causal analysis of AGSA audit finding which was conducted by GRAS Department. This included the assessment of associated financial reporting risks. The GRGC therefore considered the reports on the residual financial reporting risks.</p>

RESPONSIBILITIES OF THE GROUP ADVISORY COMMITTEES AND INTER-DEPENDENCIES				ASSURANCE AND OVERSIGHT PROVIDED
MFMA Section 166	GRGC	GPAC	GAC	Activities carried by the Advisory Committees
Performance management and performance evaluation	Limited reliance	Oversight over the City's performance management framework and systems Evaluation of the Integrated Development Plan (IDP); annual Service Delivery Budget Implementation Plan (SDBIP) Quarterly monitoring of performance against set targets and key performance indicators as per the SDBIP; as well as the outcomes of internal audit assurance Quarterly Performance Assessment Reports on Municipal Entities'	High Reliance on GPAC for independent oversight over the City's performance management systems, evaluation of performance and operating procedures	Reliance on GPAC The GPAC carried out oversight over the City performance management practices, performance management framework, strategy planning (i.e. SDBIP), the performance management scorecards of the executive management team; and actual performance against set targets and key performance indicators. GAC The GAC subsequently received and considered the combined assurance report that maps actual performance levels achieved (as reviewed by the GPAC) to risk monitoring and internal audit assurance.
Effective governance	Oversight over risk governance and management of risks; and	Oversight over performance management systems and organisational strategy as defined in the City's SDBIP and performance scorecard	Oversight over the governance practices Oversight over the City's ethics programme and anti-corruption strategies Some Reliance on GRGC & GPAC	GRGC <ul style="list-style-type: none"> The Committee considered the City's risk governance and compliance management practices and frameworks, the implementation thereof, basing these on the quarterly risk advisory reports. The Committee also engaged on the Fraud risk exposures, which contributes to the strategic risk of Governance failures. GPAC GPAC carried oversight over the City's performance management framework, approval of the annual SDBIP, monitoring performance, and evaluation of performance information.

RESPONSIBILITIES OF THE GROUP ADVISORY COMMITTEES AND INTER-DEPENDENCIES				ASSURANCE AND OVERSIGHT PROVIDED
MFMA Section 166	GRGC	GPAC	GAC	Activities carried by the Advisory Committees
				<p>In execution of this oversight, the Committee received reports from the City's Group Strategy Policy Co-ordination and Research (GSPCR) Department.</p> <p>GPAC also received independent assurance on the achievement of predetermined objectives (SDBIP – Targets and KPIs) from the Internal Audit assurance function; and engaged management on identified performance gaps.</p> <p>GAC The Committee exercised oversight and advised the Accounting Officer and Mayoral Committee on the City's progress regarding investigations into alleged fraud, corruption, and maladministration.</p>
Compliance with MFMA, DORA and other key legislation	Oversight through quarterly Compliance Advisory and Assurance Reports	Oversight over compliance with the requirements of the Municipal Systems Act and Performance Management Regulations	<p>High Reliance on GRGC for regulatory compliance monitoring</p> <p>Moderate reliance on GPAC</p> <p>Outcomes/ analysis of probity advisory outcomes</p>	<p>GRGC The Committee considered the City's compliance framework, the regulatory compliance monitoring activities and assurance provided by the Group Compliance Assurance function.</p> <p>The Committee also received results of the reviews of regulatory compliance in the case of deviations from normal procurement processes.</p>

Table 277: Summary responsibilities of Group Advisory Committees and combined assurance approach.

6.1.2.3 Reporting Responsibilities of the GRGC, GPAC and GAC

In carrying out their respective functions, the Committees liaises and advises the City Manager on related matters. The Chairpersons of the three Committees hold a quarterly Chairperson’s meeting after the quarterly meetings of each Committee; where they share critical issues emanating from their respective oversight responsibilities carried out and the recommendations to Management.

The reports of the three Committees are tabled on a quarterly basis to the Mayoral Committee and MPAC.

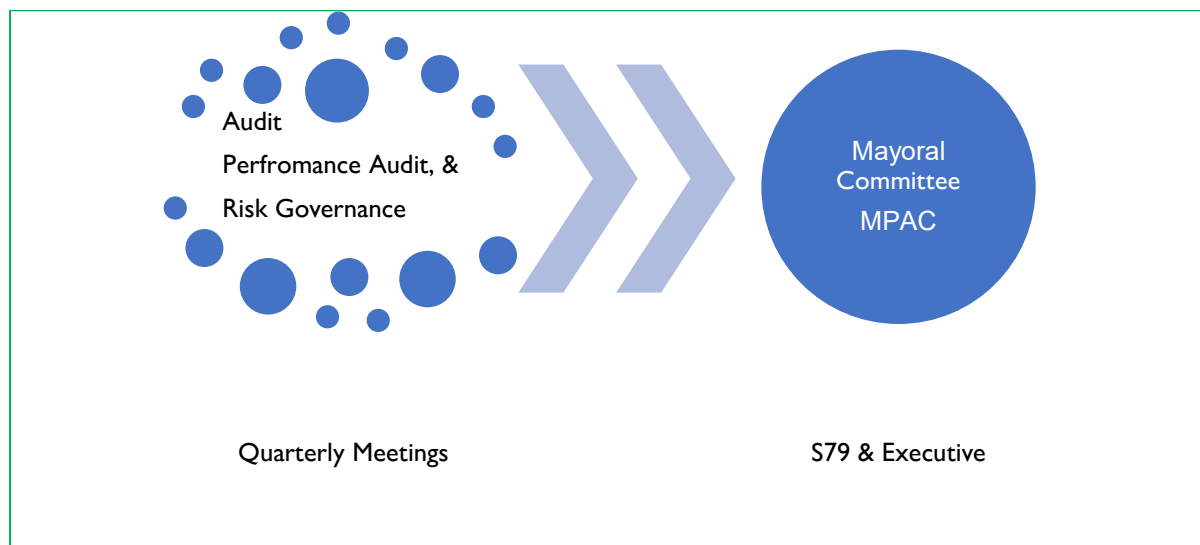


Figure 36: Group advisory committees – reporting responsibilities.

6.1.3 Membership of the Group Advisory Committees

The members of the three advisory committees are independent persons, not in the employ of the City or its municipal entities; nor are they Councillors. The members are professionals who possess a diverse range of skills ranging from development management, human capital management, performance management, auditing, finance, accounting, risk and governance; information and communication technology, and local government. The credentials of the committee members are provided in detail in the Committee Report incorporated in the City’s Integrated Annual Report.

The members of the Committees, and the respective Chairpersons, are appointed on a three-year term subject to an annual review and with an option for renewal for a period of three years which is also in accordance with the provisions of section 166 of the MFMA and National Treasury MFMA Circular 65.

Members of the three Committees get appointed by resolution of the Annual General Meeting (AGM) held in each year. For the financial year under review, there were no changes to the membership in order to maintain continuity. There was one resignation by a member of the Group Audit Committee.

The annual joint special meeting of all the members of the three committees, to consider the reliability of the reported information that is contained in the Annual Integrated Annual Report; prior to submission hereof to the Mayoral Committee and Council for approval; was delayed. This meeting can only be held once the AGSA has issued the final annual Management Report and the Audit Opinion.

- For the financial period 2024/25 there was a delay in the finalisation of the AGSA audit and therefore the issuing of the AGSA audit opinion for the CoJ Group, due to the City lodging a dispute on the findings.
- As a result, the joint meeting for the review of the Integrated Annual Report FY2024/25 was held during May 2026.

6.1.3.1 Group Risk Governance Committee (GRGC) membership and attendance of meetings

During the period under review, the Group Risk Governance Committee (GRGC) had seven (7) members inclusive of the Chairperson. As can be seen from the table below, all the members were in attendance except for one member.

For the oversight carried out over the 2024/25 financial period, the Committee held six (6) meetings comprising of the four (4) ordinary meetings which are scheduled quarterly; one special meeting and one workshop where the Committee interrogated the strategic risks exposures of the City.

Name and Surname	GRGC Attendance Report: 2024/25 Financial Year					
	23/08/ 24	03/09/24	25/11/24	18/12/24	25/02/25	27/05/25
	Ordinary Meeting	Special Meeting	Ordinary meeting	(Workshop)	Ordinary Meeting	Ordinary Meeting
Roslynn Greeff	P	P	P	P	P	
Thandeka Shongwe	P	P	P	P	P	
Simphiwe Mamvura	P	P	P	P	P	
Themba Maseko	AWNA	AWNA	AWNA	AWNA	AWNA	
Langelihle Maphanga	P	P	P	P	P	
Mandla Mlangeni	P	P	P	P	P	
Debbie Dineo Raphuti	P	P	P	P	P	
KEY:						
P = Present		A = Absent		AWNA = Absent with no apology		

Table 278: GRGC Membership and Meeting Attendance.

6.1.3.2 Group Performance Audit Committee membership and attendance

The Group Performance Audit Committee (GPAC) had six (6) members including the Chairperson at the beginning of the financial year. This increased to seven (7) members effective from November 2025.

For the financial period under review, the Committee had held thirteen (13) meetings comprising of four ordinary meetings scheduled on a quarterly basis, and two special meetings scheduled for oversight over the draft annual performance information report prior to and post AGSA audit; and (7) special meetings; as reflected in the schedule and attendance report underneath.

No.	Name and Surname	GPAC DATES OF MEETINGS & MEMBERS' ATTENDANCE							
		15/08/24	19/08/24	28/08/24	30/10/24	12/11/24	02/12/24	02/02/25	18/02/25
		Special Meeting	Ordinary Meeting	Special Meeting	Ordinary Meeting	Ordinary Meeting		Special Meeting	Ordinary Meeting
	Griffith Zabala (Chairperson)	P	P	P	P	P	P	P	P
	Theory Mbadamana	P	P	P	P	P	P	P	P
	Ditshego Tsebe	P	P	P	P	P	P	P	P
	Toivo Mufhe	P	P	P	P	P	P	AWA	P
	Busani Ngcaweni	P	A	AWA	AWA	P	P	P	AWA
	Monty Maphike	P	P	P	P	AWA	AWA	P	P

No.	Name and Surname	GPAC DATES OF MEETINGS & MEMBERS' ATTENDANCE								
		15/08/24	19/08/24	28/08/24	30/10/24	12/11/24	02/12/24	02/02/25	18/02/25	
		Special Meeting	Ordinary Meeting	Special Meeting	Ordinary Meeting	Ordinary Meeting		Special Meeting	Ordinary Meeting	
	Dietla Lichaba (wef 11/2025)						AWA		AWA	
KEY:		P = Present		A = Absent			AWA = Absent With Apology			

Table 279: GPAC Membership and Meetings Attendance.

No.	Name and Surname	GPAC DATES OF MEETINGS & MEMBERS' ATTENDANCE				
		24/02/25	19/03/25	15/05/25	18/05/25	20/05/25
		Special Meeting	Special Meeting	Special Meeting	Special Meeting	Ordinary Meeting
	Griffith Zabala (Chairperson)	P	P	P	P	P
	Theory Mbadamana	P	P	P	P	P
	Ditshego Tsebe	P	AWA	P	AWA	P
	Toivo Moufhe	P	P	P	P	AWA
	Busani Ngcaweni	P	AWA	AWA	P	P
	Monty Maphike	P	P	P	P	P
	Dietla Lichaba	AWA	AWA	P	P	P

Table 280: GPAC Membership and Meetings Attendance.

The quarterly ordinary meetings focus on the City's performance against the Council approved Service Delivery Budget Implementation Plan (SDBIP). The GPAC therefore considered the reported levels of performance, the outcomes of the independent internal audit of performance information, and also entailed an analysis of the underlying causes.

The Special meetings held during the year, dealt with matters related to:

- reviewing the City's IDP and the SBDIP for the financial year 2025/26, as well as the IDP process; and recommending to Mayoral Committee and Council for approval.
- reviewing and approving the performance score cards and performance levels of the City Manager and Senior Managers who report directly to the City Manager and are appointed in terms of Section 57 of the Municipal Systems Act;
- review of the annual report on organisational performance for the year ended 30 June 2025 prior to submission to the Auditor General SA (AGSA) for year-end audit purposes;
- review and recommending for approval the City's Integrated Annual Report FY2024/25;

Further to the special meetings of the GPAC, the Chairperson of this Committee attends the quarterly coaching sessions (performance management reviews) of the section 56/57 employees who are the direct reports to the City Manager upon invitation. These sessions are held quarterly as required in terms of the Local Government: Performance Management Regulations and the Municipal Systems Act.

6.1.3.3 Group Audit Committee membership and attendance

The Group Audit Committee (GAC) had a total of seven (7) members, including the Chairperson for the full year under review.

During the year, the Group Audit Committee held a total of ten (10) meetings, which comprised of four quarterly ordinary meetings and six (6) special meetings.

The ordinary meetings highlighted herein were to enable oversight by the Committee on the adequacy and effectiveness of the systems of internal control, financial controls, internal audit, amongst others.

At the end of each financial year, the Audit Committee must exercise oversight over the regulatory audit undertaken by the AGSA. Therefore, a number of special meetings were held by the Committee to consider the draft annual financial statements prior to submission to the AGSA, to monitor progress during the course of the year-end audit; and to assess the outcomes and audit opinion of the AGSA.

The special meetings held also included a joint meeting of the three Committees as outlined above; a workshop and strategic session.

No.	Name and Surname	GAC DATES OF MEETINGS & MEMBERS' ATTENDANCE							
		26/08/24	27/09/24	29/10/24	28/11/24	17/12/24	24/02/25	28/05/25	04/06/25
		Ordinary Meeting	Ordinary Meeting	Ordinary Meeting	Ordinary Meeting	Ordinary Meeting	Ordinary Meeting	Ordinary Meeting	Special Meeting
	Mr. Solly Mogase (Chairperson)	P	P	P	P	P	P	P	P
	Mr. Tumi Ramonotsi	P	P	P	P	P	P	P	P
	Ms. Mpho Sedibe	P	P	AWP	P	P	P	P	P
	Mr. Lunga Bernard	P	P	P	AWP	P	P	P	P
	Adv. Swelihle Mfeka	P	P	P	P	P	P	P	P
	Adv. Kgotso Maja	P	P	P	P	P	P	P	P
	Mr Ruby Mathang	P	P	P	P	P	P	P	A
KEY:		P = Present		A = Absent		AWA = Absent With Apology			

Table 281: GAC Membership and Meetings Attendance.

6.1.3.4 Quarterly meeting of the Chairpersons of the three Group Advisory Committees

As stated above, the Chairpersons of the three Committees hold a quarterly Chairperson's meeting after the quarterly meetings of each Committee; where they share critical issues emanating from their respective oversight responsibilities carried out and the recommendations to Management.

The Group Audit Committee through the Chairperson's Report, must advise the Accounting Officer, Mayoral Committee, Municipal Public Accounts Committee ("MPAC") and Council on its quarterly and annual activities, reporting on any matters that should be elevated for the attention of management, administrative oversight and political oversight structures.

The matters reported upon are observations regarding internal control weaknesses identified, financial control deficiencies, amongst others and therefore the recommended internal control improvements to the City leadership.

The City adopted the combined assurance model and integrated approach to ensure optimal independent oversight and assurance by the three committees, which has enabled the identification of interdependencies and the mitigation of duplication of efforts.

6.1.4 Group Risk Governance Committee (GRGC) Responsibilities

6.1.4.1 Group Risk Governance Committee (GRGC) Responsibilities

The GRGC is at the fourth level of defence in accordance with the City's Combined Assurance Model. The City continuously assesses significant strategic, operational and regulatory compliance risks that may impact on the attainment of Mayoral Priorities and the City's service delivery agenda. During the year under review the Committee considered and made recommendations on the following quarterly reports and issues submitted by Management to the MAYCOM and MPAC:

- Group Risk Advisory Reports
- Group Compliance Advisory Reports
- Group Combined Assurance Reports
- Group ICT Governance Reports
- Status update on the CoJ Group top litigation matters
- Municipal Entities Risk Reports

6.1.4.2 Evaluation of Quarterly risk governance and risk management Reports

The top city-wide strategic risks are monitored continuously and communicated to management on a monthly and/or quarterly basis. The Top Citywide Strategic risks have been assigned risk ownership and action ownership at Departmental and/or Entity level. The risk and action ownership are agreed to with the Executive Management Team (EMT). Management is apprised on an on-going basis of the progress being made to implement risk mitigation actions and therefore management of associated residual risk exposures.

During the year under review, the GRGC reviewed the quarterly risk and compliance reports of the CoJ and its municipal entities, covering the following areas:

(1) Enterprise Risk Management Monitoring and Advisories

- (a) Citywide Top Strategic Risks and residual risk exposure levels having factored in management risk response plans;
- (b) Emerging risk exposures or Topical Risks, in particular the impact of the external shocks on the City's operations and the attainment of organizational objectives;
- (c) Municipal Entities' Risk Committee Chairpersons' Reports
- (d) The City's insurable risk profile, the risk financing strategy, the assets and liability claims profile and trends; as well as the cost of insurance.

(2) Regulatory Compliance Monitoring and Advisories

- (a) CoJ Compliance Universe
- (b) Annual Compliance Assurance Implementation Plan

- (c) Report on the Status of Regulatory Compliance with particular emphasis on:
- key/priority legislation,
 - Employees’ declaration of interests, to mitigate conflict of interest in line with SCM Regulation 44 and Regulation 45
 - compliance with MFMA requirement for payments within days,
 - compliance with MFMA requirements for the prevention of unauthorized irregular fruitless and wasteful expenditure
 - compliance advisories on deviations from normal procurement into SCM Regulations 36 and MFMA section 110(2)
- (d) Compliance Report: Tax Status of all the municipal entities

6.1.4.3 Evaluation of Citywide Top Strategic Risk Exposures

(1) Potential Impact of Political Leadership

The GRGC considered the impact of the frequent changes in the political leadership of the City, and the impact that this would have had on the City operations and service delivery agenda. It was observed that there has been relative political stability at National and Provincial Government, ie. the Government of National Unity (GNU).

Similarly, throughout the period under review there was reasonable stability in the political leadership of the City by the Government of Local Unity (GLU).

The Committee noted significant interventions led by the Executive Mayor, through the Accelerated Service Delivery Program which has made significant strides in implementing a collaborative approach and co-operation between the Municipal Entities and Departments that are at the fore front of service delivery.

(2) Summary Residual Risk Profile of the Top Strategic Risks

The City assesses and measures risk exposures in accordance with the approved Enterprise Risk Management Framework and Risk Assessment Methodology. The assessment of risk uses the 5 by 5 risk matrix, and risks are ranked Very High, High, Moderate and Low.

