

# JOHANNESBURG DEVELOPMENT AGENCY (SOC) LIMITED

Registration no: 2001/005101/07



## Johannesburg Development Agency



## MID-YEAR PERFORMANCE REPORT 2019/20

### JULY TO DECEMBER 2019

IN TERMS OF SECTION 121 OF THE MUNICIPAL FINANCE MANAGEMENT ACT (2003) AND SECTION 46 OF THE MUNICIPAL SYSTEMS ACT (2000)

Registration number:	2001/005101/07
Shareholder / Municipality:	City of Johannesburg Metropolitan Municipality
Directors:	M Ntanga (Chairperson) K Govender T Sambo P Zagaretos G Karuri-Sebina S Jensma A Steyn (Resigned with effect from 27 November 2019) E Peters S Moonsamy (Chief Financial Officer) F Brink (Acting CEO from 15 October 2019) A Ngcezula (Acting CEO from 1 September 2019 – 14 October 2019) D Cohen (Acting CEO from 3 May 2019 until 30 August 2019)
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Bankers:	Standard Bank of SA Limited
Auditors:	The Auditor-General of South Africa
Company Secretary:	Hasani Rodney Shirinda

### ***JDA Vision***

Building a more welcoming, competitive and resilient Johannesburg that is a better city to live, work and play in.

### ***JDA Mission***

To plan, implement, manage and facilitate area-based developments in efficient, equitable, sustainable and innovative ways

### ***JDA Values***

**Accountability:** To its shareholders, Board and key stakeholders

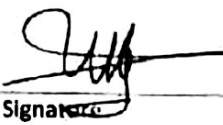



**Innovation and creativity:** Promoting an environment of fast-tracked decision-making and broader financial leverage, within which developments are planned, led, managed and implemented

**Responsiveness:** To market forces, operating where it can make a difference, in locales and sectors where shareholders and their partners have a concentration of assets and expertise

**Results-driven and stakeholder-focused:** With a 'user friendly' approach

**Seeking to empower:** Through progressive procurement and work practices

## APPROVAL

Mr Sihle Mkhize Name & Surname Acting Chief Financial Officer	 Signature	13 January 2020 Date of approval
Mr Floyd W. Brink Name & Surname Acting Chief Executive Officer/MD	 Signature	13 January 2020 Date of approval
Mr Mongezi Ntanga Name & Surname Chairperson of the Board	 Signature	13 January 2020 Date of approval
Cllr Jay Maharaj Name & Surname MMC: Development Planning	 Signature	13 January 2020 Date of approval

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# CONTENTS

CHAPTER 1: JDA LEADERSHIP AND CORPORATE PROFILE .....	6
SECTION 1: CHAIRPERSON’S FOREWORD .....	6
SECTION 2: ACTING CHIEF EXECUTIVE OFFICER’S REPORT .....	7
SECTION 3: ACTING CHIEF FINANCIAL OFFICER’S REPORT .....	8
SECTION 4: CORPORATE PROFILE AND OVERVIEW .....	10
SECTION 5: STRATEGIC GOALS AND OBJECTIVES .....	12
SECTION 6: SALIENT FEATURES .....	16
CHAPTER 2: CORPORATE GOVERNANCE .....	18
SECTION 1: CORPORATE GOVERNANCE STATEMENT .....	18
SECTION 2: HIGH-LEVEL ORGANISATIONAL STRUCTURE .....	28
SECTION 3: RISK MANAGEMENT .....	30
SECTION 4: ANTICORRUPTION AND FRAUD .....	32
SECTION 5: ICT GOVERNANCE .....	35
SECTION 6: COMPLIANCE WITH LAWS & REGULATIONS .....	36
SECTION 7: CORPORATE SOCIAL RESPONSIBILITY (CSR) REPORT .....	36
SECTION 8: SUSTAINABILITY REPORT .....	37
SECTION 9: INSURANCE CLAIMS AGAINST/TO MOEs .....	38
CHAPTER 3: SERVICE DELIVERY PERFORMANCE .....	40
SECTION 1: HIGHLIGHTS AND ACHIEVEMENTS .....	40
SECTION 3: JDA PROGRAMMES, PROJECTS AND DAY-TO-DAY OPERATIONS .....	42
SECTION 4: PERFORMANCE AGAINST SERVICE STANDARDS .....	44
SECTION 5: CAPITAL PROJECTS & EXPENDITURE .....	44
SECTION 6: ORGANISATIONAL PERFORMANCE .....	45
CHAPTER 4: HUMAN RESOURCES & ORGANISATIONAL MANAGEMENT .....	70
SECTION 1: HUMAN RESOURCE MANAGEMENT .....	70
SECTION 2: EMPLOYEE REMUNERATION (TOTAL COSTS INCLUDING EXECUTIVES) .....	72
SECTION 3: KEY VACANCIES .....	72
SECTION 4: EMPLOYMENT EQUITY .....	73
SECTION 5: SKILLS DEVELOPMENT AND TRAINING .....	75
SECTION 6: PERFORMANCE MANAGEMENT .....	76
SECTION 7: DISCIPLINARY MATTERS AND OUTCOMES .....	76
SECTION 8: LEAVE AND PRODUCTIVITY MANAGEMENT .....	76

SECTION 9: EMPLOYEE WELLNESS .....	76
SECTION 10: EMPLOYEE BENEFITS .....	77
SECTION 11: OCCUPATIONAL HEALTH & SAFETY PROGRAMMES .....	77
CHAPTER 5: FINANCIAL PERFORMANCE .....	79
SECTION 1: STATEMENT OF FINANCIAL POSITION AND HIGH-LEVEL NOTES.....	79
SECTION 2: STATEMENT OF FINANCIAL PERFORMANCE AND HIGH-LEVEL NOTES .....	82
SECTION 3: CASH FLOW STATEMENT.....	84
SECTION 4: NET ASSETS .....	87
SECTION 5: RATIO ANALYSIS .....	88
SECTION 6: SUPPLY CHAIN MANAGEMENT .....	89
SECTION 7: PENDING LITIGATIONS AND POSSIBLE LIABILITIES.....	93
SECTION 8: INSURANCE CLAIMS AGAINST/TO MOE/DEPARTMENT.....	97
SECTION 9: STATEMENT ON AMOUNTS OWED BY AND TO GOVERNMENT DEPARTMENTS AND PUBLIC ENTITIES .....	98
CHAPTER 6: INTERNAL & EXTERNAL AUDIT FINDINGS .....	99
SECTION 1: PROGRESS ON INTERNAL AUDIT PLAN.....	99
SECTION 2: PROGRESS ON RESOLUTION OF INTERNAL AUDIT FINDINGS .....	101
SECTION 3: PROGRESS ON RESOLUTION OF EXTERNAL AUDIT FINDINGS .....	101
SECTION 4: STATE OF INTERNAL CONTROLS.....	102
ANNEXURES.....	104
ANNEXURE 1: ACRONYMS AND ABBREVIATIONS .....	104

