



A world class African city



Joburg Market (SOC) Ltd

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09 April 2026

TO WHOM IT MAY CONCERN

REFERENCE LETTER FOR SUCCESSFULLY EXECUTED WORK: LEKOKO CONSULTING

JOBURG MARKET: APPOINTMENT OF REPUTABLE SERVICE PROVIDER TO CONDUCT WORK STUDY, DESIGN ORGANISATIONAL STRUCTURE, REVIEW CURRENT JOB PROFILES AND DEVELOP JOB PROFILES FOR PROPOSED POSITIONS

1. Lekoko Consulting successfully completed a 4-month project (September to December 2025) to conduct an organisational work study for the Joburg Market.
2. The following were carried out and completed within the project:
 - a. An assessment of the current powers and functions performed by Joburg Market against the legislated powers and functions.
 - b. Review current status and functionality of the organisational structure and its adequacy to meet the strategic objectives of Joburg Market.
 - c. Analyse and review the business processes, reporting lines, span of control per function, and establish whether the structure gives effect to the strategic goals of the municipality and meets the design requirements as per Municipal Staff Regulations.
 - d. Review the roles and responsibilities and compare those with the existing organisational structure including the approved posts.
 - e. Assessment of the number and the level of posts and its adequacy to meet the strategic objectives of the municipality.
 - f. Report to the management team on the findings, inclusive of the proposed project roll-out strategy and methodology which should be in line with internal data/systems.
 - g. Organisational design of the high-level structure followed by the divisional structures.
 - h. Development of job profiles for current and proposed positions.

Non-Executive Directors Mr. Mzikayise Ndlovu (Chairperson), Mr. Enos Sithole, Adv. Timothy Ramabulana, Mr. Godfrey Tsotetsi, Ms. Nomveliso Mpongo, Ms. Noxolo Sicam, Ms. Refilwe Kgomo, Mr. David Xaba, Mr. Vincent Masoga, Ms. Nomabali Kapiyana

Chief Executive Officer Mr. Sello Makhubela, Chief Financial Officer Mr. Nkosinathi Baloyi

Company Secretary: Adv. Mpho Matsheketsheke (A)

Auditors: Auditor General

Registration Number: 2000/023383/07



- i. Staff establishment (including cost at average salary scales).
 - j. Overtime and work shift analysis and consideration thereof in determination of resources.
 - k. Prepare a comprehensive report to the management team and Board on the findings, inclusive of the proposed organisational structure, budgetary implications, etc.
 - l. Establish change management and communications plan.
 - m. Implementation of organisational structure.
 - n. Provide a close out report and lessons learnt upon completion of the project.
3. Total number of positions:502
4. Duration of project: 1st September 2025 to 31st December 2025
5. Contract amount: R1,032,000
6. Delivered work: Satisfactory
7. Contact person: Mr. Cedric Nephawe, Executive Manager: Corporate Services
8. Contact details: 082 499 4033 / cnephawe@joburgmarket.co.za



Executive Manager: Corporate Services (A)
Cedric Nephawe