(a) Citywide Strategic Risks with Very High Residual Risk exposure

Concerns remained regarding the top ten (10) strategic risks and the levels of the residual risk exposures which have been assessed to be high to very high, quarter on quarter, as well as year-on-year.

The Table below lists the top three (3) strategic risks that have remained with a “Very High” residual risk exposure and require management to prioritise the development and implementation of appropriate risk mitigation actions.

Risk Description	Residual Risk YTD	Impacted by		Mitigation /Response plans	Risk Ownership
		Internal Events	External Events		
Financial Instability	Very High	X	X	Risk Treatment	Group Finance/ MDs Rev Generating
Environmental Degradation	Very High		X	Risk Treatment	Environment & Infrastructure

Risk Description	Residual Risk YTD	Impacted by		Mitigation /Response plans	Risk Ownership
		Internal Events	External Events		
Service Delivery Disruption	Very High	X	X	Risk Treatment	CRUM/ Executive Management

Table 282: Strategic risks with very high residual risk profile.

(b) Financial Instability risk and Impact on Service Delivery

The Financial sustainability risk is one of the top strategic risks where risk management strategies implemented to date have not been effective. The City's interventions to improve financial performance has yielded limited benefits. This instability has led to significant pressure on the ability of the City attain its service delivery agenda, where some capital projects have had to be re-prioritised; and the ability to meet its short-term commitments to suppliers or service providers which in turn has resulted in non-compliance with the payments to suppliers within the stipulated 30 day period.

Further, the technical and non-technical electricity and water losses have been on an upward trend. These losses translate into significant financial loss, in each financial period. The continued overspending on bulk purchases of electricity and water without a corresponding increase in revenues, has led to substantial increases in unauthorised expenditure.

The Committee has acknowledged the City Power and Joburg Water strategies which include capital investments in the infrastructure and alternate revenue sources, are in the medium to long term. Therefore, the realisation of the associated benefits will not be in the short-term.

There is a further acknowledgement of the City's close working relationship with the National Treasury on the Metro Trading Reforms which create an opportunity for capital funding provided the City is compliant with the applicable reforms as stipulated.

(c) Citywide Strategic Risks with High Residual Risk exposure

The Residual risk exposures for the following risks stayed "High" and the recommended risk management strategy for each risk area has been indicated.

Risk Description	Residual Risk YTD	Impacted by		Mitigation /Response plans	Risk Ownership
		Internal Events	External Events		
Governance Failures	High	X		Risk Treatment	Executive Management
The risk of failure to attract, retain and expand investments	High	X	X	Risk Treatment	Economic Development
Inability to respond to city disasters and business disruptions	High	X		Risk treatment Risk Transfer	Public Safety/ Group ICT
on-Compliance to regulatory requirements	High	X		Risk Treatment	Executive Management
R7: Increasing Safety and Security Incidents	High	X	X	Risk Treatment Risk Transfer	Public Safety
Spatial inequality	High	X	X	Risk Treatment	Development Planning
Failing to keep abreast with technological advancements and trends	High	X	X	Risk Treatment	Group ICT / MTC

Table 283: Strategic risks with a high residual risk profile.

The GRGC recommended to both the City Manager and the Mayoral Committee that adequate risk mitigation strategies be implemented and continuously monitored.

(d) Regulatory Non-Compliance: Incurrence of Unauthorised Irregular Fruitless and Wasteful expenditure (UIFWe)

The GRGC received quarterly Compliance Reports that summarised incidents of UIFW expenditure that are declared by Departments and MEs to GRAS Department monthly. The Committee confirmed that these declarations are analysed by the Group Compliance unit, and also reported to MPAC. These transactions are then referred to the Group Internal Audit assurance unit for further investigations in terms of MFMA Section 32(2) to determine recoverability of the expenditure.

For the year under review, the Committee noted that there had been a downward trend in new irregular expenditure being declared, when compared to previous financial years. However, there was notable increase in unauthorised expenditure which was attributed, mainly, to the bulk purchases by City Power and Joburg Water; as mentioned above.

(e) Strategic risk exposures of the Municipal Entities and Performance Monitoring

The GRGC considered the quarterly Risk Reports of the Municipal Entities' Audit and Risk Committees. The City's Municipal Entities have an Audit and Risk Committee established as Sub-Committees of the ME Board, and they report to their respective Boards on a quarterly basis. The ME risk reports are also submitted to the GRGC quarterly where the members interrogate the strategic risk profiles of entity, focussing on the potential impact of the identified risks on the service delivery agenda and the adequacy of the associated risk response plans.

An analysis of the risk profiles of the Municipal Entities confirmed some cross-cutting risk exposures:

- (i) Going Concern Risks
- (ii) Governance risks
- (iii) Financial instability risk
- (iv) Failing / aged infrastructure
- (v) Non-compliance with legislation including SCM regulatory requirements;
- (vi) Business interruptions;
- (vii) High Employee Vacancy rate;
- (viii) Lack of document / records management;
- (ix) Ineffective project management;
- (x) Fraud, theft and corruption;
- (xi) Inadequate management of fixed assets, including Illegal occupation and vandalism of city owned properties

6.1.4.4 ICT Risk: Cyber Security threat exposure

Cyber Risk remains an area of concern and the City needs to invest the necessary resources in this domain to protect data and information, and other associated assets from being compromised. Group ICT advised the Committee that measures have been put in place to strengthen the cyber security control environment.

Further, the Committee received assurance that the City has again been able to secure insurance cover against the risk of cyber attacks for the year under review; as well as cover for the financial year 2025/26.

6.1.4.5 Key Operational Risks that are cross-cutting

The following are some of the key risk exposures at operational that are cross-cutting and are being monitored continuously. These operational risks have significant impact on the related strategic risks:

- (a) Risk of Fraud, Corruption and theft
- (b) Delays in procurement processes
- (c) Poor Contracting and Contract Management
- (d) Failures in project management resulting in poor workmanship/ quality and delayed delivery of services
- (e) Inadequate security over City owned assets– completed, in progress, abandoned/ discontinued projects
- (f) Budgetary constraints vs. poor planning
- (g) Negative public perceptions / inadequate stakeholder relations management
- (h) Increased litigation against the City
- (i) Poor records management
- (j) Inadequate enabling ICT software tools
- (k) Inadequate human capacity due to high vacancy rates/ mismatched skills
- (l) Regulatory non-compliance impacting on Grant Funding

The above list is neither in hierarchal order, nor based on residual risk measurement.

6.1.4.6 Evaluation of Emerging External and/or Internal Significant Risk Exposures

(1) External Risk exposures

The external risk factors are those external risks which have a potential impact on the City strategies and operations.

The following are some of the external risks factors that management has been advised to put in place mechanisms that would mitigate the associated impact:

EXTERNAL RISKS
Artificial Intelligence and Cyber threats
Global Political Instability: Allegations of Genocide, Tariffs increases, Ukraine /Russia War; Middle East instability
Outbreak of New Diseases, including Food borne diseases
Misinformation / Disinformation – reliance on social media platforms
RSA: City of Johannesburg hosting global events – G20, U20
Immigration into the City of Joburg (Labour) positioned as an RSA economic hub
competition in the Energy MiX
Environmental / Weather conditions

Table 284: Emerging external risks and opportunities.

(2) Emerging Internal Risk Exposures

The emerging or topic risks exposures identified herein relate to those events that are internal to the City, which have either materialised or there is high probability of the occurrence thereof; and these will have significant impact on the City risk profile.

INTERNAL RISKS
Employee / Labour Activism (Political Facilitated Agreement – Employee Remuneration)
Cyber risks / Leakages of information/ unauthorised access to information
Public Realm e.g. Deterioration of Inner City, and other central business districts
Continuity of supply of electricity as a basic Services
Continuity of supply of water as a basic Services
CoJ Public Image / Negative Media Reports (e.g. Procurement issues, AGSA audit outcome)
Political arrangements (coalitions) and pending RSA local government elections (+12 months)
Increasing Debt Impairment/ irrecoverability of Debt
Inefficient service delivery operations (employee idle time following decanting of Metro Centre Office Building)

Table 285: Emerging internal risks and opportunities.

(3) Comparison of CoJ Risk Exposures to the WEF Global risks Report 2025

The World Economic Forum (WEF) conducts annual surveys of the significant risks over a two-year period and conducts a further analysis of these risks over a ten-year period. Each year, the City which is World African City analyses the Annual Global Risk Report to ensure that as it continues to assess and implement risk management strategies, it is not only internally focussed but remains attuned to the pressures at a global level.

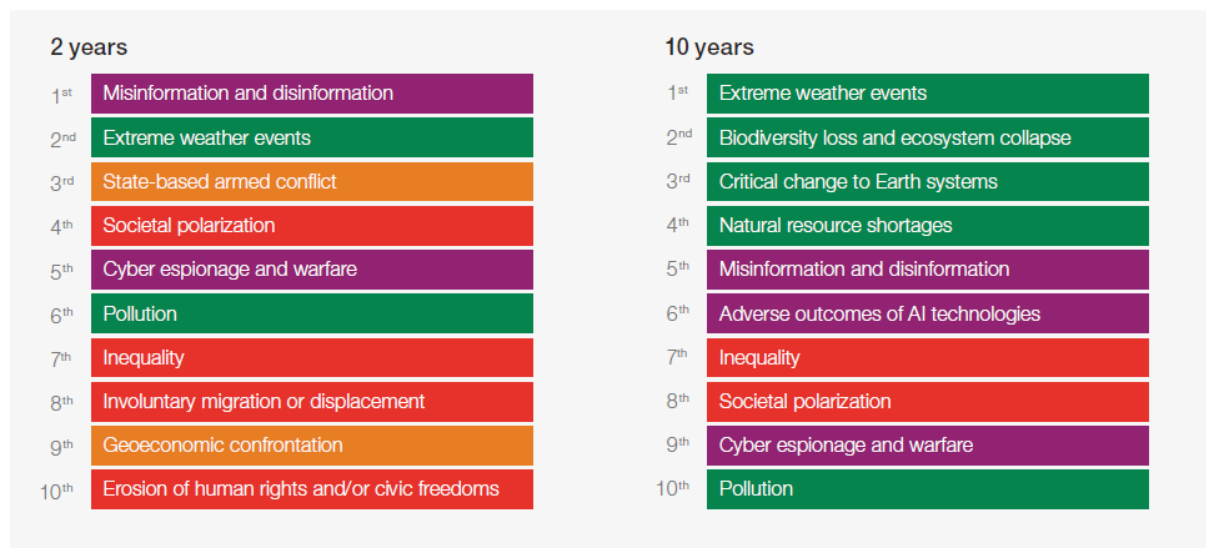


Table 286: Top 10 global risks (source: wef global risks report 2025).

6.1.4.7 Evaluation of the City’s Litigation Risk exposures and management

During the year under review, the Committee considered the quarterly reports that were prepared by the City’s Group Legal and Contracts Department on litigation matters, the city’s approach to litigation management and the management of the associated risks.

The quarterly reports on litigation risk management incorporated the top litigation matters, associated risks and the progress made in their mitigation. The Committee noted that the top litigation matters are the evictions from illegally occupied buildings; dilictual claims; non-compliance with court orders; non-compliance with Legislation and By-Laws; and Labour Relations Contractual disputes.

The Committee noted the shift in the City’s strategic response plan for mitigating illegal occupation of unsafe buildings by focussing on safety, health and environmental risks and therefore embarked on evacuation as opposed to evictions; thereby enabling the mitigation of loss of life.

An observation was made that the litigation register has matters that are long outstanding, while these may have financial and reputational risks to the City. This is as a result of those matters where the claim is instituted against the City but the Plaintiffs have not taken any further steps and in legal procedures they are the initiators of proceedings, and for this reason matters would have had no further movement.

6.1.4.8 Evaluation of the City’s Regulatory Compliance requirements

All City Departments and Entities are mandated by the Municipal Finance Management Act (MFMA) to maintain a system of risk management, compliance management and internal control monitoring and reporting. The City has an approved Group Compliance Framework that is reviewed every three years, or as and when there are significant developments requiring amendments thereto. The GRGC noted the detailed regulatory compliance universe of the City, confirming that all applicable key legislation has been identified and management has in place processes to ensure that the legislation is adhered to.

The Committee considered the quarterly reports on the outcomes of regulatory compliance monitoring. The reports covered the City’s compliance with MFMA Section 65(2)(e) 30 days’ supplier requirements; MFMA Circular 68 UIFW expenditure declarations by Departments and municipal entities; priority legislation as classified within the City-wide Compliance Universe; the core legislative requirements relevant to the City’s Strategic Priorities; as well as the Tax status of each municipal entity.







Regulatory Compliance Monitoring FY2023/24	Level 3 Defence Overall Monitoring Outcome		Level 4 AGSA Finding FY23/24
	Summary description	Ranking	
MFMA Section 65(2) (e) (payments to suppliers within 30 days)	Adversely impacted by City cash flows (Regression FY24/25: 22%; prior year 16%)		Yes
MFMA Circular 68 UIFW declarations	Increase in reported balances		Yes
Compliance with Priority and Core administration	Depts and MEs assessed to be Partially Compliant		Yes
SARS Tax Compliance	100% of 13 MEs compliant		Yes
Employee declarations of Interest	Reported average rate of compliance Citywide (Q3 – Q4: 96%)		Yes
Probity /Regulatory Compliance Advisories	applications for deviation, assessed for regulatory compliance (6/9 supported)		Yes

Table 287: Summary Compliance monitoring outcomes.

The GAC also considered the quarterly report on the summary results of probity reviews conducted by the Group Compliance unit in respect of deviations from normal procurement processes in terms of MFMA SCM Regulations 32 and 36; and the utilization of the MFMA Section 110, i.e. the City Departments procuring from another organ of state. The Committee noted that these assessments are considered by the Executive Adjudication Committee (EAC) prior to submission of the deviation reports for approval by the Accounting Officer.

6.1.5 Group Performance Audit committee (GPAC) Responsibilities

6.1.5.1 Group Performance Audit Committee Responsibilities

For the financial year ended 30 June 2025, the Group Performance Audit Committee (GPAC) continued to carry out its mandate for independent oversight over the City's organisational objectives as outlined in the Service Delivery Budget Implementation Plan (SDBIP) which sets out the Mayoral Priorities, performance targets and key performance indicators (KPIs).

The role of the Group Performance Audit Committee (GPAC) is to advise the Accounting Officer, Mayoral Committee and other political oversight structures on, amongst others:

- the adequacy and effectiveness of the City performance management framework, policy and processes;
- the City's Integrated Development Plan (IDP) and the annual Service Delivery Budget Implementation Plan (SDBIP);
- whether the annual performance targets and key performance indicators can be relied upon to appropriately monitor and measure the achievement of the City's Service Delivery Budget Implementation Plan, as approved by Council;
- the reliability of the performance information submitted in evidence of attainment of organizational objectives, wherein the Committee relies on the independent assurance audits carried out by Internal Audit on a quarterly basis;
- assist management in identifying bottlenecks that hinder attainment of the Mayoral Priorities, and recommending possible interventions to senior management and the Accounting Officer;
- evaluation of senior management's performance scorecards, i.e. employees appointed in terms of section 56 of the Municipal Systems Act; and monitoring of actual performance;
- outcomes of the year-end audit of organizational performance information by the Auditor General SA.

6.1.5.2 Matters considered by the GPAC in the year under review

To this effect the GPAC received and considered the following reports during the year under review for the purposes of carrying out the Committee's mandate for oversight

- The 2024/25 Draft Integrated Development Plan and annual Service Delivery Budget Implementation plan prior to submission to the Mayoral Committee and Council;
- The 2024 -2025 IDP Process Plan;
- The 2023/24 updated Integrated Development Plan and annual Service Delivery Budget Implementation plan;
- Quarterly and Annual SBDIP performance Reports of the City from GSPCR;
- Quarterly and annual independent Internal Audit Assurance Reports on the review of performance information and service level standards;
- Quarterly and Annual Performance Assessment Reports of the Municipal Entities (MEs) from Group Governance
- Quarterly and annual Departmental Service Level Performance of MEs from Group Governance
- Quarterly and annual reports on the assessment of core and MOE Service Level Standards
- Draft COJ Annual Integrated Report for 2024/25 financial year before submission to AGSA
- AGSA Final Audit opinion on audited financial statements and pre-determined audit objectives and the Management Report.

6.1.5.2.1 Review and approval of the SBDIP FY2024/25 reports and draft FY2025/26 IDP

The committee reviewed the IDP reports submitted by management for the aforesaid financial period. The committee considered and noted the reports, and where applicable advised on the performance targets and key performance indicators.

The Committee had previously recommended amongst other things that management and Council must focus on measures to optimise the participation levels at regional and ward committee levels in the IDP process. The GPAC considered management representations on the hybrid approach adopted by the City to improve community participation; and noted the reports by GSPCR on marked improvements in participation by the Joburg Citizenry.

Concerns that have been highlighted related to the feedback loop on the issues that the various communities will raised during the IDP sessions; and timeliness of these responses by the City.

6.1.5.2.2 Review, approval and annual performance of the SBDIP

During the year under review, the GLU continued its focus on the long-term development strategy, i.e. the Growth and Development Strategy 2040 (GDS2040). Management submitted business plans that are aligned to the IDP and the SDIP for the period under review which consisted of 11 Priorities with 55 Key Performance Indicators (KPIs), reduced from 56 KPIs in prior year.

The eleven (11) Priorities that outline the City’s strategic and service delivery agenda under the GLU are:

- Priority 1: Good Governance with 64KPIs
- Priority 2: Financial Sustainability with 10 KPIs
- Priority 3: Energy Mix with 1 KPI
- Priority 4: Sustainable Service Delivery with 10 KPIs
- Priority 5: Infrastructure development and refurbishment with 11 KPIs
- Priority 6: Job Opportunities and creation with 2 KPIs
- Priority 7: Sustained economic growth with 2 KPIs
- Priority 8: Green economy 1 KPI
- Priority 9: Safer City with 7 KPIs
- Priority 10: Active and Engaged Citizenry with 2 KPIs
- Priority 11: Smart City 3

As at the end of the financial year under review, as reflected in table 1 below, the overall performance of the City was at 60% down by 13% compared to previous performance levels reported in prior year (73%). This performance was independently verified by the AGSA on a sample basis as reflected in the AGSA Audit report.

Group Internal Audit Assurance function had also verified quarterly and annual performance information of the City and reported on ineffective controls over the usefulness and reliability of performance information. The AGSA has raised similar repeat findings regarding the reliability of performance information submitted to evidence actual performance levels reported by management.