## CHAPTER 1: JDA LEADERSHIP AND CORPORATE PROFILE

### SECTION 1: CHAIRPERSON'S FOREWORD

Mid-year is a critical milestone, as it provides some insight of progress on the work needed to achieve the spatial and economic goals set out in the Joburg 2040 GDS, in the nine IDP principles and in the IDP Programmes that guide delivery in the City of Johannesburg.

In terms of the JDA's performance at mid-year of 2019/20, the capital expenditure is at R460.2 million against an annual budget of R1.282 billion. This translates to 35.89% against the mid-year target of 30%. Expenditure is an important reflection of project implementation progress, and we commend the JDA's performance in exceeding this year's mid-year target. With the 95% target for year-end in-sight, the JDA must continue its focus on project implementation for the next two quarters of the financial year to ensure it delivers on the commitments the organisation has made to the client departments and communities in which it operates.

Beyond the focus on expenditure aside, there are areas where the organisation will have to improve on. These include, ensuring that development stage milestones, particularly around awarding of concept design, detailed designs and contracts awarded, are adhered to. Any delays in a project implementation lifecycle will always negatively impact all subsequent phases as well as expenditure on projects. Secondly, of concern is the below target numbers on the EPWP programme reported. The JDA must play its role in fully supporting and reporting on this important national programme.

The JDA and the City have been involved a matter relating to the collapse of the scaffolding during the construction of the Grayston Pedestrian Bridge in 2015. The JDA regrets the incident which resulted in the loss of life as well as injuries and we once more extended a message of support to the family members of the deceased and the injured. The Department of Labour lead an enquiry into the matter finally released its report on the 19<sup>th</sup> November 2019. In the report, the Presiding Inspector makes numerous findings against the parties involved in the Grayston Pedestrian Bridge, including findings against the JDA. The JDA Board has deliberated the detailed report and its findings. At this stage, the JDA Board does not agree with the findings of the Presiding Inspector in so far as they relate to the JDA, its officials and Board Members and has referred the matter to its legal advisors for further consideration and advice on the appropriate further steps.

The JDA Board would also like to congratulate Cllr. Geoff Makhubo as the newly elected Johannesburg Mayor and also our new MMC of Development Planning: Cllr. Jay Maharaj. The JDA is committed and aligned to creating the enabling working environment that would build the Johannesburg economy.

A long standing Board Member, Mr Arron Steyn resigned from the Board with effect from 27 November 2019. We extend our heartfelt thanks for all his hard work, commitment, and invaluable contribution in governing the JDA.

The quarter was also a period in which the JDA received a clean audit from the Auditor General for the fifth consecutive year. Congratulations to all involved. Together with management, we look forward as a team, in addressing the challenges and seizing the opportunities as we enter the second half of the 2019/20 financial year.

**Mr. Mongezi Ntanga**

**Chairperson**

**13 January 2020**

## **SECTION 2: ACTING CHIEF EXECUTIVE OFFICER'S REPORT**

The JDA deals with the renovation, innovation and re-imagination of Johannesburg's built environment and urban and marginalised communities through a sustained programme of place-making, area-based development and strategic infrastructure delivery.

During this quarter, the JDA continues to be a high performing Municipal Owned Entity with the delivery of projects and programmes across the city, in specific precincts, such as Randburg, Roodepoort, Lenasia and Johannesburg CBDs and neighbourhoods, including Ivory Park, Diepsloot and Alexandra.

The overall year to date capex expenditure at mid-year was R460.2 million against an annual budget of R1.282 billion, and a mid-year target of R364.2 million. This translates to 35.89% of the total annual budget and 144% against the mid-year target.

The major driver of capital expenditure occurred in large construction works that are being undertaken on the Rea Vaya trunk routes along the TOD corridors that connect commuters with the Rea Vaya BRT system and commuter rail services. Included in developments around stations and along the transport routes are developments that support pedestrian and non-motorised transport. The intention is to support mobility as well as access to public transport. Guided by national policy and the JDA's developmental intent, 30% of all the intended developments around stations and along the transport routes is set aside for implementation by small construction companies. This means that City's expenditure through large-scale infrastructure is also benefiting local businesses and creating local job opportunities.

There has also been significant progress in Jabulani, where the JDA has been working on the Jabulani CBD Precinct development with National Treasury through the Neighbourhood Development Programme (NDP). The long awaited Westbury Transformation Development Centre (TDC) as a one-stop-shop for all social services in Region B was completed and officially opened.

Other milestones include the confirmation that the JDA received a Clean Audit Report from the Auditor General for the fifth consecutive year. This is a huge milestone for us and to achieve this for five consecutive years sets us apart from other City entities' governance structures.

The JDAs submissions to the Technical Budget Steering Committee have been completed and our preparations for the 2020/21 business plan are well underway. JDA believes it is a well-positioned agency to assist in delivery on the priority GDS Outcomes, namely ensuring "A growing, diverse and competitive economy that creates jobs and "An inclusive society with high quality of life that provides meaningful redress through pro-poor development". Therefore the JDA Board, JDA Management will work closely together with the new City leadership, in particular MMC of Development Planning: Cllr. Jay Maharaj as well as our sister City departments and entities to ensure all performance and project delivery is achieved.

**Mr Floyd W. Brink**  
**Acting Chief Executive Officer**  
**13 January 2020**

### SECTION 3: ACTING CHIEF FINANCIAL OFFICER’S REPORT

The JDA has always been a unique organisation with a funding model that is highly dependent on the capital projects that are implemented on behalf of its client departments. Over the years there have been fluctuations in the capital project budgets implemented by the JDA and our operational requirements have to be just as nimble in order for us to remain financially sustainable.

For the period ended 31 December 2019 the JDA had earned total revenue of R47.7 million (2018/19: R41.95 million) and incurred total expenditure of R50.2 million (2018/19: R65 million) which resulted in an overall deficit of R2.4 million (2018/19: R24 million).

The organisation had exceeded the revenue target by 24% (2018/19: -4%) for the period under review. Included in the revenue target are development management fees, operational grant and other sundry income. The development management fees are based as a percentage of the overall capital expenditure.

The JDA under spent on the operational budget by 12% which translates to expenditure of 44% against the annual budget. The under spending on the operational expenditure it is due to finance charges that were not included due to late submission of the JDA’s sweeping statement (from October 2019-December 2019) from the City .

The breakdown of the actual operational expenditure against budget is as follows:

**TABLE 1: ACTUAL OPERATIONAL BUDGET**

	2019/20	Year to date		% against YTD budget
	Original Budget	Budget	Actual	
	R’000	R’000	R’000	
Revenue	114,116	38 464	47 773	124%
Costs (excluding interest)	( 106 938)	( 49 879)	( 43 990)	88%
Surplus/(Deficit) before interest	7,180	( 11 415)	3 784	
Interest costs	( 7 180)	( 3 590)	( 6 211)	173%
<b>Net surplus/(deficit)</b>	-	<b>( 15 005)</b>	<b>( 2 427)</b>	

Excluding the internal interest charged on the overdraft balance, a saving of 12% (costs excluding the interest) against the target was realised. This variance is mainly due to the employee costs line item as a result of vacant positions that are currently in the recruitment phase. These positions include the Chief Executive Officer, Executive Manager: Marketing and Communications, Executive Manager: Development Facilitation, Senior Development Manager and Development Manager.

Actual capital expenditure for the period ended 31 December 2019 was R460.2 million (2018/19: R353.2 million) against a targeted budget of R364.2 million (2018/19: R314.9 million). This represents 35.89% (2018/19: 28.04%) of the overall annual budget of R1.282 billion. The expenditure could have been higher but there were cases projects were impacted by poor contractor performance and community stoppages.

The organisation’s total assets exceeded the total liabilities. The total net assets at 31 December 2019 were R56.2 million (2018/19: R44 million).

The table below reflects the financial performance ratio of the organization for the period ended December 2019.

**TABLE 2: FINANCIAL RATIOS**

Key Performance Area	-	Actual 31 December 2018	Actual 31 December 2019
Current ratio	Above 1 : 1	1.15 : 1	1.05 : 1
Solvency ratio	Above 1 : 1	1.11 : 1	1.07 : 1
Salaries to expenditure ratio	Below 60%	67%	70%
Salaries to expenditure ratio (excluding finance charges)	Below 60%	81%	79%
Revenue	R13.4 million	R41.95million	R47.7million
Expenditure (including taxation)	R26.2 million	R65.16 million	R50.2 million
Surplus / (Deficit)	(R12.8 million)	(R24.06 million)	(R2.4 million)
Total net assets	R55.45 million	R44.26 million	R56.2 million
Capital expenditure	25%	28.04%	35.89%

The overall liquidity and solvency position of the JDA is higher than the industry norms and slightly below previous the comparative period in the previous financial year. However, there is still a major concern regarding the remaining outstanding balances owed by the City departments to the JDA and the overall impact this has on the liquidity and solvency of the JDA. If this continues to persist with the entity incurring more capital expenditure, it would negatively impact the ratios above. During the current financial year, the JDA had commenced the year with R745 million outstanding and 45% of which has been collected since then by improving our debtors management processes through constant interactions with the departments.

Remuneration to expenditure ratio is slightly higher than the same time period to the comparative period in the previous financial year, which is higher than the target. The remuneration ratio is calculated using the total employee costs value divided by the total expenditure. Should the overall total expenditure differ from the budgeted amounts, this will impact the ratio. At the end of December 2019 the salary expenditure ratio was 79% (R35million / R44 million) over total expenditure excluding finance cost and it was 70%(R35million / R50.2 million) over total expenditure which includes finance cost. However, JDA is primarily a service-orientated entity and hence the majority of the operational costs relate to employee remuneration.

Despite the above challenges raised during the mid-year quarter, the JDA has put in place mitigation steps to ensure that the organisation is financially sustainable. The performance of the organisation in terms of the project implementation directly impacts the financial performance and therefore the organisation is committed to delivering on its mandate in order to make Joburg a better city.

**Sihle Mkhize CA (SA)**  
**Acting Chief Financial Officer**  
**13 January 2020**

## SECTION 4: CORPORATE PROFILE AND OVERVIEW

The JDA was established by the City of Johannesburg (CoJ) in April 2001 to initiate, stimulate and support development projects and rejuvenate economic activity throughout Johannesburg. The agency initially focused on applying economic development strategies to regenerate underperforming neighbourhoods, mostly in the inner city. However, this has evolved to focusing on transforming Johannesburg into a resilient, sustainable and liveable city by developing transit nodes and corridors.

### Vision

Building a more welcoming, competitive and resilient Johannesburg that is a better city to live, work and play in.

### Mission

To plan, implement, manage and facilitate area-based developments in efficient, equitable, sustainable and innovative ways

### Values

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

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

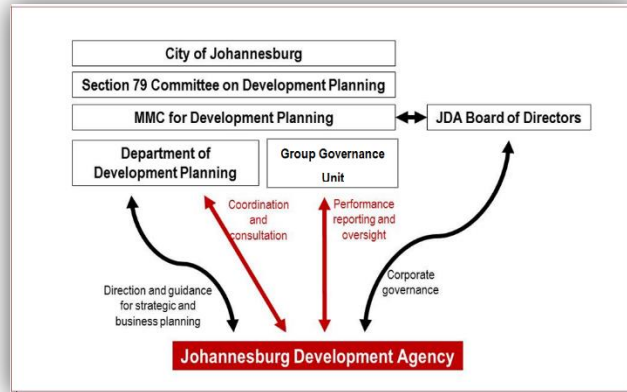
### Outcomes and challenges

The JDA's evolution into an area-based development agency has prepared it to respond to the objectives as outlined in the Growth and Development Strategy (GDS). Under this model, the JDA takes on a more central role in developing strategic capital works projects and establishing urban management partnerships. Crucially, the model allows the JDA to mobilise development partners and other stakeholders to sustainably achieve the common economic and social objectives defined for each area. However, given the spatial, socioeconomic and political environment in which the JDA operates, there are challenges that affect area-based development and the JDA's ability to facilitate common economic and social objectives, i.e. the focus on developing resilient, sustainable, inclusive and liveable urban areas in identified nodes and corridors.