Mayoral Priority	2024/25 Annual KPIs			
	Total KPIs	Achieved	Not Achieved	Total Achieved %
Priority 1: Good Governance	4	1	3	25%
Priority 2: Financial Sustainability	10	5	5	50%
Priority 3: Energy Mix	1	1	-	100%
Priority 4: Sustainable Service Delivery	10	5	5	50%
Priority 5: Infrastructure Development & Refurbishment	11	4	7	43%

Mayoral Priority	2024/25 Annual KPIs			
	Total KPIs	Achieved	Not Achieved	Total Achieved %
Priority 6: Job Opportunity & Creation	2	2	-	100%
Priority 7: Sustained Economic Growth	4	4		100%
Priority 8: Green Economy	1	-	1	0%
Priority 9: Safer City	7	5	2	71%
Priority 10: Active & Engaged Citizenry	2	1	1	50%
Priority 11: Smart City	3	2	1	66%
Total Performance	55	32	25	[32/53] 60%
Total Performance (post AGSA audit opinion)				[32/55] 58%

Table 288: Annual SBDIP performance – FY2024/25.

Operating Expenditure Performance

As at end of the fourth quarter of the financial year under review,

- The actual revenue was 1% (R1.2 billion) over performance, while the year-to-date actual expenditure was 3% (R2.5 billion) over budget.
- The net operating result was an operating surplus of R825 million against a year-to-date budgeted surplus of R2 billion before capital transfers and taxation.

Capital Expenditure Performance

- The approved capital budget for the 2024/25 financial year was revised to R7,49 billion after the adjusted budget. The total capex expenditure at the end of the financial year was R5,9 billion (79%) against the approved budget of R7.49 billion.
- In terms of actual capital expenditure by the Municipal Entities the actual spending was R4,39 billion (95%) which was much more favourable in comparison with the core administration where actual spending was R1,5 billion (53%) against approved budget of R2,86 billion.
- There remains challenges relating to underspending on Grant Funding
- Table 289 below indicates the FY2024/25 capex expenditure by core departments and the entities

Description (R million)	Budget 24/25	YTD Exp	% Spent	
Core Administration	2,864	1,522	53%	
Municipal Entities	4,627	4,393	95%	

Total Coj	7,491	5,915	79%	
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Table 289: Overall capital performance summary.

6.1.5.2.3 MOE performance

During the year under review, Group Governance continued to assess the performance of Municipal Entities against the 15 variables that have been listed in the Table below.

This indicates that an average of 49% of the MOEs performed well on the 15 variables that were assessed in the fourth quarter as reflected in the matrix below.

Areas of concern where MOEs did not perform well include Surplus Margins, Solvency Ratio's; Liquidity ratios, AoPO, Status of Internal Controls, Resolution of IA Findings, Regulatory Non-Compliance, Supplier Payments within 30 days, and incurrence of UIFW expenditure.

VARIABLE ASSESSED	NUMBER OF MOES WITH RED FACES BY VARIABLE	PERCENTAGE OF RED FACES	NUMBER OF MOES WITH GREEN FACES	PERCENTAGE OF GREEN FACES	TOTAL MOES REPORTED UPON
Surplus	8	62%	5	38%	13
Solvency	10	77%	3	23%	13
Liquidity	9	69%	4	31%	13
Cost coverage	5	38%	8	62%	13
Capex expenditure	6	46%	7	54%	13
Service Delivery	5	38%	8	62%	13
AOPOs	10	77%	3	23%	13
Resolution of AG findings	6	46%	7	54%	13
Status of Internal Controls	7	54%	6	46%	13
Resolution of IA findings	8	62%	5	38%	13
Non-compliance with relevant legislation	5	38%	8	62%	13
BBBEE procurement	4	31%	9	69%	13
SCM deviation	2	15%	11	85%	13
30 Days payment	7	54%	6	46%	13
UIFWE occurrence	8	62%	5	38%	13
Average MOE 4th quarter performance		51%		49%	

Table 290: Annual MOE performance.

Table 289 Overleaf illustrates the performance of the MOE over the period under review. The committee reviewed the performance of the MOEs and noted with concern that the liquidity, insolvency and cash cover ratios reflect in general the overall position of the city.

6.1.5.2.4 Cluster Service Level Performance

As reported in the fourth quarter of the year under review, the audit of Service Level Standards across the City is indicated in table 290 below. The report indicates that the Governance and Sustainable Service Clusters performed poorly across the 4 quarters save for the 1st quarter

CLUSTER	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	ANNUAL
GOVERNANCE	71%	79%	84%	74%	77%
HUMAN & SOCIAL DEVELOPMENT	92%	80%	97%	97%	92%
ECONOMIC GROWTH	91%	91%	91%	82%	89%
SUSTAINABLE SERVICES	75%	80%	78%	81%	79%

Table 291: Cluster Service Level Performance.

The committee noted the institutional level performance and called on management to apply themselves in ensuring improved performance on the service level standards in order to limit the incidences of service delivery protests.

6.1.5.2.5 Resolution of AGSA and Internal Audit findings on performance information

Performance information on the approved performance targets and key performance indicators per the City's Service Delivery Budget Implementation Plan is audited on a quarterly basis. Follow-ups are conducted to monitor the implementation of corrective action by management.

The table below summarises progress on the resolution of findings as at end of financial year under review.

2024/25 FY RESOLUTION STATUS - APOO				
Quarter	GIAAS		AGSA	
	% Resolved	% Not Resolved	% Resolved	% Not Resolved
Quarter 1	0%	100%	-	-
Quarter 2	21%	78%	-	-
Quarter 3	58%	42%	0%	100%
Quarter 4	62%	38%	25%	75%

Table 292: Status on resolution of internal and external aopo audit findings.

The percentage resolution of AGSA audit findings was higher at 58% as at financial year end, while resolution of internal audit findings was low at 27% meaning that 73% of internal audit findings were not resolved by year end.

6.1.5.2.6 mSCOA performance

Group ICT presented status update report on SCOA performance which indicated current and planned performance including the reloaded COJ Business Transformation Programme. The Programme is based on a 3-year plan rollout ending in 2027 to meet National Treasury standards.

It is based on the implementation of both SAP and Non-SAP modules broken down into various work packages linked to the key function of the modules being implemented. Non-SAP product solutions will be implemented for 8 entities to fast track mSCOA compliance.

The committee noted the detailed implementation plan with deliverables and time frames that will move the city towards compliance with NT procedures and accounting framework for municipalities.

6.1.5.2.7 Occupancy and vacancy rate report

The Committee considered the annual occupancy and vacancy rate and sought management representations on potential impact on service delivery. An observation was made that there has been significant improvements in filling critical vacant positions and also took into consideration the vacancy rate of the City fell within the norms set by the Department of Public Service Administration.

The Committee noted the quarterly report and recommended that Maycom and Council assist in accelerating the appointment of staff especially at top and senior management levels as these vacancies impact directly on service delivery.

6.1.6 Group Audit Committee Responsibilities

6.1.6.1 Group Audit Committee Responsibilities

The key GAC activities arising from section 166 of the MFMA and the committee terms of reference were reflected in the proceedings of the quarterly meetings during the 2022/23 financial year. Where applicable, the Group Audit Committee would have placed reliance on either the Group Performance Audit Committee or the Group Risk Governance Committee.

These inter-dependencies are summarised above in Table 277 under paragraph 2 of this chapter. The responsibilities carried out during the year were in line with the legislative requirements, and covered amongst others the following:

- (a) Assurance on adequacy and effectiveness of Internal Control systems, and financial controls; which are covered in detail below.
 - This included consideration of the outcomes of the internal audit work carried out during the year, from implementation of the approved risk based internal audit report.
 - The GAC also obtained management representations on the effectiveness of internal controls in those areas highlighted by the internal audit function and the Auditor General SA (AGSA).
- (b) Assessing the adequacy and effectiveness of the City Information and Communication Technology (ICT) Governance and associated ICT controls
- (c) Reviewing Internal Audit performance against approved annual risk based internal audit plan
- (d) Assessing the Combined and Integrated Assurance outcomes and the residual risk profile of the Mayoral Priorities. In carrying out this task the Group Audit Committee places reliance on:
 - the Group Risk Governance Committee with regards to the monitoring of risk management strategies and mitigation actions; and
 - the Group Performance Audit Committee with regards to monitoring of performance management and performance evaluation.
- (e) Reviewing Quarterly financial management reports
- (f) Reviewing the draft Annual financial statements of the core administration; and consolidated CoJ Group
- (g) Oversight over the year-end audit; and considering the Auditor-General SA Audit report and opinion.

6.1.6.2 Matters considered by the GAC in the year under review

The GAC received and considered the following reports during the year under review for the purposes of carrying out the Committee's mandate for oversight:

- The quarterly and annual consolidated management accounts (statutory reporting requirements on operating expenditure, capital expenditure, revenue collection, cash management), from Group Finance
- The implementation of the Risk-based internal audit plan for the year under review (core administration)
- Dashboard report on the resolution of AGSA and Internal Audit Findings, tracking implementation of remedial action plans by management
- Quarterly and annual Group Combined Assurance Reports which consolidates the assurance and advisory outcomes from the internal assurance providers;
- Quarterly and annual Group Internal Audit Assurance reports;
- Quarterly Report on Year-End Audit Readiness (OPCA) and Audit Findings Dashboard;
- MSCoA progress reports from Group ICT
- AGSA Audit Strategy and Engagement letter for the year ended 30 June 2024

6.1.6.3 Evaluation of internal controls systems for adequacy and effectiveness

(1) Management Accountability

In terms of the combined assurance model, Management is the first level of defence and is responsible for designing and implementing effective control measures to provide a sound governance practices towards attainment of the City's service delivery objectives.

The GAC obtained management representations by way of detailed reports from the identified Heads of Departments and/ or Managing Directors of the Municipal Entities.

(2) Internal Audit Assurance on internal control systems

The Group Audit Committee considered the Internal Audit reports on the evaluation of the effectiveness of the City's system of internal controls, identified system weaknesses and recommendations to management to address the deficiencies.

- **Dashboard Report on the resolution of AGSA and Internal Audit findings**

Internal Audit conducts follow-up audits by performing audit procedures which include walk-throughs, discussions with management, observations, and verification to supporting documentation. These follow-up are conducted on audit findings raised by the AGSA for each year-end audit; as well as audit findings raised by the City's Internal Audit functions during the course of the financial year.

- **Follow-up of AGSA audit findings FY2023/24**

During the year ended 30 June 2024, Group Internal Audit Assurance Services (GIAAS) continued to monitor the resolution of AGSA audit findings reported in the Management Letter for the prior year (FY2023/24).

Based on the AGSA FY2023/24 Management Letter, the AGSA raised a total of 472 audit findings, which was a significant decrease from the prior year total of 703 audit findings. The 472 AGSA audit findings were broken-down as follows:

AGSA classification	2024-2025		2023-2024		2022-2023	
	No. of findings	% of classification	No. of findings	% of classification	No. of findings	% of classification
Matter affecting the auditor's report	91	17%	89	19%	175	25%
Other important matters	383	73%	355	75%	465	66%
Administrative matters	53	10%	28	6%	63	9%
Total AGSA audit findings	527	100%	472	100%	703	100%

Table 293: Classification of agsa audit findings year on year.

As at end June 2024, progress on the satisfactory resolution of the AGSA findings was verified by Internal Audit to be at 75%.

Classification	Resolution of AGSA FINDINGS – FY2023/24				
	Total	June 2025		June 2024	
		No. Resolved	% Resolved	No. Resolved	% Resolved
Matters affecting the auditor's report	62	28	45%	141	81%
Other Important matters	350	264	75%	344	74%
Administrative	60	52	87%	40	63%
City wide	472	344	73%	525	75%

Table 294: Rate of resolution of prior year agsa audit findings.

- As reflected in above Table 294 the resolution of matters affecting the audit opinion was at 45% as at end of the financial year; declining from 81% in the previous financial year. Therefore, actual performance for the year under review was below the City's annual performance target of 85%.
- The Group Audit Committee had during the financial year 2024/25 tasked Group Internal Audit to analyse repeat findings that have remained unresolved year on year. There were 139 repeat findings included in the 472 AGSA findings for the FY2023/24, representing 29% of total AGSA audit findings. Repeat findings increased from 125 prior year.
- At year end 77% of the repeat findings had been resolved. The Committee had placed emphasis on the repeat findings that could impact on the AGSA audit outcomes; and therefore, sought management representations on the implementation of corrective actions. Further concerns were raised regarding some of the proposed interventions that did not appear adequate in addressing the underlying causes.
- Based on the analysis of the final AGSA Management Report for the 2024/25 financial year received in April 2026, there total AGSA findings increased to 527 in total. This includes a total

of 139 repeat findings. Group Internal Audit Assurance function is following up on the resolution of these findings and will report to the Group Audit Committee and Mayoral Committee.

Follow-up of Internal Audit’s audit findings FY2024/25

Internal Audit findings raised will fluctuate during the year as internal audit assurance engagements are performed as per the approved risk based audit plan. This is different from AGSA audit findings as these remain static once the Management Letter has been issued.

As at end 30 June 2025, the total number of internal audit findings was 1065 of which 729 (**68%**) were resolved. The table below summarises the resolution of internal audit findings per Cluster.

Cluster	Citywide Internal Audit Findings FY2024/25		
	Total	No Resolved	% Resolved
Governance	89	69	78%
Human Social Development (HSD)	143	91	64%
Sustainable Services (SS)	429	283	66%
Economic Growth (EG)	404	286	71%
Total	1065	729	68%

Table 295: Rate of resolution of internal audit findings.

Recurring Audit Findings

Some of the recurring significant internal control weaknesses identified which therefore required management’s mitigation or corrective actions, related to the following processes and therefore the applicable internal controls:

- Supply chain management (SCM)
- Contract Management
- Expenditure management
- Asset Management
- Financial Reporting and maintenance of accounting records
- Human capital management, in particular leave management and recruitment
- ICT general and applications controls
- Primary health care management processes (Clinics)
- CAPEX project management

The Committee noted the efforts of management to improve the City’s overall internal control environment. The Committee raised concerns over the lower rate of resolution of internal audit findings.

The GAC has recommended to the Accounting Officer that the Operation Clean Audit Programme (OPCA) and Plan, should place emphasis on repeat findings raised by the AGSA; the significant findings that are emphasis of matter and may impact on the AGSA audit opinion; areas where the status of internal controls is reported to be regressing; and the implementation of consequence management.

Consequence Management

The Office of the City Manager advised the GAC that Executive Management held a workshop during the third quarter of the 2024/25 financial year, post the conclusion of the previous year's audit by the AGSA.

Subsequent thereto, the Acting City Manager had issued a Directive to the Executive Management regarding senior management's accountability and responsibility for the improvement of the internal control environment and consequence management.

6.1.6.4 Financial Management and financial controls

The Committee also considered the reports of the Group Finance Department on financial performance, in particular Revenue Management processes, expenditure management and cash management. This included the City's performance regarding revenue billing and collections, as well as the strategies that were being implemented to improve cash in flows such as the Revenue Enhancement Strategy.

The Committee raised the following concerns:

- Increase in the long outstanding debt and the recoverability thereof. This could be due to a combination of both debt collection inefficiencies by the City; and customers of the City not able to service this debt (affordability).
- The increasing water and electricity losses which have significant adverse impact on the City's finances; i.e. both Joburg Water and City Power, respectively.
- The impact of the aged or ageing infrastructure on revenue generation and/or leakages. With regards to leakages at Metrobus, the Municipal Entity assured the Committee that the interventions that had been put in place has significantly reduced the cash losses.
- While there has been capital investment into the City's infrastructure the associated benefit or returns to the city remain to be seen. The Committee advised that the impact of these interventions should be monitored and reported.
- The City's budget and actual spending on repairs and maintenance again did not meet the National Treasury set target of 8%, taking into account that preventative maintenance could assist in stalling the adverse impact of the decaying and ageing infrastructure.
- The continuing decline of cash and cash equivalents impacting on the ability to meet its financial obligations timeously

The challenge of illegal electricity and water connections is one of the key contributory factors, while the interventions reported to be in progress are long term in nature.

6.1.6.5 Supply Chain Management controls

The Committee noted management representations that the City's Group Supply Chain Management Policy was approved by the Mayoral Committee and Council in October 2023 internal control over the City's supply chain management processes; and officials received training on the updated policy.

It has been noted that the SCM Standard Operating Procedure Manual has not been finalised, but there are SCM Practice Notes that have been issued that serve as guidance to management and staff.

The Group Strategic Supply Chain Management Directorate has been advised to review the SCM Policies and Procedures of the Municipal Entities to ensure that there is alignment to the approved Group SCM Policy.

6.1.6.6 Probity Advisories on High Value Tenders and deviations from normal procurement

The City had continued to report on incidents of non-compliance with supply chain management policies and procedures, and the MFMA supply chain management regulations.

- Significant improvements have been observed as the City has implemented probity on high tenders, which entails subjecting the bid specification and bid evaluation processes to independent probity reviews; prior to adjudication.
- Applications for deviation from normal procurement processes in terms of SCM Regulation 36, utilisation of SCM Regulation 32 and MFMA S110(2) are also subjected to regulatory compliance reviews prior to approval by the Accounting Officer, as per the reports submitted to the Group Risk Governance Committee.

6.1.6.7 Increasing Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIFWe)

The increasing balances of Unauthorized, Irregular, Fruitless and Wasteful expenditure (UIFW) is material. The delays in the reduction of the UIFWe therefore remained a significant concern to the GAC. Summary progress reports on progress with the investigations of these matters have been noted.

The GAC noted that the unaudited draft FY2024/25 annual financial statements had shown a reduction to R15,9 billion down from R23,6 billion at end of the 2023/24 financial year. The final audited financial statements reported the total UIFWe balance to be R13,6 billion after adjusting for post balance sheet regularisation of qualifying UIFWe and findings of the AGSA during the year-end audit.

- This represents a 42% reduction of the UIFWe balance that was queried by the Minister of Finance on 30 July 2025.
- However, there has been new UIFWe declared to March 2026, primarily due to multi-year contracts previously found to be irregular and the overspending on bulk purchases.

It is critical that the Accounting Officer ensures that the investigations outcomes are brought to the Municipal Public Accounts Committee (MPAC) for consideration and then regularisation by Council.

6.1.6.8 Information And Communication Technology (ICT) Governance Assurance

The Committee has reviewed the ICT governance framework of the City; reports on ICT operations including ICT technical support on the implementation of the Municipal Standard Chart of Accounts (MSCoA) project. The City also needs to continue with investments in system upgrades and system integration as there remains a number of non-integrated systems across City departments and entities.