**Political governance and accountability**

The JDA is accountable to the Department of Development Planning and the Member of the Mayoral Committee for Development Planning, who exercises political oversight and to whom the JDA submits compliance reports in respect of its performance scorecard.

The JDA relies on the Department of Development Planning for direction on its contractual obligations contained in the service delivery agreement, and on the Member of the Mayoral Committee for its political mandate and oversight. The Group Governance unit provides corporate governance and related support, including financial sustainability and compliance reporting and review



**FIGURE 1: JDA GOVERNANCE SYSTEM**

The Council’s Portfolio Committee on Development Planning provides political oversight of the JDA’s activities and functions. The JDA also falls under the Economic Development Mayoral Cluster Committee, which ensures that the work of the other departments and entities mandated with spatial transformation and economic growth of the city is integrated and coordinated. The JDA’s management is accountable for strategic and operational matters to the Board of Directors, which controls and maintains a fiduciary relationship with the company. The JDA coordinates its area-based development activities and other catalytic interventions with the Department of Development Planning and engages with client departments in the design and construction of infrastructure assets.

## SECTION 5: STRATEGIC GOALS AND OBJECTIVES

The JDA has set itself the following strategic goals and strategic objectives which are aligned with the Joburg 2040 GDS and the economic cluster's plans for sustainable services and economic growth for the medium term:

**TABLE 3: STRATEGIC GOALS AND OBJECTIVES**

Strategic Goals		Aligned to four Strategic Objectives
Create great places	Creating robust democratic public spaces that give dignity and choice to city users. As urban densities continue to rise, the public spaces in cities are becoming increasingly important for meeting citizens' social needs. The quality of space is just as important as the quantity. Given the increasing demand for open space, public spaces need to be creatively designed, moving towards greater adaptability and multiplicity of use to ensure their longer-term sustainability.	To enable the long-term growth and development of strategic economic nodes in the city (including the CBD, future mixed use and TOD nodes) through multi-year delivery programmes, proactive development facilitation and productive development partnerships.
Catalyse growth and investment	Catalysing growth in areas with latent investment potential. Catalytic intervention and strategic capital investments in areas that have been previously marginalised or have failed to attract private investment can unlock development potential, stimulate local economies and boost job creation and entrepreneurial development.	To efficiently, effectively and economically deliver sustainable social and economic infrastructure projects  To promote economic empowerment and transformation through the structuring and procurement of JDA developments
Connect people to opportunities	Connecting people with opportunities to live, work, play, learn and to be healthy in the city. Efficient mass public transport networks and connections, transit oriented multi-use precincts, together with strategic land-use planning and zoning regimes, are essential in realizing these connections.	To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective, efficient, sustainable and well-governed organisation
Co-produce solutions	Co-producing solutions in partnership with local communities and stakeholders to meet local needs and mitigate challenges. This is an essential component of development intervention in cities. Since 1994, the state has made concerted efforts to engage communities in the development of local solutions. Unfortunately this has not always been successful and often simply takes the form of decision-makers telling communities about their strategies. A more responsible and effective approach is to work with local stakeholders to produce solutions, drawing on their knowledge of the development context. This can cultivate a much more sustainable sense of ownership, civic pride and citizenship.	
Continuous improvement	Underpinning all the strategic goals, there is the need for the JDA to run as efficiently as possible.	

### Transforming the Spatial Economy

The JDA's primary medium-term purpose is to promote resilient city strategies by restructuring the urban spatial logic of the city. The JDA coordinates its area-based development activities and other catalytic interventions with the Department of Development Planning and with other client departments. To ensure that the JDA is best positioned to respond to the spatial development priorities, the agency co-ordinates and manages its activities through the following three substantive programmes:

- Programme 1. Strategic Economic Node Delivery Programme
- Programme 2. Accelerated Infrastructure Delivery Programme
- Programme 3. Economic Empowerment Programme

In addition, we ensure good governance of the organisation through an operational programme, resourced to support the optimal performance of the above three substantive areas:

- Programme 4. Good Governance, Management and Administration Programme

The JDA's current business plan represents a spatial response to specific Priority Transformation Areas as outlined in the 2015/16 Spatial Development Framework.

FIGURE 2: SDF 2040 PRIORITY ZONES

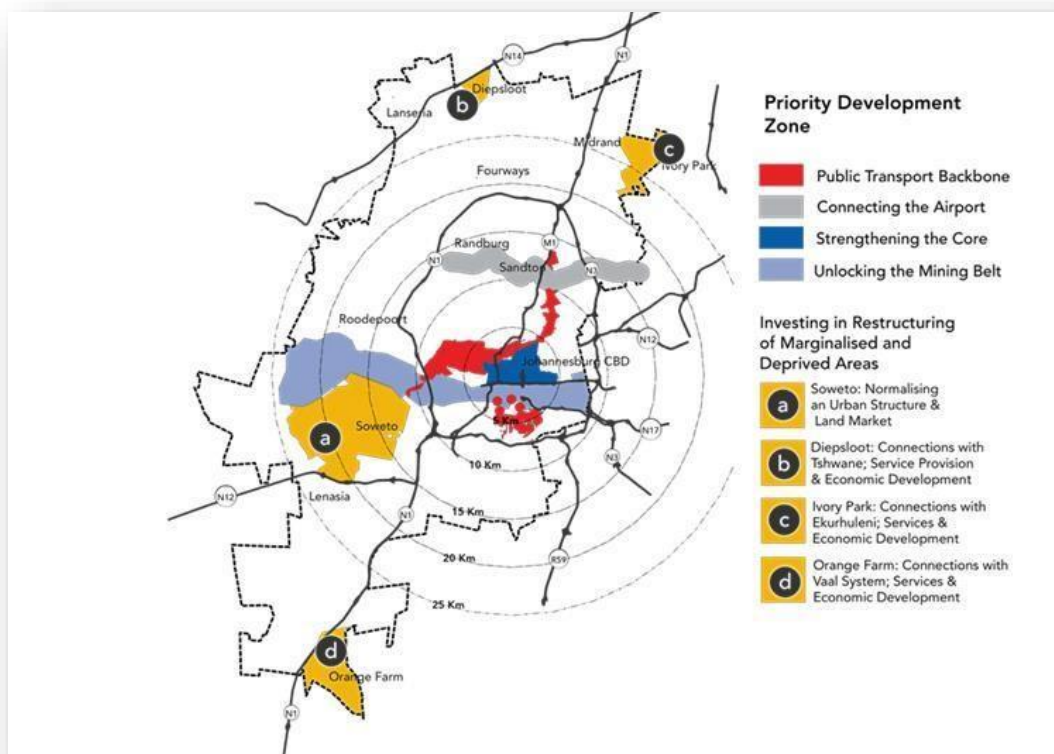


TABLE 4: SDF PRIORITY TRANSFORMATION AREAS AND CORRESPONDING JDA DEVELOPMENT REGIONS AND PROGRAMMES

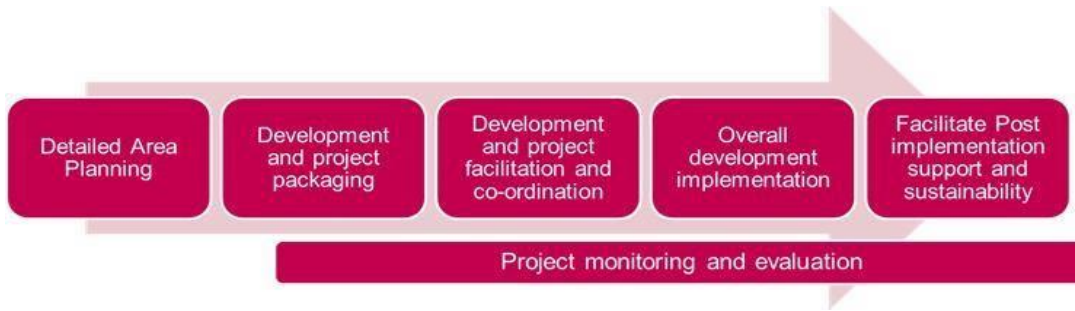
SDF Priority Transformation areas	Corresponding JDA Regional Programmes	JDA Development Programmes
Strengthening the metro core (inner city)	Inner City and the Old South (including Turffontein and Mining Belt)	<ul style="list-style-type: none"> <li>• Programme 1: Strategic Economic Node Delivery Programme</li> <li>• Programme 2: Accelerated Infrastructure Delivery Programme</li> <li>• Programme 3: Economic Empowerment Programme</li> </ul>
Unlocking Soweto	Greater Soweto (including Lenasia, Eldorado Park, Nancefield)	
Consolidating public transport backbone	The Transit-Oriented Development Corridors: Empire-Perth Corridor and Louis Botha Corridor	
OR Tambo/ Airport Corridor	Alex and the OR Tambo Corridor (includes Randburg, Sandton, Cosmo City, Modderfontein, Frankenwald)	
Addressing marginalization	Marginalized Areas – Diepsloot, Ivory Park, Orange Farm	

The JDA’s approach towards area-based development covers the following five practices and services:

1. **Development identification and project packaging** - Identifying strategic opportunities to respond to the City of Johannesburg’s focus area by bringing together all relevant stakeholders and parties to the initiative, and developing an implementation plan.
2. **Development and project facilitation and co-ordination** - Working with various stakeholders and parties to ensure that they are undertaking their roles as expected and required.
3. **Overall development implementation involving capital developments** - In ensuring that the development is implemented as planned, JDA may oversee specific project management functions within a development, while retaining overall accountability as a development manager. Through local beneficiation, in terms of small, medium and micro enterprise (SMME) and entrepreneurial support, the JDA aims to increase the number of local emerging contractors used in capital projects carried out in the various communities, as well as the number of local construction jobs created.
4. **Post implementation support and sustainability** - Complement any capital development or investment with urban management initiatives and models.
5. **Impact Assessment / monitoring and evaluation** -Analyse, review and quantify private sector investment in various JDA intervention areas, and assess the socio-economic impact of these interventions. This is achieved through, among others, analyses of property market trends and factors that influence investor interest in JDA development areas. Value for money assessment.