Other areas that require consistent monitoring of interventions relate to the acquisition and the use of software licenses (value for money/service), finalisation of general ICT policies and procedures, strengthening the controls related to user access management and the systematic assessment of ICT disaster management policies, procedures and testing.

The Committee considered the overall Internal Audit Assurance Outcomes from the risk based audits of the ICT internal control environment which assessed the status of controls to be partially effective, i.e. there are instances where the design of the internal control systems are adequate but not effectively adhered to; and those instances where the design was inadequate.

6.1.6.9 Internal Audit Assurance Activities

During the execution of its statutory duties in the financial year under review, the Group Audit Committee has reviewed and approved the three-year rolling Internal Audit plan and the Annual Internal Audit Plan.

The Committee is satisfied that the internal audit assurance plan for the year under review represented a clear alignment with the key risk exposures. Similarly, for annual audit plan for the new financial year. The Committee also required Internal Audit to ensure that for the planned assurance engagements these will be matched to available capacity.

Based on overall assessments of the internal control environments subjected to audit assurance, while in some instances the internal control systems are adequate in terms of design and communication, they have been found to be ineffective due to either non-implementation or inconsistent adherence thereto.





OVERALL INTERNAL CONTROL ASSESSMENT		
Financial Period	CONTROL DESIGN	CONTROL IMPLEMENTATION
FY2024/25: Q1 -Q4		
	Inadequate	Ineffective
FY 2023/24: Q4		
	Needs Improvement	Ineffective

Table 296: Overall internal control environment.

The GACs expressed concerns regarding the capacity constraints due to low staffing levels and delays in recruitment; which in turn impact on the ability of the Department to effectively carry out its assurance and consulting roles.

The Committee has, on quarterly basis, also evaluated the independence, effectiveness and performance of the internal audit function and compliance with its mandate; and obtained from the Head of the Department an independent and objective assessment of the risk, compliance, performance, reporting and the general status of internal controls in the City.

6.1.6.10 Forensic Investigations Outcomes

The Group Audit Committee exercised oversight over the City strategy to prevent and combat fraud and corruption; and the investigations of allegations of fraud, corruption, maladministration and theft of property.

The City's Group Forensic Investigation Services (GFIS) Department submitted quarterly reports regarding progress and /or outcomes of high priority matters investigated; outcomes of pre-employment personnel security checks; investigations of hijacked city owned properties and privately owned properties; progress on criminal matters that have been reported to the SA Police Services; and progress on labour relations matters referred to Group Corporate Shared Services for disciplinary action.

The Committee noted that there are capacity constraints that have impacted on the slow progress in the finalisation of investigations. This must be analysed further and appropriate actions plans be implemented.

During the year under review, the Chairperson of the Disciplinary Board highlighted that due to historical reasons, primarily the delay in the establishment of the Board, there are allegations of financial misconduct that the GFIS Department is continuing to investigate. The Chairperson reported that there had been engagements with the GFIS Department that such allegations ought to be reported to Council and by way of resolution would then be referred to the Disciplinary Board in accordance with the MFMA Regulations on Financial Misconduct.

The Committee noted the prior year Council resolution, for an independent investigation into the conduct of GFIS, including abuse of and/or non-compliance with the delegated authority. The Committee noted that there appears to have been delays experienced with this investigation, and as a result there has been no reporting to Council on the outcomes thereof.

6.1.7 Disciplinary Board on Financial Misconduct Allegations and Consequence Management

The City re-established the Disciplinary Board in March 2023, in accord with the requirements of Chapter 15 of the Municipal Finance Management Act. The members of the Disciplinary Board were appointed by Council in March 2024 and are serving for a period of three (3) years.

During the year under review, the GAC received updates on the work being performed by the re-established Disciplinary Board, as well confirmation that the Board is functioning as mandated in terms of the MFMA Regulations on Financial Misconduct and Criminal Proceedings, 2014.

The Disciplinary Board Chairperson, who is a duly appointed member of the Group Audit Committee, reported that there were six (6) matters of financial misconduct, amounting to five hundred and thirty five million rands (R535 million), that were initially referred by Council; and full investigations had commenced in accordance with the resolution of Council.

During August 2025, Council had resolved to refer a total of twelve (12) allegations of financial misconduct for preliminary investigations by the Disciplinary Board. This brought the total of financial misconduct investigations to eighteen (18) matters, with a total value of R2,2 billion.

The Board has experienced significant delays in finalising the detailed or full investigations due to inadequate and ineffective document management in the City.

Each of the Advisory Committees have recommended to the Accounting Officer that consequence management processes should receive primary focus; and the Disciplinary Board should therefore carry out its work with appropriate operating procedures in place to also guide management and staff.

6.1.8 Integrated Assurance and Oversight

6.1.8.1 Combined and Integrated Assurance Outcomes on Mayoral Priorities and City's Top Strategic Risks

The eleven (11) Mayoral Priorities were mapped to the Top ten (10) Citywide Strategic Risks at commencement of the FY2024/25.

During the year, the Committees considered the quarterly Combined assurance reports which seek to compare and consolidate the assurance outcomes from the City's internal assurance providers, namely, GSPCR and the

GRAS functions. These outcomes are based on the actual activities performed by the different internal assurance providers, i.e. risk monitoring, regulatory compliance monitoring and internal audit. The GRAS Department mapped these outcomes to the top strategic risks which are linked to strategic priorities for each quarter.

Based on the integration of assurance outcomes the overall Residual risk exposure for each Mayoral Priority the residual risk profiles of eight (8) of the Mayoral Priorities has been assessed to be high. The Mayoral Priorities where there has been little or no improvement (i.e. those with Very High-risk exposures) are:

- Financial Sustainability
- Sustainable Service Delivery
- Green economy

The Financial Sustainability priority remains with a very high residual risk profile; and this is evidence by the decline in revenue collection, declining financial ratios, liquidity fluctuations i.e. cash and cash equivalent balances, increasing UIFW expenditure.

The independent advisory committees have observed that there is generally an alignment between the three, viz the GRGC, GPAC and GAC, when taking into consideration that most of the significant risk exposures that the Committees have interrogated albeit from different perspectives have actually materialised. Further there is consensus regarding those strategies and management processes that require critical and urgent interventions.

6.1.8.2 Financial Management: Liquidity, insolvency and cash cover ratio's

The City has suffered from cash flow challenges during the financial year. The Committee noted that while there has been reported improvements on revenue collections by Group Finance, this has not translated into steady cash flows. There has been no improvement from the previous financial year, which can also be gleaned from the performance targets. A number of the Municipal entities have highlighted the risk of a going concern being very high.

All the Group Advisory Committees have raised concerns regarding the City's revenue management in the core administration and its entities; spending on capital and operating budget including the spending patterns; cash flow management; inability to fund budget; and therefore, the overall financial status of the City.

6.1.8.3 Cross-cutting service delivery operations and lack of integration

In the previous financial year, the GRGC had highlighted challenges regarding co-ordination between the core administration and its entities; and between the entities. Similarly, the GAC had engaged Management on the business model of the City and the operational efficiencies that had been envisaged through this model. While the City had established a Strategic Project Management Office (PMO) in the office of the City Manager led by the Chief Operations Officer, and through this there is some co-ordination led by the COO's office.

The Committees have therefore again emphasized the need for a framework that will guide collaboration and a matrix to monitor major projects including those that have inter-dependencies. There was no evidence that a citywide Project Management Framework to strengthen project execution has been developed and approved.

6.1.8.4 Resolution of internal audit and AGSA audit findings

The Committees received the quarterly progress reports on the resolution of audit findings and activities relating to the Operation Clean Audit Programme (OPCA):

- For the GRGC the oversight is with regards the City's Financial Reporting Risk mitigation actions, and therefore the associated residual risk profile.
- For the GPAC the report is used to assess performance levels with regards both financial reporting and performance information, taking into account that the City has a cross-cutting KPI for an Unqualified Audit Outcome.
- The GAC considers the quarterly reports to monitor the annual reporting risk profile, the status of the internal and financial controls in the city and improvements; as well as the state of readiness for the year-end audit outcomes.

The City continued to monitor resolution of internal audit and AGSA audit findings; and the Committee noted that there is an Operation Clean Audit (OPCA) programme where all of management engages on the implementation of corrective actions. However, concerns remained around the level of attendance of these OPCA meetings and the relatively slow implementation of mitigation action plans.

6.1.8.5 Review of Annual Financial Statements for the financial year ended 30 June 2025

The Group Audit Committee (GAC) reviewed the unaudited annual financial statements for the Core Administration; and the unaudited Group Annual Financial Statements for the year ended 30 June 2025.

The GAC considered the outcomes of independent verification carried out by the Group Internal Audit Assurance unit of the unaudited AFS prior to submission to AGSA; and recommended to the Accounting Officer and the Group CFO the submission thereof to the Auditor General SA for the year-end audit.

- However, there were again observations made regarding the insufficient time provided for the internal reviews of the two sets of draft AFS resulting in limited assurance provided, and the GAC also not being afforded sufficient time for its oversight.
- Internal Audit reported on Control deficiencies in the following areas of the AFS: Potential Misstatements; Late Accruals that may result in material adjustments; Related Party Variances; and Non submission of information for Work-In-Progress (WIP).

The GAC subsequently reviewed and discussed the audited Core and Group Annual Financial Statements with management and AGSA, that are to be incorporated in the COJ Integrated Annual Report 2024/25; obtaining management representations on significant adjustments.

6.1.8.6 AUDITOR-GENERAL (SA) Audit Opinion FY2024/25

The Group Audit Committee reviewed the AGSA Audit Report for the year under review prior to the report being tabled at Council.

The combined meeting of the Group Advisory Committees received a presentation from the Auditor General SA on the AGSA Audit Report and the Final AGSA Management Report.

(1) Financial Reporting (Annual Financial Statements)

- The Committees noted that the City and its municipal entities have obtained an unqualified audit opinion from the AGSA for the consolidated Group Annual Financial Statements for the financial year ended 30 June 2025, with two municipal entities receiving clean audit outcomes.

- The AGSA issued a qualified audit opinion with significant matters on the separate annual financial statements of the parent municipality (core administration) and the Joburg Tourism Company, municipal entity.
- There are two findings that informed the basis for the qualification of the parent municipality financial statements, namely, the completeness and existence of the sundry debtors and the recognition or misallocation of general expenditure in the incorrect accounting period.
 - The City had lodged a two tier dispute with the AGSA which resulted in the delayed issue of the audited consolidated Group Annual Financial Statements.
 - Initially there were four findings that led to the lodgement of the dispute but the two on impairment of assets and completeness of the disclosure of deviations from normal procurement into SCM Regulation 36.

(2) Non-Financial Reporting (Performance Planning, Management and Information Reporting)

The GPAC received the AGSA Audit report on the audit of performance planning and performance information. The AGSA reported that their selection of the GDS Outcomes was to test the accuracy and reliability of reported performance; as well as whether the objectives and targets were in accordance with prescribed prescripts:

- Sustainable Service Delivery
- Infrastructure Development and Refurbishment

The AGSA issued a qualification on the performance information. In the main the AGSA has raised findings regarding the non-reliability of performance information that was submitted for the year-end audit.

The AGSA reported on material misstatements of the average number of Rea Vaya passenger trips; and the average number of Metrobus passengers per working day. No reliance could be placed on the data produced by the Metrobus system. The AGSA was unable to further confirm the reported achievement by alternative means.

Other KPIs where the AGSA found that the reported achievements were either not achieved or not supported included the following:

- Percentage of Total water losses (JW)
- Percentage total electricity losses (CP)
- Number of kilometres of gravel roads upgraded to surfaced roads
- Number of serviced sites developed
- Number of hostels rehabilitated
- Number of mixed housing units constructed
- Kilometres of open storm water drains converted to underground systems (JRA)
- Number of additional households provided access to basic sanitation at minimum LoS 1 in informal settlements
- Number of indigent households benefitting from ESP (free basic services)
- Percentage waste diverted from landfill
- Average number of Rea Vaya passenger trips per working day

The Committee engaged with the AGSA and Management on aspects that were found inadequate. The Committee sought to understand the reasons for the differences in the performance information and evidence provided and whether this was a systems issue and /or internal control measures taking into account that GSPCR had introduced the MicroSoft Power BI system which has enabled a central and timeous repository for performance information.

6.1.8.7 Review of COJ Integrated Annual Report FY2024/25

The GAC, GPAC and GRGC at a joint meeting, considered the draft Integrated Annual Report for the 2024/25 financial year, prior to the tabling of this report together with the AGSA Audit Report to Council.

The review of the Integrated Annual Report for the year ended 30 June 2025, focussed on:

- The outcomes of the audit of performance information taking into account that the AGSA issued a qualified audit opinion in respect to the AOPOs on the basis that the AG could not verify the accuracy of the evidence submitted;
- The outcomes of the audit of financial information with particular emphasis on fair presentation of the Annual Financial Statements, restatement of balances, compliance with GRAP standards, the matters of emphasis, and the AGSA unqualified audit opinion;
- Management representations on governance practices, the city's service delivery performance, organizational development performance, as well as financial performance.

The Group Advisory Committees raised the following issues, amongst others:

1) Group Financial Performance

- Revenue Management Challenges: Effectiveness of War Room action plans and Turnaround strategies implemented to date, and Project Lokisa aimed at improving revenue management and cash management.
- Management of Debtors' balances: The Debtors' balances have been increasing year on year which in turn has resulted in debt impairment exceeding budget.
- Liquidity challenges: The City's financial ratio's, in particular, liquidity issues are having an adverse impact on regulatory compliance, for example, payments not being made within the prescribed 30 days
- Declining cash coverage ratio: The consolidated cash and cash equivalent balance was positive at year-end at approximately R4 billion. However, there is concern with regards the increasing overdrafts of some of the Municipal Entities in particular City Power.

2) Financial Reporting

- Competence Challenges: Financial management and Financial Reporting competencies, skills and capacity in the City core departments and municipal entities
- The material misstatements that were identified by the AGSA during the year-end regularity audit, and management had to make the necessary adjustments to the AFS;
- Inter-company transactions challenges.
- Delayed implementation of Municipal Standard Chart of Accounts (MSCoA) and impact on maintenance of reliable financial records and therefore financial reporting
- Going Concern of municipal entities, challenges with revenue collections, cash flow management.

3) Group Service Delivery Performance Information

- Basis of qualification of performance information by the AGSA: The issues of the reliability of performance information to support reported performance levels.
- SDBIP Performance targets: Service delivery regression in terms of targets achieved, compounded by the experiences of the community of the Johannesburg metropolitan area.

- Water and Electricity Losses: The continued water and electricity losses pose a significant challenge, the underlying causes and the associated impact on service delivery as well as the City's finances.
- Underspending on Grant funding and the impact on the City's infrastructure.
- The underutilization of the Microsoft Power BI System for the management of performance planning processes, monitoring of performance and maintenance of performance records or information to ensure timeous uploading of supporting evidence.
- The observations of the AGSA that actual budget spending cannot be reliably matched to the performance targets and the reported levels of actual performance.

4) Consequence Management

- AGSA Repeat findings: The number of repeat findings raised by the AGSA year on year, while there is no evidence of accountability measures being put in place.
- Disciplinary Board: The Board is now operational after the delays in its establishment, and it should now focus on the investigations of matters of financial misconduct.
- Timeous investigations of UIFW expenditure: This relates in the main to the historical UIFW expenditure
- Increasing UIFW balances: The significant increase in unauthorized expenditure which is mainly attributable to the overspending on bulk purchases by City Power and Joburg Water.

5) Governance Practices

- The AGSA highlighted the internal control weaknesses identified during the year end audit, relating to both the financial reporting and performance information reporting.
- The three Group Advisory Committees considered the submission by Management of the remedial action plans that seek to respond to the key control deficiencies and have been included in the FY2024/25 COJ Integrated Annual Report. The GACs advised that there should be clear and detailed action plans to address the underlying causes, in addition to the explanations provided regarding the weaknesses identified.

6.1.9 Recommendations and Advisories by the Independent Group Advisory Committees

The overall primary recommendations of the three GACs that have been discussed with the City Manager during the various meetings of the three Committees and subsequently submitted to the Mayoral Committee can be summarized in the Table 297 below.

The Chairpersons of the three Group Advisory Committees have also presented their quarterly oversight reports and advisories issued to Management to the Municipal Public Accounts Committee (MPAC). The co-operation between the three Group Advisory Committee and MPAC is aimed at strengthening the principles of accountability, sound financial and performance management, and therefore an improved internal control environment.

This table is to be used to track management responses and progress in the implementation of corrective actions.