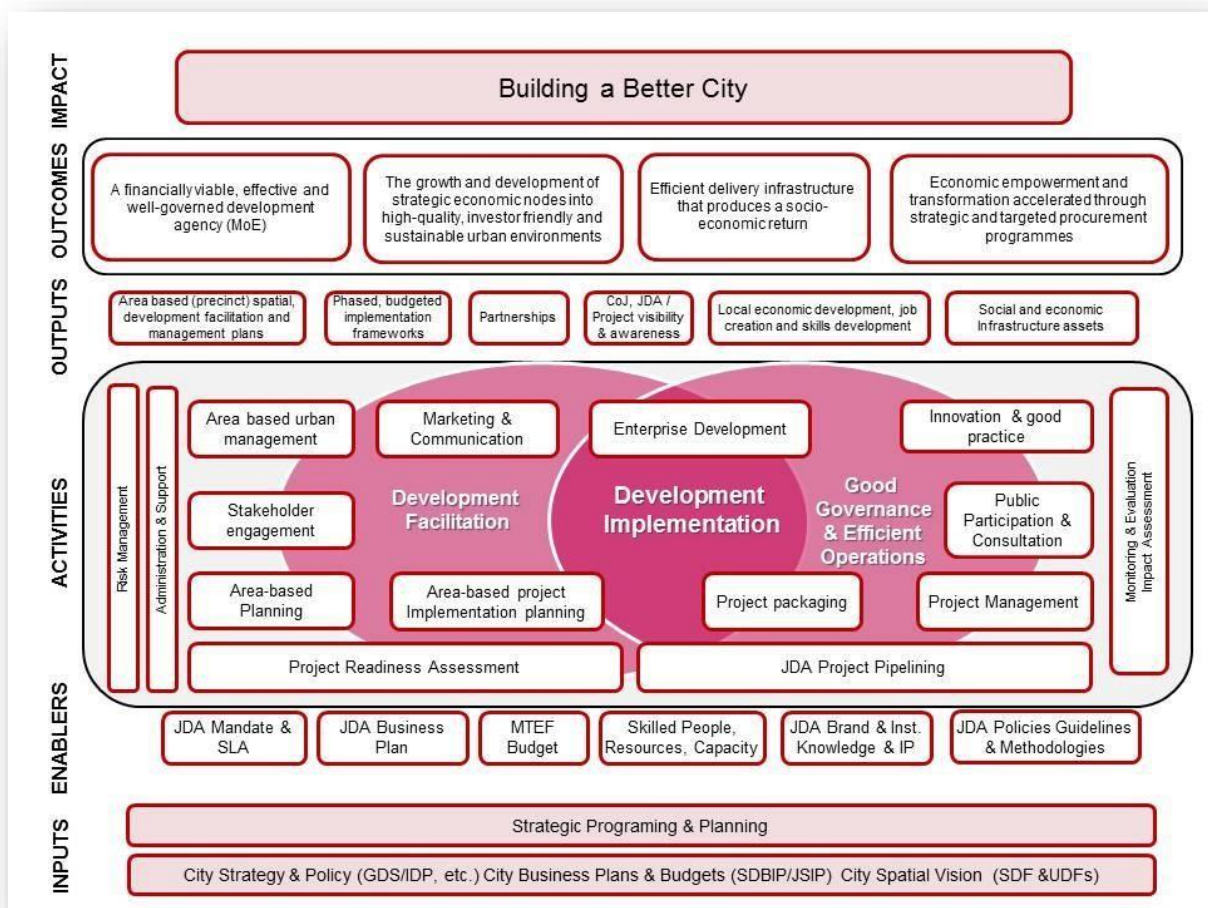
The JDA has aligned the main elements of our work and highlights the flow between them:

FIGURE 3: DEVELOPMENT PROCESS / LIFECYCLE



The following diagram unpacks the JDA’s value creation process to illustrate how the JDA has aligned its activities and efforts to achieve expected results by structuring the main elements of our work.

FIGURE 4: JDA’S VALUE CREATION PROCESS



## SECTION 6: SALIENT FEATURES

### **Performance Summary**

- The overall year to date capex expenditure at mid-year quarter was R460.2 million against an annual budget of R1.282 billion, and a mid-year target of R320.6 million. This translates to 35.89% of the total annual budget and 144% against mid-year target.
  - In comparison with the same time period in the previous financial year the JDA achieved 28.04% of the 2018/19 annual budget of R1.259 billion.
- For the period ended 31 December 2019 the JDA had earned total revenue of R47.7 million (2018/19: R41.95 million) and incurred total expenditure of R50.2 million (2018/19: R65 million) which resulted in an overall deficit of R2.4 million (2018/19: R24 million).
- The organisation had exceeded the target by 24% (2018/19: -4%) against the budget for revenue. Included in the revenue target are development management fees, operational grant and other sundry income. The development management fees are based as a percentage of the overall capital expenditure.
- There was underspending on the operational budget by 12% which translates to expenditure of % against the annual budget. Majority of the variance relates to finance charges and vacant positions that are currently in the recruitment phase. The JDA is required to implement projects with cash flow reserves that are currently held by the client departments which results in interest being charged on the overdrawn sweeping account.
- Excluding the internal interest charged on the overdraft balance, a saving of 12% (costs excluding the interest against the budget) against the YTD target was realised. This variance is mainly due to the employee costs line item as a result of vacant positions that are currently in the recruitment phase. These positions include the Chief Executive Officer, Executive Manager: Marketing and Communications, Executive Manager: Development Facilitation, Senior Development Manager and Development Manager.
- The organisation's total assets exceeded the total liabilities. The total net assets at 31<sup>st</sup> December 2019 were R56.2 million (2018/19: R44 million).
- The mid-year report has been prepared against the JDA's 2019/20 business plan and scorecard. Regarding performance against the JDA's 17 Strategic KPI's, the JDA achieved 59% performance target achieved, 18% performance target partially achieved and 23% performance target not achieved.
- For the period 1<sup>st</sup> July 2019 to 31<sup>st</sup> December 2019, the overall BBBEE share of expenditure was R 568 797 212.8. This translates into an achievement of 121% BBBEE claimed against quarterly expenditure.
- The SMME share of JDA's operating and capital expenditure was R 266 470 674.4 for the period 1<sup>st</sup> July 2019 to 31<sup>st</sup> December 2019. This constitutes an achievement of 57% against a 30% target for the period under review.

**TABLE 5: CAPITAL BUDGET MANAGEMENT OVERALL PROGRAMME PERFORMANCE<sup>1</sup>**

Overall Programme Performance	2019/20 Annual Budget	Target YTD	Actual YTD	YTD Target %	% Actual / Annual budget Expenditure
	R' 000	R' 000	R'000	%	%
<b>Overall Programme Performance</b>	<b>1 282 474</b>	<b>364 243</b>	<b>460 292</b>	<b>144%</b>	<b>35.89%</b>

**TABLE 6: OPERATING BUDGET MANAGEMENT**

	2019/20	Year to date		% Achievement Against target	% Achievement for Annual
	Original Budget	Target	Actual		
	R'000	R'000	R'000		
Revenue R'000)	114 116	38 464	47 773	124%	42%
Costs (R'000)	114 116	53 469	50 200	94%	44%
<b>Net surplus/(deficit)</b>	-	<b>( 15 005)</b>	<b>( 2 427)</b>		

<sup>1</sup> This measures effective capital budget management, in particular expenditure against set targets for project delivery. Targets of 95% expenditure have been set in respect of all funding sources for the financial year.

## CHAPTER 2: CORPORATE GOVERNANCE

### SECTION 1: CORPORATE GOVERNANCE STATEMENT

#### **Governance Framework**

The JDA recognises that conducting its affairs with integrity will ensure that the public and, the City of Johannesburg Metropolitan Municipality, have confidence in its work. To that end the JDA's Board of Directors and executive management team subscribe to the governance principles set out in the Code of Conduct for Directors referred to in section 93L of the Municipal Systems Act, circular 63 of the MFMA and the King IV code.