ADVISORIES AND RECOMMENDATIONS BY THE GROUP ADVISORY COMMITTEES			
ADVISORY – BRIEF DESCRIPTION	DEPARTMENT	REPORTED TO MAYCOM	REPORTED TO MPAC
GAC recommended a strong accountability and consequent management framework by the MMC on their portfolios and cluster leaders as well as a robust accountability framework for the Chairpersons of the Boards in their quarterly sessions with the MMCs. The City speeds up the implementation of the resolution to conduct an independent review of the Governance Model.	Office of the City Manager	Yes	Yes
The Committee recommended that the Office of the City Manager facilitate a rotation and/or suspensions and/or stepping aside of Executives who are failing to command and achieve set targets within the means allocated to them and their capabilities and do not take consequent management seriously.	Office of the City Manager	Yes	Yes
That all Heads of Departments with non-performing and lagging KPIs review their remedial action as proposed to ensure that they address the deficiencies identified and are specific, actionable and achievable.	Departments and MOEs	Yes	Yes
The Committee recommended that the City Manager implement consequent management to Heads of Departments who continue to submit information that is not verifiable and/or reliable as per the directive that was issued by the CM's office during the year under review.	Office of the City Manager	Yes	Yes
GFIS should submit a plan on how the department will close all the previous cases that occurred a year ago and also create a working plan to monitor and evaluate whether there is positive progress on the work being done	Group Forensic Investigation Services	Yes	Yes
Annualized targets be measured on a quarterly basis to avoid a surprise at the FY year end	Group Strategy Policy Coordination and Relation	Yes	Yes
The OCOO Repairs and Maintenance proposed proactive approach to R&M be accelerated. Departments and entities should improve adherence to repairs and maintenance programmes to prevent deterioration of infrastructure and municipal assets.	Office of Chief Operations Officer	Yes	Yes
The mSCOA report be audited by the GIAS to ensure the integrity of NT compliance as the reporting in this regard is inconsistent	Group Risk and Assurance Services	Yes	Yes

ADVISORIES AND RECOMMENDATIONS BY THE GROUP ADVISORY COMMITTEES			
ADVISORY – BRIEF DESCRIPTION	DEPARTMENT	REPORTED TO MAYCOM	REPORTED TO MPAC
mSCOA report quarterly on their work packages to reflect targets set and achieved in relation to budget allocations	Group Risk and Assurance Services	Yes	Yes
Clear and precise actions and measures with timelines must be articulated and taken to address remedial actions to address non-performing KPIs	Office of the City Manager	Yes	Yes
To request management to address with urgency remedial actions relating to the non-performing KPIs.	Office of the City Manager	Yes	Yes
To accelerate grant expenditure in order not to return funds to the National Treasury in the face of service delivery needs.	Group Finance	Yes	Yes
To review the organizational workplace skills plan with the view to improve staff training on critical skills required in the city.	Group Corporate and Shared Services	Yes	Yes
To request the GCFO to supply the committee with the list of the AG repeat findings over the past five.	Group Finance	Yes	Yes
To request the ACM to submit a comprehensive remedial action plan with clear deliverables and time lines on all the AG findings and that a report indicating progress achieved should be submitted as a standing item to all quarterly Meetings of the GACs as agreed in the Joint GACs meeting of the 21st January 2025.	Group Risk and Assurance Services	Yes	Yes
GSPCR to apply strict measures and dates of submission after which information submitted would not be changed or altered on the Power BI system	Group Strategy Policy Coordination and Relation	Yes	Yes
GSPCR to continue to educate and advise managers on their responsibility and accountability for the submission of accurate and verifiable information on the Power BI system.	Group Strategy Policy Coordination and Relation	Yes	Yes
GSPCR provide a list of managers who continue not to comply with GSPCR directives for action and consequent action by the City Manager and/or the EM where applicable.	Group Strategy Policy Coordination and Relation	Yes	Yes
GSPCR and GIAS to do everything possible to ensure that the city avoids an adverse finding by the AG at end of the financial year on AOPOs	Group Strategy Policy Coordination and Relation and GIAS	Yes	Yes
That management submit as was agreed at the joint meeting of GACs in January on the 23/24 AR the revised remedial	Office of the City Manager	Yes	Yes

ADVISORIES AND RECOMMENDATIONS BY THE GROUP ADVISORY COMMITTEES			
ADVISORY – BRIEF DESCRIPTION	DEPARTMENT	REPORTED TO MAYCOM	REPORTED TO MPAC
actions as promised by the ACM since these were not submitted to the GPAC. In this context GPAC cannot assess whether the reported remedial actions address the AG findings or not.			
Management should take all necessary measures to improve the City's audit outcomes and transition from a stagnant audit status to a progressive trajectory. This includes strengthening the internal control environment and standard operating procedures (SOPs) through the Office of the Primary Controls Assurance (OPCA) to address and reduce Auditor-General findings, particularly those impacting the Annual Financial Statements (AFS), legal compliance, and overall governance processes.	Office of the City Manager	Yes	Yes
To recommend that the selection of entity Boards be carefully considered in the ensuing AGM to ensure that Board Members are fit for purpose.	Group Governance	Yes	Yes
That the CM pay particular attention to resolving where possible quick wins at the MOE level in order to improve service delivery	Office of the City Manager	Yes	Yes
The City Manager should undertake an Institutional Review to assess whether the City's organisational structure and entities are fit for purpose and aligned with service delivery demands.	Group Corporate and Shared Services		
Management should review the competency and talent management framework and prioritise filling critical senior management vacancies to improve organisational performance.	Office of the City Manager / Group Corporate and Shared Services		
The City must introduce Score Cards for the MMCs driven by the EM	Office of the City Manager/GSPCR	Yes	Yes
A strong accountability and consequent management framework by the MMC on their portfolios and cluster leaders as well as a robust accountability framework for the Chairpersons of the Boards in their quarterly sessions with the MMCs.	Office of the Executive Mayor	Yes	Yes
MMCs to support the Executives who are trying their best to achieve the set targets and don't interfere politically where management sees it fit to discipline staff that directly report to them.	Offices of the MMCs	Yes	Yes

ADVISORIES AND RECOMMENDATIONS BY THE GROUP ADVISORY COMMITTEES			
ADVISORY – BRIEF DESCRIPTION	DEPARTMENT	REPORTED TO MAYCOM	REPORTED TO MPAC
The appointments of Boards at MOE levels must be professionalized to the extent possible with the view to improve service delivery	Group Governance	Yes	Yes
All structures of the city must recognize that the city is in crisis and should act accordingly with urgency, passion, speed and vigor and that lethargy be a thing of the past.	Departments and Entities	Yes	Yes
Leadership across the City should drive organisational culture change and recommit to Batho-Pele principles, including training managers in project and contract management.	Office of the City Manager	Yes	Yes
That before submission of the draft report to the AGSA on the 31st August 2025, all Departments and entities resubmit information and ensure that the information is credible and verifiable for consideration by GIAS and GSPCR in order to limit the possible qualification of the AOPOs by AGSA.	Group Strategy Policy Coordination and Relation	Yes	Yes
That all Heads of Departments with non-performing and lagging KPIs review their remedial action as proposed to ensure that they address the deficiencies identified and are specific, actionable and achievable.	Office of the City Manager /GSPCR	Yes	Yes
That GSPCR review and ensure that matters related to Circular KPIs identified by the AGSA in the previous year are corrected and attended to.	Group Strategy Policy Coordination and Relation	Yes	Yes
That GSPCR correct any possible errors that may have been caused by the Power BI systems if any, to ensure that information submitted is accurate, verifiable, useful and reliable.	Group Strategy Policy Coordination and Relation	Yes	Yes
Group Finance is encouraged to strengthen enforcement of the 30-day payment compliance requirement to ensure that all invoices are settled within the prescribed timeframe	Group Finance	Yes	Yes
Joburg Water is encouraged to strengthen water infrastructure to enhance operational efficiency, reduce service interruptions, and support long-term sustainability.	Joburg Water	Yes	Yes
GRAS is encouraged to ensure full compliance with the submission of the updated vacancy rate to support accurate workforce planning.	Group Risk and Assurance Services	Yes	Yes
Group Communication is encouraged to enhance and proactively improve public communication on all G20-related matters to strengthen visibility and stakeholder engagement	Group Communications and Marketing	Yes	Yes

ADVISORIES AND RECOMMENDATIONS BY THE GROUP ADVISORY COMMITTEES			
ADVISORY – BRIEF DESCRIPTION	DEPARTMENT	REPORTED TO MAYCOM	REPORTED TO MPAC
JPC is encouraged to provide a full and updated list of hijacked buildings to support accurate reporting and coordinated interventions across the City	Joburg Property Company	Yes	Yes
GRAS Including demarcation and coalition risks in the risk profile would support GRAS in strengthening early warning mechanisms and improving informed decision-making.	Group Risk and Assurance Services	Yes	Yes
GLC is encouraged to convene a dedicated law-enforcement workshop to enhance coordination, strengthen collaboration, and address emerging operational challenges.	Group Legal and Contracts	Yes	Yes
GLC Implement education programme on court order compliance (GLC)	Group Legal and Contracts	Yes	Yes
GRAS is encouraged to develop a central risk dashboard to improve visibility, tracking, and management of key organizational risks	Group Risk and Assurance Services	Yes	Yes
GICT Enhancing the response to network failures by GICT would support business continuity, improve system reliability, and strengthen overall ICT performance.	GICT	Yes	Yes
Enhancing ICT governance initiatives by GICT would support better decision-making, reduce operational risks, and improve overall system performance.	GICT	Yes	Yes
Group Finance is encouraged to advance the implementation of mandatory Smart Invoicing and e-Procurement to improve efficiency and reduce processing delays	Group Finance	Yes	Yes
GCSS Finalizing the biometric rollout would also support audit compliance and strengthen organizational accountability	Group Corporate and Shared Services	Yes	Yes
Management should explore revenue sourcing and diversification strategies, including reviewing municipal services, partnerships and revenue collection mechanisms.	Group Finance	Yes	Yes
Departments and entities should strengthen stakeholder engagement mechanisms through continuous engagement forums with communities and key stakeholders.	Office of the City Manager	Yes	Yes
The City should enhance communications and marketing strategies to reposition the image of the City and highlight service delivery successes.	Group Communication	Yes	Yes

ADVISORIES AND RECOMMENDATIONS BY THE GROUP ADVISORY COMMITTEES			
ADVISORY – BRIEF DESCRIPTION	DEPARTMENT	REPORTED TO MAYCOM	REPORTED TO MPAC
The City should accelerate infrastructure investment initiatives, including exploring funding through intergovernmental relations and public-private partnerships.	Office of the Chief Operating Officer	Yes	Yes
The City should review and rebrand the MTC and rationalise ICT functions to improve integration and efficiency of ICT services across the municipality.	MTC and ICT /City Manager	Yes	Yes
Management should develop an integrated service delivery portal to monitor service requests, response times and adherence to service level standards.	Office of the City Manager	Yes	Yes
The City should revisit the Jozi@Work and co-production initiatives to promote job creation and support SMME development.	Department of Economic Development	Yes	Yes

Table 297: Summary advisories issued by the group advisory committees to the city manager and mayoral committee.

6.1.10 Conclusion and Overall Recommendation

The consolidated report of the independent Group Advisory Committees, namely, the Group Risk Governance Committee (GRGC), the Group Performance Audit Committee (GPAC) and the Group Audit Committee (GAC); has been submitted to the Mayoral Committee; and considered for incorporation into the Integrated Annual Report for the year ended 30 June 2025.

On the basis of the oversight role that the Group Advisory Committees have performed, and having reviewed the IAR of the COJ as well as the AG audit opinion, the GACs recommend the adoption and submission of the draft report to the Mayoral Committee and Council for approval; and the publication of the operational results to the Council and the people of Johannesburg.



Roslyn Greef

CHAIRPERSON: GROUP RISK GOVERNANCE COMMITTEE



Griffiths Zabala

CHAIRPERSON: GROUP PERFORMANCE AUDIT COMMITTEE



Solomon Mogase

CHAIRPERSON: GROUP AUDIT COMMITTEE

6.2 Report of the auditor-general to the Gauteng Provincial Legislature and the Council on the consolidated and separate financial statements of the City of Johannesburg Metropolitan Municipality and its subsidiaries

Report on the audit of the consolidated and separate financial statements

Opinion

1. I have audited the consolidated and separate financial statements of the City of Johannesburg Metropolitan Municipality (CoJ) and its subsidiaries (group) set out on pages xx (Annexure: AFS) to xx, which comprise the appropriation statement, consolidated and separate statement of financial position as at 30 June 2025, consolidated and separate statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget information with actual information per the annual financial statement (AFS) for the year then ended, as well as notes to the consolidated and separate financial statements, including a summary of significant accounting policies.
2. In my opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the group as at 30 June 2025 and its consolidated financial performance and cashflow statement for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and the Division of Revenue Act 24 of 2024 (Dora).
3. In my opinion, except for the effects and possible effects of the matters described in the basis for qualified opinion section of this report, the separate financial statements present fairly, in all material respects, the separate financial position of the CoJ as at 30 June 2025 and its separate financial performance and separate cashflow statement for the year then ended in accordance with the GRAP and the requirements of the MFMA and Dora.

Basis for qualified opinion on the separate financial statements

Receivables from exchange transactions

4. I was unable to obtain sufficient appropriate audit evidence to enable me to confirm the existence, accuracy, valuation and allocation of sundry debtors due to inadequate supporting documentation. I was also unable to confirm these sundry debtors by alternative means, as the underlying records required to verify the balances were not available. Consequently, I was unable to determine whether any adjustments were necessary to the sundry debtor's balance of R948 446 000, as disclosed in note 7 to the separate financial statements. The possible effect of this matter was not considered material to the consolidated financial statements.

General expenses

5. General expense transactions relating to the 2023-24 financial year were incorrectly recognised in the 2024-25 financial year, which is not in accordance with *GRAP 1, Presentation of Financial Statements*, which requires transactions to be recognised in the correct reporting period. As a result, based on a projected misstatement, general expenses and payables from exchange transactions are overstated by R398 017 694, and the accumulated surplus/deficit for the year is understated by the same amount. The effect of this matter was not considered material to the consolidated financial statements.

Context for the opinion

6. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the consolidated and separate financial statements section of my report.
7. I am independent of the group in accordance with the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
8. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion on the consolidated financial statements and the qualified opinion on the separate financial statements.
9. In terms of the Independent Regulatory Board for Auditors Rule on Enhanced Auditor Reporting for the Audit of Financial Statements of Public Interest Entities, published in Government Gazette No. 49309 dated 15 September 2023 (EAR Rule), I report:

Final materiality

10. The scope of our audit was influenced by my application of materiality. An audit is designed to obtain reasonable assurance that the consolidated and separate financial statements are free from material misstatement. Misstatements may arise due to fraud or error and they are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated and separate financial statements.
11. My determination of materiality is a matter of professional judgement and is affected by my perception and understanding of the financial information needs of intended users, which are the quantitative and qualitative factors that determine the level at which relevant decisions taken by users would be affected by a misstatement. These factors helped to determine the scope of the audit and the nature, timing and extent of our audit procedures as well as to evaluate the effect of misstatements, both individually and in aggregate, on the consolidated and separate financial statements as a whole.
12. Based on my professional judgement, I determined final materiality for the consolidated and separate financial statements as follows:

Materiality considerations	Consolidated financial statements	Separate financial statements
Final materiality amount	R799 million	R350 million
Basis for determining materiality	One per cent of total expenditure as presented in the consolidated statement of financial performance	One per cent of total expenditure, as presented in the separate statement of financial performance
Rationale for benchmark applied	Total expenditure is an appropriate quantitative indicator of materiality, as the primary focus of the users of the consolidated financial statements is on the use of funds to deliver services.	Total expenditure is an appropriate quantitative indicator of materiality, as the primary focus of the users of the separate financial statements is on the use of funds to deliver services.

13. Materiality is considered in the context of qualitative factors and, when applicable, quantitative factors. The relative importance of qualitative and quantitative factors when considering materiality in a particular engagement is a matter for the auditor's professional judgement.

Group audit scope

14. I tailored the scope of the audit in order to perform sufficient work to enable me to provide an opinion on the consolidated financial statements as a whole, considering the structure of the group and the accounting processes and controls. I performed a full audit of the consolidated financial statements.

15. The group audit focused on testing the consolidation process, including the elimination entries, consolidation adjustments, and the overall accuracy and completeness of the consolidated financial statements.

Key audit matters

16. Key audit matters are those matters that, in professional judgement, were of most significance in my audit of the consolidated and separate financial statements for the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole and in forming my opinion, and I do not provide a separate opinion on these matters.

17. I have determined the matter described below to be the key audit matter to be communicated in my report.

18. In terms of the Enhanced Auditor Reporting Rule, I am required to also report the outcome of audit procedures or key observations with respect to the key audit matter, and these are included below:

Key audit matter	How the matter was addressed in the audit
<p data-bbox="193 1151 791 1227">Going concern disclosure</p> <p data-bbox="193 1227 791 1326">Refer to the following disclosures in the consolidated and separate financial statements as they relate to this key audit matter:</p> <ul data-bbox="252 1361 791 1532" style="list-style-type: none"> <li data-bbox="252 1361 791 1460">• Accounting policies note 1 to the consolidated and separate financial statements (going concern) <li data-bbox="252 1460 791 1532">• Note 71 to the financial statements (going concern) <p data-bbox="193 1568 791 1910">The consolidated and separate financial statements for the year ended 30 June 2025 were prepared on a going concern basis. During the audit, we noted that the group has adverse key financial ratios that are outside the MFMA Circular No. 71 norm. To mention a few, debt (total borrowing) over total operating revenue exceeds 45% (separate financial statements), the debtors' collection days and creditors' payment days exceed 30 days. This indicates that the group is facing significant liquidity</p>	<p data-bbox="791 1151 1401 1227">The audit addressed this key audit matter as follows:</p> <ul data-bbox="849 1227 1401 1877" style="list-style-type: none"> <li data-bbox="849 1227 1401 1361">• Evaluated management's cashflow forecasts and tested the underlying assumptions for reasonableness and noted no material exceptions <li data-bbox="849 1397 1401 1532">• Assessed the feasibility of management's plans to secure additional financing and reviewed the supporting credit rating and noted no material exceptions <li data-bbox="849 1568 1401 1702">• Performed a sensitivity analysis on key assumptions such as revenue growth and expenditure increase and noted no material exceptions <li data-bbox="849 1738 1401 1877">• Considered the adequacy of the disclosure in note 71 relating to going concern for the material adjustment made. I accepted the adjustment made by management.

challenges, which raises substantial doubt about its ability to continue as a going concern.

Management performed an assessment to identify the adverse key financial ratios and mitigating actions, including cashflow forecasts showing consistent budgeted surpluses, continued government support through funding from national and provincial government and the continued access to debt funding from major financial institutions to fund capital projects. The assessment of going concern involves significant judgement regarding future cash flows and access to funding, making this a matter of most significance to the audit.

The consolidated and separate financial statements were subsequently adjusted to reflect this concern and resulted in a material adjustment.

The assessment of management's going concern disclosure required extensive audit effort to evaluate the cashflow forecasts, funding plans and key assumptions on liquidity and conclude that management's plans and mitigating factors are sufficient to address the risk.

Emphasis of matters

19. I draw attention to the matters below. My opinion is not modified in respect of these matters.
20. With reference to note 72 to the consolidated and separate financial statements, the group is a defendant in various claims and lawsuits. The ultimate outcome of these matters could not be determined, and no provision for any liability that may result has been made in the consolidated and separate financial statements.
21. As disclosed in note 39 to the consolidated and separate financial statements financial statements, irrecoverable trade and other receivables were written off during the year, resulting in material loss of R9 480 429 000.
22. As disclosed in note 40 to the consolidated and separate financial statements, the group incurred material electricity distribution losses amounting to R5 669 877 000 for the year ended 30 June 2025 (2024: R4 932 026 000). Technical losses amounted to R1 709 670 000 (2024: R1 485 824 000) and arose mainly from energy lost during the transmission and distribution of electricity from the point of supply to the point of distribution through dissipation as heat. Non-technical losses amounted to R3 960 207 000 (2024: R3 446 202 000) and were primarily attributable to theft and bypassing of meters, illegal recalibration of meters, damaged meters, faulty voltage and current transformers, billing errors and customers without meters.
23. As disclosed in note 40 to the consolidated and separate financial statements, the group incurred material water distribution losses amounting to R2 821 100 000 for the year ended 30 June 2025 (2024: R2 900 100

000). Physical losses amounted to R2 031 000 000 (2024: R2 088 000 000) and were mainly attributable to leaks on the water network infrastructure. Commercial losses amounted to R790 100 000 (2024: R812 100 000) and were primarily due to illegal connections, metering inaccuracies and associated data transfer and billing errors.

Other matter

24. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Unaudited disclosure note

25. In terms of section 125(2)(e) of the MFMA, the particulars of non-compliance with the MFMA should be disclosed in the consolidated and separate financial statements. This disclosure requirement did not form part of the audit of the consolidated and separate financial statements and, accordingly, I do not express an opinion on it.

Responsibilities of the accounting officer for the consolidated and separate financial statements

26. The accounting officer is responsible for the preparation and fair presentation of consolidated and separate financial statements in accordance with the GRAP and the requirements of the MFMA and Dora; and for such internal control as the accounting officer determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

27. In preparing the consolidated and separate financial statements, the accounting officer is responsible for assessing the group's ability to continue as a going concern; disclosing, as applicable, matters relating to the group's going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the group or to cease operations, or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the consolidated and separate financial statements

28. My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

29. A further description of my responsibilities for the audit of the consolidated and separate financial statements is included in the annexure to this auditor's report. This description, which is located on pages xx to xx, forms part of our auditor's report.

Report on the audit of the annual performance report

30. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I

must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected strategic priorities presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.

31. I selected the following strategic priorities presented in the annual performance report for the year ended 30 June 2025 for auditing. I selected strategic priorities that measure the group's performance on its primary mandated functions and that are of significant national, community or public interest.

Strategic priority	Page numbers	Purpose
Sustainable service delivery	273 - 280	Joburg 2040 prioritises sustainable service delivery to ensure that it can deliver on its developmental mandate. With Johannesburg having the highest population growth compared to the national population growth, there needs to be a focus on infrastructure development to accommodate the growing numbers. This development will stimulate the economy and improve accessibility to basic services for citizens. The initiatives and programmes are guided by the 'sustainable service delivery' priority, which aims to accelerate visible service delivery and re-introduce co-production in delivering basic services.
Infrastructure development and refurbishment	283 - 286	Through infrastructure development and refurbishment, the CoJ is committed to providing essential services, promoting ecomobility and creating sustainable human settlements that promote spatial balance and integration to pave the way for a brighter and more prosperous future for all citizens.

32. I evaluated the reported performance information for the selected strategic priorities against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the group's planning and delivery on its mandate and objectives.

33. In performing the audit, my procedures focused on the material indicators relating to water, sanitation, human settlements and related infrastructure.

34. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the group's mandate and the achievement of its planned objectives
- all the indicators relevant for measuring the group's performance against its primary mandated and prioritised functions and planned objectives are included
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and

measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated

- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable
- there is adequate supporting evidence for the achievements reported and for the measures taken to improve performance.

35. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.

36. The material findings on the reported performance information for the selected strategic priorities are as follows:

Strategic priority: Sustainable service delivery

Various indicators

37. I could not determine whether the reported achievements were correct, as adequate supporting evidence was not provided for auditing. Consequently, the achievements might be more or less than reported and were not reliable for determining if the targets had been achieved.

Indicator	Target	Reported achievement
Average number of Rea Vaya passenger trips per working day	42 500	19 972
Average number of Metrobus passenger trips per working day	26 000	22 188

Other matters

38. I draw attention to the matters below.

Achievement of planned targets

39. The annual performance report includes information on reported achievements against planned targets and provides measures taken to improve performance. This information should be considered in the context of the material findings on the reported performance information.

40. The tables that follow provide information on the achievement of planned targets and list the key service delivery indicators that were not achieved as reported in the annual performance report. The measures taken to improve performance are included in the annual performance report on pages xx to xx.

Sustainable service delivery

Targets achieved: 40%		
Budget spent: The budget amount is not available at priority level.		
Key service delivery indicator not achieved	Planned target	Reported achievement
Number of additional households provided access to basic water at minimum LoS 1 in informal	1 250	174

Targets achieved: 40%		
Budget spent: The budget amount is not available at priority level.		
Key service delivery indicator not achieved	Planned target	Reported achievement
settlements		
Number of indigent households accessing free basic services	100 000	83 325
Total water losses	190 338 500 kl	207 136 836 kl
Percentage of total electricity losses (EE4.4)	28,8%	29,8%
Average number of Rea Vaya passenger trips per working day	42 500	19 972
Average number of Metrobus passenger trips per working day	26 000	22 188

Infrastructure development and refurbishment

Targets achieved: 36%		
Budget spent: The budget amount is not available at priority level.		
Key service delivery indicator not achieved	Planned target	Reported achievement
Number of new households in informal settlements provided with electricity	2 000	1 059
Number of kilometres of gravel roads upgraded and surfaced	12,5 km	7,98 km
Number of kilometres of open storm water drains converted to underground systems	1,5 km	0,75 km
Number of mixed housing units constructed	2 010	431
Number of serviced sites developed	600	0
Number of hostels rehabilitated	4	0
Number of flats rehabilitated	10	0

Material misstatements

41. I identified preventable material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for sustainable service delivery and infrastructure development and refurbishment strategic priorities. Management did not correct some of the misstatements, and I reported material findings in this regard.

Report on compliance with legislation

42. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the group's compliance with legislation.
43. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
44. Through an established AGSA process, I selected requirements in key legislation for compliance testing that

are relevant to the financial and performance management of the group, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

45. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

Annual financial statements

46. The separate annual financial statements submitted for auditing were not prepared, in all material respects, in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of non-current assets, current assets, revenue, expenditure and disclosure items were identified during the audit. While some misstatements were subsequently corrected and supporting records provided, uncorrected material misstatements and supporting records that could not be provided resulted in the separate annual financial statements receiving a qualified audit opinion.

Expenditure management

47. Reasonable steps were not taken to prevent irregular expenditure of R2 369 430 000 disclosed in note 52 to the separate annual financial statements, as required by section 62(1)(d) of the MFMA. The majority of the irregular expenditure was caused by non-compliance with regulation 36.
48. Reasonable steps were not taken to prevent unauthorised expenditure of R2 376 050 000, as disclosed in note 49 to the separate annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the unauthorised expenditure was caused by overspending on key votes.
49. Reasonable steps were not taken to prevent fruitless and wasteful expenditure of R42 148 000, as disclosed in note 48 to the separate annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was caused by interest and penalties.
50. Reasonable steps were not taken to ensure that money owed by the group was always paid within 30 days, as required by section 65(2)(e) of the MFMA.

Asset management

51. An adequate management, accounting and information system that accounts for assets was not in place, as required by section 63(2)(a) of the MFMA.
52. An effective system of internal control for assets (including an asset register) was not in place, as required by section 63(2)(c) of the MFMA.

Procurement and contract management

53. Some goods and services within the prescribed transaction value for competitive bids were procured without inviting competitive bids, as required by supply chain management (SCM) regulation 19(a). Deviations were approved by the accounting officer, even though it was not impractical to invite competitive bids, in contravention of SCM regulation 36(1). Similar non-compliance was also reported in the prior year.

Consequence management

54. Some irregular expenditure incurred by the group was not investigated to determine if any person is liable for it, as required by section 32(2)(b) of the MFMA.
55. Some fruitless and wasteful expenditure incurred by the group was not investigated to determine if any person is liable for it, as required by section 32(2)(b) of the MFMA.

Utilisation of conditional grants

56. Performance in respect of programmes funded by the Public Transport Network Grant, Programme and Project Preparation Support Grant, Infrastructure Skills Development Grant, Local Government Financial Management Grant and Informal Settlements Upgrading Partnership was not evaluated within two months after the end of the financial year, as required by section 12(5) of Dora.

Other information in the annual report

57. The accounting officer is responsible for the other information included in the annual report. The other information does not include the consolidated and separate financial statements, the auditor's report and those selected strategic priorities presented in the annual performance report that have been specifically reported in this auditor's report.
58. My opinion on the consolidated and separate financial statements, and my reports on the audit of the annual performance report and the report on compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.
59. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the consolidated and separate financial statements and the selected strategic priority presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
60. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected, this will not be necessary.

Internal control deficiencies

61. I considered internal control relevant to my audit of the consolidated and separate financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.

62. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the qualified opinion in the separate financial statements, the material findings on the annual performance report and the material findings on compliance with legislation included in this report.
63. The accounting officer did not exercise adequate oversight responsibility over financial reporting and compliance with legislation, as well as the related internal controls. Effective and appropriate measures were not implemented timeously to prevent and detect material errors in the submitted consolidated and separate financial statements and annual performance report, and to prevent and detect non-compliance with legislation.
64. Senior management did not adequately ensure that the consolidated and separate financial statements and performance report prepared were accurate and complete and agreed to supporting schedules, as numerous misstatements were identified on the consolidated and separate financial statements and performance report submitted for audit. Daily and monthly control activities that support accurate and reliable reporting, such as reconciliations, were generally lacking.
65. Senior management did not implement proper record-keeping timeously to ensure that complete, relevant and accurate information is accessible and available to support the consolidated and separate financial statements and performance report. The audit team experienced delays in obtaining information and supporting evidence for recorded balances and transactions due to poor record-keeping in certain areas.

Material irregularities

66. In accordance with the PAA and the Material Irregularity Regulations, I have a responsibility to report on material irregularities identified during the audit and on the status of material irregularities as previously reported in the auditor's report.

Material irregularities identified during the audit

67. The material irregularities identified are as follows:

Park Chambers building not refurbished

68. I identified a material irregularity during the audit and notified the accounting officer thereof, as required by material irregularity regulation 3(2). By the date of this auditor's report, the evaluation of the accounting officer's response had not yet been concluded. Accordingly, this material irregularity will be reported in detail in the next year's auditor's report.

Metro Centre building not utilised

69. I identified a material irregularity during the audit and notified the accounting officer thereof, as required by material irregularity regulation 3(2). By the date of this auditor's report, the evaluation of the accounting officer's response had not yet been concluded. Accordingly, this material irregularity will be reported in detail in the next year's auditor's report.

Bus rapid transit stations not utilised

70. A service provider was appointed in June 2015 as the main contractor for the bus rapid transit stations (BRT) sections 8 and 15, which consist of 17 stations, of which 12 reached practical completion (99%) between March 2019 and May 2022, three are still in progress and one, being the Johannesburg Art Gallery, was completed in October 2017. The accounting officer has not taken appropriate steps to ensure that the Johannesburg Art Gallery station is in use.
71. The misuse of the material public resource could have been avoided with proper management of assets, as required by section 63(1)(a) of the MFMA.
72. The accounting officer was notified of the material irregularity on 12 December 2024 and, due to a change in accounting officers, the notification was re-issued on 10 February 2025.
73. The accounting officer has taken the following actions to address the material irregularity:
- Engaged the taxi industry, with agreements concluded on 27 June 2023, to facilitate the commencement of bus operations and mitigate route conflicts.
 - Secured an alternative bus supply arrangement and completed preparatory work for the bus reconfiguration programme, resulting in 48 buses being reconfigured and delivered in February 2026 to the phase 1C(a) bus-operating company.
 - Appointed a bus-operating company on 26 May 2025 to support the operationalisation of phase 1C(a).
 - Procured and implemented the automated fare collection system, which has been operational for phases 1A and 1B since July 2025. The infrastructure for phase 1C(a) was fully tested and became operational in October 2025.
 - Assessed accountability for the material irregularity and concluded that no officials could be held responsible. Accordingly, no investigation was instituted, as it was determined that it would not have altered this conclusion.
74. The following actions are in the process of being implemented by the accounting officer.
- Construction of the Sandton and Gandhi Square BRT stations, which remains in progress at approximately 77% and 69% completion, respectively, with completion expected in May 2026.
 - Reconfiguration of the remaining 20 buses, which is pending due to outstanding supplier payments, with completion anticipated during 2026, conditional upon settlement of these obligations.
 - Completion of the Selby Depot (phase 2C), which is ongoing, with approximately 80% construction progress and a revised practical completion date of May 2026.
 - Continued engagement with the Gauteng Provincial Regulatory Entity (PRE) regarding the operating licence applications for phase 1C(a), with the PRE determining the appropriate process for licence issuance.

75. I will follow up on the implementation of these actions during my next audit.

Status of previously reported material irregularities

Payments made for airtime and data loaded on SIM cards but not utilised

76. Resources of the municipality were not utilised economically, as airtime and data loaded on SIM cards were not utilised between April 2019 and August 2019, as required by section 62(1)(a) of the MFMA.

77. The municipality is likely to suffer a material financial loss if the amount paid for airtime and data loaded on SIM cards is not recovered. The financial loss is disclosed in note 43 of the separate financial statements for the period ended 30 June 2021.

78. The accounting officer was notified of the material irregularity on 5 August 2022.

79. The accounting officer has taken the following actions to address the material irregularity:

- Instituted an investigation in September 2022 to determine officials responsible, which was expected to be finalised in December 2022. However, due to the discovery of new information, the investigation was finalised in July 2023. The investigation concluded that the municipality suffered financial loss amounting to R3 467 163 and further recommended that any acts of financial misconduct be reported to the council, where applicable.
- In April 2024, the municipal public accounts committee recommended to the council that the financial loss amounting to R3 467 163 be recovered from the service provider.
- In assessing the possibility of the recovery of the financial loss, the accounting officer obtained a legal opinion in June 2024, which confirmed that the municipality enjoys reasonable prospects of success in pursuing a contractual claim against the service provider.
- In July 2024, council approved the resolution to recover the financial loss suffered from the service provider.
- An independent service provider was appointed in August 2024 to perform an investigation to determine if there were any elements of financial misconduct.
- The outcome of the preliminary investigation finalised in November 2024 indicated that there were elements of financial misconduct and recommended that a full investigation be conducted in order to determine the appropriate consequence management to be taken.
- A letter of demand was issued to the service provider in October 2024 and the service provider responded in November 2024, indicating that it does not accept responsibility for the financial loss suffered.
- Summons were issued to the service provider in November 2024; however, in considering the most cost-effective route to recover the financial loss suffered, the accounting officer decided against pursuing the legal process but opted not to pay invoices due to the service provider. The accounting officer stopped the processing of invoices submitted by the service provider from February 2025 to offset the R3,4 million and instructed the attorney to formally notify the service provider that the city

would not process its invoices, including the reasons for this decision.

- The service provider was notified that the municipality would not process its invoices due to the dispute with it. As at 21 March 2025, invoices amounting to R4,3 million submitted by the services provider have not been paid.
- In accordance with the regulations on financial misconduct, the outcome and recommendation of the preliminary investigation will be reported to council for a resolution authorising the disciplinary board to conduct a full investigation into the conduct of other responsible members of senior management.
- To prevent a re-occurrence, in January 2022, the accounting officer established a contract management committee to monitor all contracts within the municipality to ensure that all goods and services received by the municipality are utilised. In addition, a monthly checklist for contract management was implemented, effective August 2022.

80. The material irregularity has been resolved.

Other reports

81. In addition to the investigations relating to material irregularities, I draw attention to the following engagements conducted by various parties. These reports did not form part of my opinion on the consolidated and separate financial statements or my findings on the reported performance information or compliance with legislation.
82. A total of 678 cases of alleged irregularities relating to financial misconduct, fraudulent acts, theft and non-compliance were investigated during the financial year. Most of the cases were investigated internally by the municipality's forensic department and 18 by the disciplinary board. Two hundred and eighty-three of these cases were finalised during the 2024-25 financial year, 395 were still in progress at year-end.

AUDITOR - GENERAL

Johannesburg

30 April 2026



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure to the auditor's report

The annexure includes the following:

- The auditor-general's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the consolidated and separate financial statements and the procedures performed on reported performance information for selected strategic priorities on the group and the municipality's compliance with selected requirements in key legislation.

Consolidated and separate financial statements

In addition to my responsibility for the audit of the consolidated and separate financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group and the municipality's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the consolidated and separate financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the group and the municipality to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the consolidated and separate financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause the group and the municipality to cease operating as a going concern.
- evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and determine whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- plan and perform the group and the municipality audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group and the municipality as a basis for forming an opinion on the consolidated financial statements. I am responsible for the

direction, supervision and review of audit work performed for purposes of the group and the municipality audit. I remain solely responsible for my audit opinion.

Communication with those charged with governance

I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated to those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements for the current period and are therefore key audit matters. I describe these matters in this auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in this auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest of such communication.