The Board also actively reviews and enhances the systems of internal control and governance procedures in place to ensure that the JDA is managed ethically and within prudently determined risk parameters. During the period under review, the Board conducted assessments to ensure that the JDA complied with the requirements of the Companies Act, the Municipal Systems Act and the MFMA.

#### **JDA's Governance Arrangements**

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

The JDA must perform according to a service delivery agreement and performance objectives set by the City of Joburg.

The JDA's management is accountable for strategic and operational matters to the Board of Directors, which controls and maintains a fiduciary relationship with the company. The JDA coordinates its area-based development activities and other catalytic interventions with the Department of Development Planning and engages with client departments in the design and construction of infrastructure assets.

#### **The Legislative framework**

The legislative framework for municipal entities came into effect through amendments to the Municipal Systems Act (MSA) and the passing of the Municipal Finance Management Act (MFMA). The new provisions of the MSA, including Chapter 8A, came into effect on 1 August 2004. The bulk of the provisions of the MFMA took effect on 1 July 2004 with some transitional provisions based on municipal capacity. The MSA defines three types of entities that may be established by a municipality with effect from 1 August 2004, namely private company, service utility or multi-jurisdictional service utility. Before the MSA and MFMA requirements took effect, municipalities used various arrangements to deliver services and manage functions. These included trusts, section 21 companies and private companies. In view of the legislative framework, municipalities are required to review these structures and either convert them to an entity or disestablish them if they are no longer required. A review would cover such things as the appropriateness of governance structures to provide effective municipal oversight, accountability and transparency.

### **Implementation of King Codes of Corporate Governance**

The Board and management team are committed to the principles of openness, integrity and accountability advocated by the King Code. The JDA made progress during the reporting period towards entrenching and strengthening the implementation of the recommended practices in its governance structures, systems, processes and procedures. The internal audit team provided regular feedback to the Audit and Risk Committee, which is responsible for monitoring compliance with the King Code.

The entity applies the governance principles contained in the King Codes as far as it applies to it and continues to further entrench and strengthen recommended practices in its governance structures, systems, processes and procedures. The Board of Directors and Executives recognise and are committed to the principles of openness, integrity and accountability advocated by the King Code on Corporate Governance. Through this process, shareholders and other stakeholders may derive assurance that the entity is being ethically managed according to prudently determined risk parameters in compliance with generally accepted corporate practices. The monitoring of the entity's compliance with the King Codes on Corporate Governance is part of the shareholder mandate of the Audit and Risk Committee. The entity has complied with the Code in as far as it applies to it during the period under review.

The Board of Directors has incorporated the City of Johannesburg's Corporate Governance Protocol in its Board Charter, which inter alia regulates its relationship with the City of Johannesburg as its sole member and parent municipality in the interest of good corporate governance and good ethics.

The Protocol is premised on the principles enunciated in the King Codes Report on Corporate Governance for South Africa 2016 (King Code). The Entity steadfastly consolidated its position in respect of adherence to the King Codes report on Corporate Governance. The entity practices are, in most material instances, in line with the principles set out in the King Codes. Ongoing steps are however taken to align practices with the King IV's recommendations and the Board of Directors continually reviews progress to ensure that the entity improves its Corporate Governance. During the year under review the Company entrenched its risk management reviews. Reporting and compliance assessments were conducted in terms of the Companies Act, the Municipal Systems Act (MSA) and the Municipal Finance Management Act (MFMA). The annual Board assessments and evaluations were conducted and an annual report for the previous year was effectively completed in accordance with section 121 of the Municipal Finance Management Act.

### **Ethical Leadership**

The board provides effective leadership based on a principled foundation and the entity subscribes to high ethical standards. Responsible leadership, characterised by the values of responsibility, accountability, fairness and transparency, has been a defining characteristic of the entity since the company's establishment in 2001.

The fundamental objective has always been to do business ethically while building a sustainable company that recognises the short- and long-term impact of its activities on the economy, society and the environment. In its deliberations, decisions and actions, the board is sensitive to the legitimate interests and expectations of the entity's stakeholders.

### **Corporate citizenship**

As an entity of a municipality, the JDA has social and moral obligations to the citizens. The Board is responsible for ensuring that the JDA protects, enhances and invests in the economy, society and the natural environment,

and pursues its activities within the limits of social, political and environmental responsibilities outlined in international conventions on human rights.

### **Compliance with laws, rules, codes and standards**

The Board is responsible for ensuring that the entity complies with applicable laws and considers adherence to non-binding rules, codes and standards. The Company Secretary certifies that all statutory returns have been submitted to the Registrar of Companies in terms of section 268(d) of the Companies Act. The internal audit team provides assurance on the JDA's compliance with laws and regulations.

### **Citizen Involvement in Plan-Making and Project Implementation**

The City and the JDA are continually working on ensuring more involvement of communities and individuals in the preparation of plans and project implementation, and a better interface between officials and the public.

In the preparation of the Integrated Development Plan (which includes the Spatial Development Framework) and also in the annual revision of the Regional Spatial Development Framework, there is a structured participation process, which includes public meetings and which allows any interested party to comment on, or object to, any provision in a proposed plan.

For area based planning, the JDA's participation is structured in a number of ways, including key public meetings at the start of the process and at the point of draft proposals. But other participatory methods such as stakeholder meetings, information leaflets, etc. are also used depending on the context and project.

Citizens can also get involved with developing detailed precinct plans for their own areas at neighbourhood level. In many areas these plans are initiated by the residents of a particular area. The planning department is investigating ways of helping people to pool their resources in communities in order to participate in preparing precinct plans.

The local Ward Councillor, Ward Committees and residents' associations are the key link for citizens to get involved in public participation processes in planning and project development.

The Board of Directors of the JDA subscribes to good corporate governance expressed in the King Code and the Code of Conduct for Directors referred to in section 93L of the Municipal Systems Act, 2000 (MSA). The Board recognises the need to conduct the affairs of the municipal entity with integrity to ensure increased public confidence and the confidence of the City of Johannesburg. It is the policy of the Board to actively review and enhance the entity's systems of control and governance on a continuous basis to ensure that the entity is managed ethically and within prudently determined risk parameters.