Compliance with legislation - selected legislative requirement

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Municipal Finance Management Act 56 of 2003	<p>Section 1 - Paragraph (a), (b) and (d) of the definition: irregular expenditure</p> <p>Section 1 - Definition: service delivery and budget implementation plan</p> <p>Sections 11(1), 13(2), 14(1), 14(2)(a), 14(2)(b), 15, 24(2)(c)(iv), 29(1), 29(2)(b), 32(2), 32(2)(a), 32(2)(a)(i), 32(2)(a)(ii), 32(2)(b), 32(6)(a), 32(7), 53(1)(c)(ii), 54(1)(c), 62(1)(d), 62(1)(f)(i), 62(1)(f)(ii), 62(1)(f)(iii), 63(1)(a), 63(2)(a), 63(2)(c), 64(2)(b), 64(2)(c), 64(2)(e), 64(2)(f), 64(2)(g), 65(2)(a), 65(2)(b), 65(2)(e), 72(1)(a)(ii), 112(1)(j), 116(2)(b), 116(2)(c)(ii), 117, 122(1), 122(2), 126(1)(a), 126(1)(b), 127(2), 127(5)(a)(i), 127(5)(a)(ii), 129(1), 129(3), 133(1)(a), 133(1)(c)(i), 133(1)(c)(ii), 170, 171(4)(a), 171(4)(b)</p>
Supply Chain Management Regulations	Regulations 5, 12(1)(c), 12(3), 13(b), 13(c), 13(c)(i), 16(a), 17(1)(a), 17(1)(b), 17(1)(c), 19(a),

Legislation	Sections or regulations
	21(b), 22(1)(b)(i), 22(2), 27(2)(a), 27(2)(e), 28(1)(a)(i), 28(1)(a)(ii), 29(1)(a), 29(1)(b), 29(5)(a)(ii), 29(5)(b)(ii), 32, 36(1), 36(1)(a), 38(1) (c), 38(1)(d)(ii), 38(1)(e), 38(1)(g)(i), 38(1)(g)(ii), 38(1)(g)(iii), 43, 44, 46(2)(e), 46(2)(f)
Municipal Budget and Reporting Regulations	Regulations 71(1)(a), 71(1)(a)(b), 71(2)(a), 71(2)(b), 71(2)(d), 72(a), 72(b), 72(c)
Municipal Investment Regulation	Regulations 3(1)(a), 3(3), 6, 7, 12(2), 12(3)
Division of Revenue Act 24 of 2024	Sections 11(6)(b), 12(5), 16(1), 16(3)
National Environmental Management Waste Act 59 of 2008	Section 20(b)
Environmental Conservation Act 36 of 2005	Section 20(1)
National Water Act 36 of 1998	Section 22(1)(b)
Municipal Systems Act 32 of 2000	<p>Sections 3(3), 3(4)(b), 3(5)(a), 3(6)(a), 15(1)(a)(ii), 25(1), 26(a), 26(c), 26(h), 26(i), 29(1)(b)(ii), 34(a),34(b), 38(a) 41(1)(a), 41(1)(b), 41(1)(c)(ii), 42, 43(2), 56(a), 57(2)(a), 57(6)(a), 66(1)(a), 67(1)(d), 74(1), 93B(a), 93B(b), 96(b)</p> <p>MSA schedule 1: Code of conduct for councillors sections 5(2), 7(1) and (2)</p> <p>MSA schedule 2: Code of conduct for municipal staff members sections 5(1) and 5A(1) and (2)</p>
Municipal performance regulations for municipal managers and managers directly accountable to municipal managers	Regulations 2(3)(a), 4(4)(b), 8(3)
Regulations on appointment and conditions of employment of senior managers	Regulations 2(1)(e), 2(3)(a), 17(2), 36(1)(a)

6.3 Remedial Action Plan 2024/25 Financial Year

Prepared in terms of Report of the auditor-general to the Gauteng Provincial Legislature and Council on the Consolidated and Separate Financial Statements of the City of Johannesburg Metropolitan Municipality and its subsidiaries

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
Receivables from exchange transactions					
<p>4. I was unable to obtain sufficient appropriate audit evidence to enable me to confirm the existence, accuracy, valuation and allocation of sundry debtors due to inadequate supporting documentation. I was also unable to confirm these sundry debtors by alternative means, as the underlying records required to verify the balances were not available. Consequently, I was unable to determine whether any adjustments were necessary to the sundry debtor's balance of R948 446 000, as disclosed in note 7 to the separate financial statements. The possible effect of this matter was not considered material to the consolidated financial statements.</p>	<ul style="list-style-type: none"> Lack of supporting documentation. No reconciliation performed Weak record management across departments. Inadequate review by finance heads. 	New	<p>Debtors Verification</p> <ul style="list-style-type: none"> Perform full reconciliation of all sundry debtor accounts to supporting schedules and GL. Age analysis review and validation of debtor balances. Tracing to source documents. Automation of the template to ensure accuracy of the aging. Updated and accurate age analysis. Confirm balances with customers (external confirmations where applicable). Establish a technical team to advise on debtors with long outstanding balances and debtors with no support. 	April-June 2026	Group Finance (Core Accounting) with information provided by all departments

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
			<ul style="list-style-type: none"> • Locate, validate, and file all supporting documents (invoices, agreements, billing records). • Complete audit file per debtor account. • Develop a standard debtor file checklist Impairment assessment. • Assess recoverability of all debtors in line with GRAP (impairment). • Impairment calculation and Bad Debt Policy. • Review the bad debt policy to verify that Sundry debtors are taken into consideration for Bad Debt write off Review controls. • Monthly review of debtor reconciliations included in monthly audit files. • Signed review evidence Finance Directors. <p>Preventative Controls</p> <ul style="list-style-type: none"> • Review and enhance existing internal controls to prevent the occurrence of sundry debtors, 		

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
			particularly those arising from non-routine transactions <ul style="list-style-type: none"> • Reviewed and Signed Standard operating Procedures by Finance Directors and Executive Heads 		
General expenses					
5. General expense transactions relating to the 2023-24 financial year were incorrectly recognised in the 2024-25 financial year, which is not in accordance with GRAP 1, Presentation of Financial Statements, which requires transactions to be recognised in the correct reporting period. As a result, based on a projected misstatement, general expenses and payables from exchange transactions are overstated by R398 017 694, and the accumulated surplus/deficit for the year is understated by the same amount. The effect of this matter was not considered material to the consolidated financial statements.	<ul style="list-style-type: none"> • Non-performance of year-end cut-off procedures • Late submission of accruals • Non-adherence to Core Accounting timelines • Lack of review by Finance heads and Executive Directors • Departments not accruing invoices to avoid unauthorise expenditure. 	New	Expense recognition controls <ul style="list-style-type: none"> • Review and update year-end cut-off procedures • Enforcing reversals before payment (PY) • Correction of error JNL were necessary • Review SAP payment reports to identify invoices from the prior financial year that were processed in the current year, ensuring that all mandatory supporting comments are provided, • An updated checklist and has been shared with payment section. 	April – June 2026	Group Finance (Core Accounting) with the information supplied by all departments

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
			<ul style="list-style-type: none"> • Instruction on the process issued to departments such as a reversal reference (document number) or an approved memo for error correction and related journals. • Implement strict cut-off testing (pre- and post-year-end transactions) • Procedures already communicated with departments • Accruals and payables completeness: <ul style="list-style-type: none"> ✓ Compile complete accrual listings supported by documentation ✓ Accrual schedules with documentation (invoices, statements and recons) ✓ Introduce month-end accrual process (not only year-end) ✓ Activate GRN to be decentralised by GCIT ✓ Monthly Outstanding Commitments Review Control ✓ Generate a commitments / open purchase order (PO) report monthly. ✓ Filter for items older than 30 days. 		

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
			<ul style="list-style-type: none"> ✓ Require responsible departments to ✓ Confirm whether goods/services were received and Indicate whether accrual is required ✓ Monthly- Signed-off commitments review report by Finance Directors ✓ Perform Supplier Statement Reconciliation (Control) by departments ✓ Perform monthly reconciliation of supplier statements to recorded invoices and open purchase orders. ✓ Reviewed Creditors reconciliation with Suppliers Statements by Finance Directors ✓ Identify any missing invoices or unrecorded transactions and raise accruals where goods or services have been received but not yet invoiced. <p>Invoice management</p> <ul style="list-style-type: none"> • Introduction of smart invoicing systems by GICT 		

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
			Review & oversight <ul style="list-style-type: none"> Strengthen supervisory review of expenditure and accruals Signed review checklists by Finance Directors 		
Emphasis of matters					
2.1 As disclosed in note 39 to the consolidated and separate financial statements financial statements, irrecoverable trade and other receivables were written off during the year, resulting in material loss of R9 480 429 000.	<ul style="list-style-type: none"> Inefficient systems that support billing (LIS, e-journal, CRM, Telephony, MCR etc.) Limited customer awareness and customer responsibility to pay municipal bills. Manual credit control enforcement mechanisms Missing customer records impacting successful invoice/statement delivery Ineffective payment arrangements delaying debt recovery. 	Repeat	Revenue Enhancement and Collection turnaround <ul style="list-style-type: none"> High-value debtor recovery program (Accounts above R5m) Government debt recovery initiatives Credit control tightening and automation (SAP Progman and field services App roll-out) Customer data cleansing and billing accuracy improvements 	Monthly and ongoing	Group Finance

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
			<ul style="list-style-type: none"> • Enhancement of online payment platforms. • External debt collectors' performance management • Know Your Customer (KYC) campaign • Customer engagement and civic education campaigns. • Establishment of the revenue collection War Room. 		
<p>22. As disclosed in note 40 to the consolidated and separate financial statements, the group incurred material electricity distribution losses amounting to R5 669 877 000 for the year ended 30 June 2025 (2024: R4 932 026 000). Technical losses amounted to R1 709 670 000 (2024: R1 485 824 000) and arose mainly from energy lost during the transmission and distribution of electricity from the point of supply to the point of distribution through dissipation as heat. Non-technical losses amounted to R3 960 207 000 (2024: R3 446 202 000) and were primarily attributable to theft and bypassing of meters, illegal recalibration of meters, damaged meters,</p>	<ul style="list-style-type: none"> • The root Causes are primarily attributable to theft and bypassing of meters, illegal recalibration of meters, damaged meters, faulty voltage and current transformers, billing errors and customers without meters. 	Repeat	<ul style="list-style-type: none"> • City power has embarked in different enhancement initiatives to address the losses and recover Revenue. The initiatives are based on five strategic pillars of initiatives which are: <ul style="list-style-type: none"> ✓ The under billing and revenue assurance: Ensure all our customers are accurately billed every month. ✓ Metering: Ensure all customers getting supply from City Power are metered with correct meters. ✓ Customer Service: To ensure smooth customer service delivery and timely query resolution and improve 	30 June 2026	City Power

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
<p>faulty voltage and current transformers, billing errors and customers without meters.</p>			<p>customer feedback and communications</p> <ul style="list-style-type: none"> ✓ Tariff Alignment: Ensure customers are billed accurately on the correct tariff ✓ Energy Balancing (Cleveland): To identify electricity losses within the Cleveland area of supply. <ul style="list-style-type: none"> • There is overall improvement in electricity loss management over the period, although performance fluctuates month to month. • With the embarked initiatives in place, the Electricity losses dropped from 40% reported in Q1 to 28.4% on the current performance at the end of Q3, Total losses to value of (R4 115 520 554) where non-technical losses contribute (R3 745 123 704) and Technical amount to (R370 396 850). • There is overall improvement in electricity loss management over 		

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
			<p>the period, although performance fluctuates month to month.</p> <ul style="list-style-type: none"> Year-to-date (YTD) losses steadily decline from 40% in Q1 to 28.4% by Q3 2026. This indicates that, despite short-term variations, the organisation is successfully reducing cumulative losses over time, reflecting improved control measures or operational efficiencies from the initiatives in place. 		
<p>23. As disclosed in note 40 to the consolidated and separate financial statements, the group incurred material water distribution losses amounting to R2 821 100 000 for the year ended 30 June 2025 (2024: R2 900 100 000). Physical losses amounted to R2 031 000 000 (2024: R2 088 000 000) and were mainly attributable to leaks on the water network infrastructure. Commercial losses amounted to R790 100 000 (2024: R812 100 000) and were primarily due to illegal connections, metering inaccuracies and associated data transfer and billing errors.</p>	<ul style="list-style-type: none"> Root causes for physical loss include ageing infrastructure and resultant backlogs in upgrades/renewal due to insufficient budget. Root causes for commercial loss include theft and vandalism of meters, culture of non-payment by customers especially in prepayment areas as well as inadequacy of bylaw enforcement. 		<ul style="list-style-type: none"> Meter replacements to facilitate accurate meter readings Improved credit control and bylaw enforcement. Infrastructure upgrades: Infrastructure upgrade projects are being planned accordingly, however adequate budget is still a challenge. Joburg Water, Water Conservation and Water Demand Management (WCWDM) programmes are being accelerated 	<p>Planned and executed annually. Projects are prioritised based on budget availability and impact.</p>	<p>Joburg Water</p>

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
			to achieve Non-Revenue Water (NRW) reduction.		
Strategic priority: Sustainable Service Delivery					
<p>37. I could not determine whether the reported achievements were correct, as adequate supporting evidence was not provided for auditing. Consequently, the achievements might be more or less than reported and were not reliable for determining if the targets had been achieved.</p> <p>37.1 Average number of Rea Vaya passenger trips per working day:</p> <ul style="list-style-type: none"> • Target: 42 500 • Reported Achievement: 19 972 	<ul style="list-style-type: none"> • Unreliability of data generated from AFC system. 	Repeat	<ul style="list-style-type: none"> • It is not clear why this is classified as a repeat finding. The evidence means of verification and signed SOP on the Rea Vaya passenger numbers KPI were provided and timeously so. The new finding raised by the AG in the 2024/2025 primarily relates to the control of access of administrators on the AFC system. An SOP has been developed in this regard and is being implemented. • The interventions towards increasing passenger numbers include: <ul style="list-style-type: none"> ✓ Engagements with relevant stakeholders (e.g minibus taxis etc) towards resolving the impasse on feeder routes. 	End of June 2027	Transport Department

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
			<ul style="list-style-type: none"> ✓ Maintenance of the Rea Vaya stations towards improved access. ✓ Promotion of the Rea Vaya system including through face-to-face engagements with commuters, print media, social media etc. ✓ Implementation of a joint plan with the JMPD to address encroachment on Rea Vaya lanes ✓ Preparations and implementation of the new Rea Vaya Phase 1A contract 		
<p>37. I could not determine whether the reported achievements were correct, as adequate supporting evidence was not provided for auditing. Consequently, the achievements might be more or less than reported and were not reliable for determining if the targets had been achieved.</p> <p>37.2 Average number of Metrobus passenger trips per working day:</p> <ul style="list-style-type: none"> • Target: 26 000 • Reported Achievement: 22 188 	<ul style="list-style-type: none"> • Unreliability of data generated from Questek daily report. • Unreliability of data generated from source systems. • Lack of Stability and integration of AFC and Eye-On-The-Bus Systems. 	Repeat	<ul style="list-style-type: none"> • Metrobus has fully implemented the Automated Fare Collection System (AFC) as of 1 July 2025. • Stabilisation and integration of the new AFC system and the Eye-On-The-Bus. • Implement reliability measures on data generated from source documents, such as internal controls and SOP's on user rights and user profiles. 	<ol style="list-style-type: none"> 1. 1 Jul 2025 2. Ongoing 3. 30 June 2026 	Metrobus

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
Achievement of Planned Targets: Sustainable Service Delivery					
<p>40.1. Number of additional households provided access to basic water at minimum LoS 1 in informal settlements.</p> <ul style="list-style-type: none"> Planned target = 1250 Reported achievement = 174 	<ul style="list-style-type: none"> Environmental authorisations for the planned projects namely Patsieng and Zandspruit were delayed hence the projects could not be implemented in the 2024/25 FY resulting in non-achievement of the set target. 	Repeat	<ul style="list-style-type: none"> Achievement of the yearly target will only be based on projects that are ready for implementation where Environmental authorisations have been received. Both projects are now in construction and the target for the current FY 2025/26 will likely be achieved provided they are no delays due to late payments. 	2026/27 FY	Joburg Water
<p>40.2. Number of indigent households accessing free basic services.</p> <ul style="list-style-type: none"> Planned target = 100 00 Reported achievement = 83 325 	<ul style="list-style-type: none"> The KPI was not achieved due to a combination of data limitations and strengthened verification processes. Households in informal settlements receive free basic services; however, these are not linked to individual 	Repeat	<ul style="list-style-type: none"> The Department has implemented a range of corrective actions aimed at improving data coverage, strengthening collaboration, and enhancing system integrity. Electrified informal settlements have been incorporated through 	30 June 2026	Social Development (ESP Unit)

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
	<p>municipal account numbers and were therefore not recorded or counted on the Expanded Social Package (ESP) database.</p> <ul style="list-style-type: none"> • In addition, stricter vetting and verification processes resulted in the disqualification of a number of applicants who did not meet the ESP criteria. These included individuals who: <ul style="list-style-type: none"> ✓ Had registered business interests ✓ Employed by government ✓ Exceeded the affordability threshold for indigent support ✓ Were identified as deceased and removed during data cleansing • Furthermore, some qualifying individuals were not reflected on the indigent register due to service delivery and system challenges, which included: <ul style="list-style-type: none"> ✓ Receiving metered services through third-party providers 		<p>the registration of Free Basic Electricity (FBE), while households in sectional title developments with prepaid metering are now better accounted for within the formal billing system.</p> <ul style="list-style-type: none"> • Targeted awareness and outreach campaigns comprising community engagements, roadshows, and social media initiatives are being actively rolled out to improve public understanding and increase uptake of the ESP programme. In addition, partnerships have been strengthened with NGOs, internal City departments, entities, and ward Councillors to support the identification and registration of qualifying households. • Households are further encouraged to apply for indigent rebates to reduce system bypassing and improve inclusion within municipal systems. 		

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
	<ul style="list-style-type: none"> ✓ Bypassing municipal systems and purchasing electricity and/or water outside of municipal billing structures • While these controls and verifications improved the accuracy and integrity of the indigent register, they also reduced the number of recorded qualifying households and resulted in underachievement of the KPI. 		<ul style="list-style-type: none"> • The ESP band thresholds were adjusted in line with the Consumer Price Index (CPI) to address inflationary pressures, ensuring that the City's most vulnerable residents are not marginalized by rising living costs and economic hardship, which is contributing to increased participation in the indigent programme. • Enhanced performance monitoring has also been introduced through monthly tracking and reconciliation processes, supported by early warning indicators to proactively identify underperformance and enable timely corrective action. • Additionally, the ESP Task Team has been established to ensure that the programme continues to meet its objectives of poverty alleviation and the provision of essential basic services to vulnerable residents. 		

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
<p>40.3 Total water losses.</p> <ul style="list-style-type: none"> Planned target = 190 338 500 KL Reported achievement = 207 136 836 KL 	<ul style="list-style-type: none"> Mainly due to backlog of infrastructure upgrades and renewals. 	Repeat	<ul style="list-style-type: none"> Joburg Water is implementing WCWDM strategy which is being accelerated and monitored. These include amongst others Pipe Replacement Priority (PRP) repairs to leaking reservoirs, customer meter maintenance and pressure management. 	Planned and executed annually. Projects prioritised according to availability of budget and impact	Joburg Water
<p>40.4 Percentage total electricity losses (EE4.4).</p> <ul style="list-style-type: none"> Planned target = 28.8% Reported achievement = 29.8% 	<ul style="list-style-type: none"> Inefficiencies within the revenue value chain. 	Repeat	<ul style="list-style-type: none"> In the short-term, gains will be realized by addressing the non-technical losses as they relate inefficiencies within the value chain (unmetered Connection and unbilled customers; inaccurate data, Offline Meters, and incomplete billing) but also the escalation of theft and vandalism of infrastructure. <ul style="list-style-type: none"> ✓ Illegal connections remain a serious problem that requires a coordinated approach in curbing. ✓ Implementation of stand-by-stand audit is continuing to ensure complete billing of all customers on a correct tariff. 	30 June 2026	City Power

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
			<ul style="list-style-type: none"> ✓ Technical audits for all LPU and Business meters to ensure they are still calibrated and programmed correctly. ✓ Pre and Post Billing Initiatives ✓ System Upgrades ✓ Energy Balancing. ✓ Meter Replacement and Fixing of Offline Meters. ✓ Enhance the Collection drive Planned Target: Percentage of total electricity losses: <ul style="list-style-type: none"> • Planned target = 25.83% 		
40.5 Average number of Rea Vaya passenger trips per working day. <ul style="list-style-type: none"> • Planned target = 42 500 • Reported achievement = 19 972 	<ul style="list-style-type: none"> • Inadequate reporting systems and records keeping • Unreliability of data generated from Source Documents • Inadequate fleet to support the approved scope of operation • Inadequate budget to support the scope of operation 	Repeat	<ul style="list-style-type: none"> • It is not clear why this is classified as a repeat finding. The evidence means of verification and signed SOP on the Rea Vaya passenger numbers KPI were provided and timeously so. The new finding raised by the AG in the 2024/2025 primarily relates to the control of access of administrators on the AFC system. An SOP has been developed in this regard and is being implemented. 	End of June 2027	Transport Department

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
			<ul style="list-style-type: none"> • The interventions towards increasing passenger numbers include: <ul style="list-style-type: none"> ✓ Engagements with relevant stakeholders (e.g minibus taxis etc) towards resolving the impasse on feeder routes. ✓ Maintenance of the Rea Vaya stations towards improved access. ✓ Promotion of the Rea Vaya system including through face-to-face engagements with commuters, print media, social media etc. ✓ Implementation of a joint plan with the JMPD to address encroachment on Rea Vaya lanes ✓ Preparations and implementation of the new Rea Vaya Phase 1A contract 		
<p>40.6 Average number of Metrobus passenger trips per working day.</p> <ul style="list-style-type: none"> • Planned target = 26 000 • Reported achievement = 22 188 	<ul style="list-style-type: none"> • Unreliability of data generated from Source Documents • Inadequate fleet to support the approved scope of operation 	Repeat	<ul style="list-style-type: none"> • Improve reliable fleet availability. • Fleet acquisition through leasing. • Procurement and introduction of electronic vehicles. 	1. Quarterly commencing Q3 2026/27 F/Y 2. 30 Jul 2026 3. 30 Aug 2026	Metrobus

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
	<ul style="list-style-type: none"> Inadequate budget to support the scope of operation 		<ul style="list-style-type: none"> Strict alignment of service scope to approved budget. Route/Trip rationalization. 	4. 1 Jul 2026 5. 1 Jul 2026	
Achievement of Planned Targets: Infrastructure Development and Refurbishment					
40.7. Number of new households in informal settlements provided with electricity. <ul style="list-style-type: none"> Planned target = 2 000 Reported achievement = 1 059 	<ul style="list-style-type: none"> Inadequate reporting systems and supporting documents for performance. 	Repeat	<ul style="list-style-type: none"> Bi-laterals with City Power to fast-track contractor payments and improve implementation of projects. Prioritize settlements with low layout interference for electrification to improve annual performance rates. Consider modular microgrid solutions for settlements where densification prevents transformer rollout. 	June 2025/26	Human Settlements
40.8. Number of kilometres of gravel roads upgraded and surfaced. <ul style="list-style-type: none"> Planned target = 12.5KM Reported achievement = 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	Repeat	Implement tighter coordination, clearer sequencing of prerequisite activities, earlier procurement initiation, and more frequent progress	2026/27 Financial Year Q1	JRA

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
	procurement due to several reasons including inclement weather.		monitoring to prevent delays and improve overall performance delivery.		
<p>40.9. Number of kilometres of open storm water drains converted to underground systems.</p> <ul style="list-style-type: none"> Planned target = 1.5KM Reported achievement = 0.75KM 	Targeted kilometres were not achieved due to delays in appointment of contractors	Repeat	Performance is expected to increase contractors for several projects were appointed in Q3 and commenced work in Q4 of the financial year.	2026/27 Financial Year Q1	JRA
<p>40.10. Number of mixed housing units constructed.</p> <ul style="list-style-type: none"> Planned target = 2 010 Reported achievement = 431 	<ul style="list-style-type: none"> Delays experienced in the progression of the planned work which is attributed to the significant USDG budget reductions which have impacted the installation of bulk and internal infrastructure required to unlock construction in several sites. 	Repeat	<ul style="list-style-type: none"> Secure additional budget allocations specifically for the provision of bulk infrastructure services, which are critical enablers for unlocking mixed housing development opportunities. Implement a project tracking tool to monitor and escalate delays in legal, planning, and procurement stages across housing projects. Explore co-funding partnerships with GPF, NHFC, or private sector to mitigate the impact of USDG cuts. 	June 2025/26: <ul style="list-style-type: none"> Monitor site-level progress regularly. 	Human Settlements
<p>40.11. Number of serviced sites developed.</p> <ul style="list-style-type: none"> Planned target = 600 Reported achievement = 0 	<ul style="list-style-type: none"> The lengthy processes of finalization of town-planning processes to commence with permanent 	Repeat	<ul style="list-style-type: none"> Engagements are in place to track progress with the relevant departments and unlock 	June 2025/26	Human Settlements

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
	infrastructure installation has resulted in delays.		bottlenecks in the township application process to mitigate against further delays.		
<p>40.12. Number of hostels rehabilitated.</p> <ul style="list-style-type: none"> Planned target = 4 Reported achievement = 0 	<ul style="list-style-type: none"> Insufficient budget to implement works as scoped in consultant reports. Delays in planning approvals and infrastructure procurement processes. 	Repeat	<ul style="list-style-type: none"> Strengthen Payment Processes with Implementing Agents: Improve coordination and payment tracking mechanisms with implementing agents (JOSHCO) to prevent delays that impact project close-out and certification. Secure sufficient budget: Ensure that refurbishment projects are supported by fully costed budgets. Enhance Oversight and Contract Management: Strengthen SLA provisions to include accountability measures, timelines, and escalation procedures for delays. 	June 2025/26	Human Settlements
<p>40.13. Number of flats rehabilitated.</p> <ul style="list-style-type: none"> Planned target = 10 Reported achievement = 0 	<ul style="list-style-type: none"> Insufficient budget as per consultant reports. Non-performance of consultants delayed key projects (Curtis Court & Cairngorm Court). 	Repeat	<ul style="list-style-type: none"> Curtis and Cairngorm Court: Non-performance letters have been issued to the appointed consultants. 	June 2025/26	Human Settlements

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
	<ul style="list-style-type: none"> Contractors' issues: underperforming contractors. 		<ul style="list-style-type: none"> To address this, the Department will initiate the termination of their contracts in line with supply chain and legal protocols. A new service provider will be procured and appointed through an expedited process to take over and conclude the outstanding work. The revised implementation timeline will be incorporated into the 2025/26 financial year plans, with strengthened contract management measures and milestone-based performance monitoring to mitigate future delays 		
Material misstatements					
41. I identified preventable material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for sustainable service d	<ul style="list-style-type: none"> Timing mismatches. 	Repeat	<ul style="list-style-type: none"> Adjusted performance annual report and submitted to AGSA in November 2025. 	End of May 2026	GSPCR

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
<p>elivery and infrastructure development and refurbishment strategic priorities. Management did not correct some of the misstatements, and I reported material findings in this regard.</p>			<ul style="list-style-type: none"> Fully updated final integrated annual report to be submitted to AGSA. 		
Annual financial statements					
<p>46. The separate annual financial statements submitted for auditing were not prepared, in all material respects, in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of non-current assets, current assets, revenue, expenditure and disclosure items were identified during the audit. While some misstatements were subsequently corrected and supporting records provided, uncorrected material misstatements and supporting records that could not be provided resulted in the separate annual financial statements receiving a qualified audit opinion.</p>	<ul style="list-style-type: none"> Non-compliance by departments to year end instructions from Group Finance Weak and non-compliance to internal controls of the City by departments Delays in providing information to AGSA in time, because of weak document management controls. Manual controls remain embedded across the City. 	New	<ul style="list-style-type: none"> Implement standardised document management system (electronic) by GICT Enforcement of the monthly audit file submission Monitor progress through Monthly CFO forum meetings and EMT Track audit action plan progress monthly by Internal Audit through OPCA Train officials on GRAP, reconciliations, and cut-off procedures Implement systems throughout to avoid reliance on manual controls 	August 2026	Group Finance

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
Expenditure management					
<p>47. Reasonable steps were not taken to prevent irregular expenditure of R2 369 430 000 disclosed in note 52 to the separate annual financial statements, as required by section 62(1)(d) of the MFMA. The majority of the irregular expenditure was caused by non-compliance with regulation 36.</p>	<ul style="list-style-type: none"> The city has a backlog of the investigations of Unauthorised, Irregular, Fruitless and Wasteful expenditures. Investigations are slow due to unavailability of the information and/or officials that were involved. Lack of resources have also contributed to the delay in finalising the investigations. 	Repeat	<ul style="list-style-type: none"> UIFWe investigations are in progress. A hybrid model has also been implemented wherein some of the investigations have been outsourced to the service providers on the Group Legal and Contract Panel. GFIS has also commenced with recruitment process to capacitate the UIFWe Investigation Unit following the natural attrition in this Department. 	June 2025/26	Group Risk and Assurance Services
<p>48. Reasonable steps were not taken to prevent unauthorised expenditure of R2 376 050 000, as disclosed in note 49 to the separate annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the unauthorised expenditure was caused by overspending on key votes.</p>					
<p>49. Reasonable steps were not taken to prevent fruitless and wasteful expenditure of R42 148 000, as disclosed in note 48 to the separate annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was caused by interest and penalties.</p>					

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
50. Reasonable steps were not taken to ensure that money owed by the group was always paid within 30 days, as required by section 65(2)(e) of the MFMA.					
Asset management					
51. An adequate management, accounting and information system that accounts for assets was not in place, as required by section 63(2)(a) of the MFMA.	<ul style="list-style-type: none"> Inadequate leadership oversight: Senior management failed to enforce compliance and ensure that prior-year audit recommendations were implemented. 	Repeat	Short term solution now till year end	June 2026	Group Finance, GICT and all departments
5.2 An effective system of internal control for assets (including an asset register) was not in place, as required by section 63(2)(c) of the MFMA.	<ul style="list-style-type: none"> Fragmented record-keeping: Asset information was not centralized or properly coordinated across departments. Lack of skills and capacity: Gaps in understanding of GRAP standards and absence of dedicated asset management skills. 		<ul style="list-style-type: none"> Conduct complete physical verification of both movable & immovable assets (Where operators/building managers exists, information must feed-in to avoid duplication) Operational Teams to provide information of the conditional status of the assets (This must merely be based on existing information and how the assets are operated) 		

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
			<ul style="list-style-type: none"> • Clear integration of verification process with impairment indicators identification • Transfer ownership of immovable assets to the user department post verification (This will avoid duplication and fragmentation) • The task team to determine the structure and process of transferring immovable assets to the relevant cost center. • Formulate a guideline for impairment and useful life review • Conduct training to all finance heads on the expectation in respect of impairment and useful life process • The department must review budget vs projects implemented to ensure projects closer to completion are prioritized when 		

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
			<p>adjustment process is implemented</p> <ul style="list-style-type: none"> • 100% WIP progress verification with clear status update per project • Components of assets completed, must be capitalized and depreciated accordingly • Task team with Core, will communicate clear guidance on the WIP verification process • Every Executive Head must take accountability and sign off the completeness of the verification process • Task team to advise EMT on the process to address the R2,5 billion projects identified as halted or significantly delayed 		

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
			<ul style="list-style-type: none"> • The WIP process verification to inform and guide the capital budget allocation to avoid fruitless and wasteful expenditure and possible MI. • Verification of WIP must be completed by end of week 1 in May 2026. This verification can be championed by Project Managers responsible for the projects <p>Medium term 3-6 months</p> <p>Capacity Building</p> <ul style="list-style-type: none"> • Provide GRAP training, especially GRAP 17 (Useful life review) & GRAP 21 (Impairment) • Fill critical vacancies (finance & asset management) <p>Improve Asset Management Systems</p> <ul style="list-style-type: none"> • Implement or upgrade asset management system • Automated depreciation, and impairment disclosure 		

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
			<ul style="list-style-type: none"> • Repair and maintenance plans to be incorporated to reporting (clearly defining • planned maintenance and funding requirements) • Rationalize MOE Portfolio Assets (JRA, Parks, Zoo, JOSHCO) – transfer completed • assets to user departments utilizing & maintaining the asset <p>Strengthen Internal Controls</p> <ul style="list-style-type: none"> • Introduce/revise review checklists • Mandatory sign-offs and accountability <p>Medium to long Term Actions (6–12 months)</p> <p>Strengthen Oversight and Accountability</p> <ul style="list-style-type: none"> • Enforce consequence management • Monthly audit action plan tracking, with progress to Audit Committee, MPAC, CFO Forum, Finance Heads Forum 		

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
			Data Governance and Integration <ul style="list-style-type: none"> • Define data ownership per department • Budgeting aligned to core mandate of department/ entity • Move from Programme Budgeting to Project Budgeting (single accountable owner, defined lifecycle) Automate key processes <ul style="list-style-type: none"> • All assets information on live on SAP • Reduce reliance on manual process 		
Procurement and contract management					
53. Some goods and services within the prescribed transaction value for competitive bids were procured without inviting competitive bids, as required by supply chain management (SCM)	-Existing irregular contracts that could not be terminated for business continuity.	Repeat	<ul style="list-style-type: none"> • GFIS to conclude investigations for Council to regularise the contract or terminate them. 	Ongoing	Group Finance (Group Strategic Supply Chain Management)

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
<p>regulation 19(a). Deviations were approved by the accounting officer, even though it was not impractical to invite competitive bids, in contravention of SCM regulation 36(1). Similar non-compliance was also reported in the prior year.</p>	<ul style="list-style-type: none"> - Poor planning resulting in procuring via deviations that do not meet the impracticality test - Business Continuity requirements requiring that expired contracts be utilised via a deviation pending conclusion of new tender process. 		<ul style="list-style-type: none"> • Continuous improvements to in the contract management space to curb poor planning. • Timeous extension of contracts where necessary in compliance to MFMA section 116(3) to avoid non-compliant deviations. • E-procurement to reduce the procurement timespan and avoid non-compliant deviations • In collaboration with GRAS all deviations are assessed prior submission to the accounting officer. 		
Consequence management					
<p>54. Some irregular expenditure incurred by the group was not investigated to determine if any person is liable for it, as required by section 32(2)(b) of the MFMA.</p>	<ul style="list-style-type: none"> • GFIS is investigation historical UIFWe matters relating to the period 2010/11 to 2017/18 financial year where information relating to the irregular expenditure is not available. There 	Repeat	<p>Application of National Treasury revised Circular 68</p> <p>-Recruitment / capacitation that was held up by moratoriums is now underway, this will allow GFIS to</p>	Capacitation-31 July 2026	<p>GFIS / GCSS</p> <p>GFIS/GRAS.</p>

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
	<p>were no mechanisms in place to deal with unavailability of information.</p> <ul style="list-style-type: none"> In addition, GFIS does not have adequate capacity to conduct and finalise investigation all the investigations. 		capacitate resources for historic UIFW investigation.		
55. Some fruitless and wasteful expenditure incurred by the group was not investigated to determine if any person is liable for it, as required by section 32(2)(b) of the MFMA.	<ul style="list-style-type: none"> GRAS-Internal Audit Service is investigating all the UIFWe reported post 2017/2018 financial year. While the Investigating Team had commenced with all the investigations, some of the investigations were not finalised on time due to the reprioritising of the unauthorised expenditures which had a higher value. 	Repeat	<ul style="list-style-type: none"> Continuous investigation of the UIFWe following the previously adopted hybrid model of using both internal and external resources. 	Investigations-On-going.	GRAS
Utilisation of conditional grants					
56. Performance in respect of programmes funded by the Public Transport Network Grant,	<ul style="list-style-type: none"> Non-aligned submission timeframes 	Repeat	<ul style="list-style-type: none"> Transport evaluates the PTNG performance on an annual basis, 	31 August 2026	Transport Department

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
<p>Programme and Project Preparation Support Grant, Infrastructure Skills Development Grant, Local Government Financial Management Grant and Informal Settlements Upgrading Partnership was not evaluated within two months after the end of the financial year, as required by section 12(5) of Dora.</p>			<p>and submits the performance report to NDOT by the 31st of August, which is two (2) months after the financial year. For the 2024/25 financial year, the PTNG performance report was submitted after 31 August 2025 due to fact that the submission date was a Sunday.</p> <ul style="list-style-type: none"> For the 2025/26 financial year and going forward, the evaluation process will commence immediately after 30 June and the financial information will be incorporated immediately after the closure of the financial period (after accruals and adjustments), to ensure the submission deadline is met. 		
<p>Internal Control Deficiencies</p>					

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
<p>63. The accounting officer did not exercise adequate oversight responsibility over financial reporting and compliance with legislation, as well as the related internal controls. Effective and appropriate measures were not implemented timeously to prevent and detect material errors in the submitted consolidated and separate financial statements and annual performance report, and to prevent and detect non-compliance with legislation.</p> <p>64. Senior management did not adequately ensure that the consolidated and separate financial statements and performance report prepared were accurate and complete and agreed to supporting schedules, as numerous misstatements were identified on the consolidated and separate financial statements and performance report submitted for audit. Daily and monthly control activities that support accurate and reliable reporting, such as reconciliations, were generally lacking.</p> <p>65. Senior management did not implement proper record-keeping timeously to ensure that complete, relevant and accurate information is</p>	<ul style="list-style-type: none"> • Lack of robust systems to regularly assess compliance with financial and performance management standards. • Inadequate dissemination of policies and procedures as well as consistent feedback loops, leading to inconsistent understanding among senior management. • Ineffective use of resources for oversight functions, hindering effective monitoring. 	Repeat	<ul style="list-style-type: none"> • Enhance Power BI tool utilised for SDBIP reporting by all departments and entities. • Establish communication strategies to ensure all senior management fully understand and adhere to policies and procedures as well as reporting protocols. 	May 2026	<p>Group Finance</p> <p>Group Strategy, Policy Coordination and Relations</p>

Finding as per AGSA's Report	Root causes	Repeat/New Finding	Actions to be taken to address the Audit finding(s)	Timeframe	Responsible Department and Official
<p>accessible and available to support the consolidated and separate financial statements and performance report. The audit team experienced delays in obtaining information and supporting evidence for recorded balances and transactions due to poor record-keeping in certain areas.</p>					

Annexure A: CoJ Audited Group Annual Financial Statements

https://joburg.org.za/documents_/Pages/Key%20Documents/Annual%20Report/Annual-Report-1219-9922.aspx