## **1.1 . BOARD OF DIRECTORS**

The JDA has a unitary board, which comprises both executive and non-executive directors. Mr Mongezi Ntanga is chairperson of the Board and a non-executive director. The JDA's sole shareholder, the City of Johannesburg CoJ, reviews the term of office for non-executive directors every year at the annual general meeting.

The Board is accountable to the CoJ and the citizens of Johannesburg. A service delivery agreement and shareholder compact, concluded in accordance with the provisions of the Municipal Systems Act, govern the entity's relationship with the CoJ. The Board provides quarterly, biannual and annual reports on its performance and service delivery to the City of Johannesburg as prescribed in the service delivery agreement, the shareholder compact, the MFMA and the Municipal Systems Act.

Non-executive directors maintain an independent stance to matters under consideration and add to the Board’s depth of experience. The roles of the Chairperson and Chief Executive Officer are separate, with responsibilities divided between them. Members have unlimited access to the Company Secretary, who acts as an advisor to the Board and its committees on matters such as corporate governance, compliance with company rules and procedures, statutory requirements, regulations and best corporate practices.

The Board or any of its members may, under appropriate circumstances and at the expense of the company, obtain the advice of independent professionals.

Shortcomings are addressed and areas of strength are consolidated during an annual Board evaluation. The performance of the Board committees is evaluated against their terms of reference.

The Board of Directors consists of the following members:

- (i) Mr Mongezi Ntanga (Chairperson);
- (ii) Mr Edgar Peters;
- (iii) Mr Krishna Govender;
- (iv) Mr Tiyani Sambo;
- (v) Mr Panos Zagaretos;
- (vi) Ms Steineke Jensma;
- (vii) Mr Arron Steyn (Resigned with effect from 27 November 2019);
- (viii) Dr Geci Karuri-Sebina; and
- (ix) Ms Sherylee Moonsamy (as Chief Financial Officer and Executive Director);

The following members were appointed as Independent Audit and Risk Committee members:

- (i) Ms Keabetswe Onuoka; and
- (ii) Mr Zukisani Samsam
- (iii) Mr Kantharuben Moodley (Deceased)

**TABLE 7: JDA BOARD OF DIRECTORS FOR THE PERIOD 1 JULY 2019 – 31 DECEMBER 2019**

Board member	Capacity: Executive/nonexecutive	Race	Gender	Board committee membership
M Ntanga	Chairperson (Non-executive)	Black	Male	Board (Chair)
K Govender	Non-executive	Indian	Male	Audit and Risk Committee (Chair)
T Sambo	Non-executive	Black	Male	Development and Investment Committee
P Zagaretos	Non-executive	White	Male	Social & Ethics/ Human Resources and Remuneration Committee Development and Investment Committee
G Karuri-Sebina	Non-executive	Black	Female	Development and Investment Committee (Chair)
Steineke Jensma	Non-executive	Coloured	Female	Social & Ethics/ Human Resources and Remuneration Committee (Chair)

Board member	Capacity: Executive/nonexecutive	Race	Gender	Board committee membership
A Steyn <sup>2</sup>	Non-executive	Coloured	Male	Audit and Risk Committee
Edgar Peters	Non-executive	Indian	Male	Social & Ethics/Human Resources and Remuneration Committee

\*

Together, the JDA directors have a range of different skills and experience that they bring to bear for the benefit of the entity. These include accounting, finance, legal, business management, human resources and labour relations, marketing, construction and development management.

The Board meets regularly, retains full and effective control over the company and monitors the implementation of the company's strategic programmes by the executive management through a structured approach of reporting and accountability. It sets the strategic direction of the JDA and monitors overall performance. All JDA's Board Committees are chaired by non-executive directors and monitor overall performance.

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<sup>2</sup> Resigned with effect from 27 November 2019

## 1.2. BOARD COMMITTEES

### Board Meeting Attendance

The Board meets not less than four times a year to consider matters specifically reserved for its attention. Indicated in the table below are the Board and committee's meetings held during the period under review. Attendance at meetings held during the period under review was as follows:

**TABLE 10: BOARD AND BOARD COMMITTEE MEETINGS & ATTENDANCE**

Name	Board				Audit & Risk Committee				Social & Ethics/ HR & Remuneration Committee				Development & Investment Committee			
	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent
M Ntanga	3	3	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
K Govender	3	3	0	0	7	7	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
S Jensma	3	3	0	0	N/A	N/A	N/A	N/A	3	3	0	0	N/A	N/A	N/A	N/A
P Zagaretos	3	3	0	0	N/A	N/A	N/A	N/A	3	2	1	0	3	3	0	0
G Karuri-Sebina	3	3	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3	3	0	0
T Sambo	3	3	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3	2	1	0
E Peters	3	3	0	0	N/A	N/A	N/A	N/A	3	3	0	0	N/A	N/A	N/A	N/A

Name	Board				Audit & Risk Committee				Social & Ethics/ HR & Remuneration Committee				Development & Investment Committee			
	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent
A Steyn (Resigned with effect from 27 November 2019)	3	2	1	0	7	6	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
K Moodley (Independent Audit & Risk member) (Decease August 2019)	N/A	N/A	N/A	N/A	3	2	1	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
K Onuoka (Independent Audit & Risk member)	N/A	N/A	N/A	N/A	7	6	1	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Z Samsam (Independent Audit & Risk member)	N/A	N/A	N/A	N/A	7	6	1	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

## Board Committees

The following committees have been formed, each of which is chaired by a non-executive director.

- Audit and Risk Committee
- Development and Investment Committee
- Human Resources and Remuneration Committee/Social and Ethics Committee

Each committee composition is as follows:

Composition	Mandate and Quarterly Activities
<b>Audit and Risk Committee</b>	
<p>The Audit and Risk Committee, which consists of two non-executive directors and two independent members, meets not less than four times a year. Most members of these committee members are financially literate. The following members served on the committee during the period under review:</p> <ul style="list-style-type: none"> <li>• K Govender (Chairperson)</li> <li>• A Steyn (Resigned with effect from 27 November 2019);</li> <li>• Z Samsam (Independent Member)</li> <li>• K Moodley (Independent Member) (Deceased in August 2019)</li> <li>• K Onuoka (Independent Member)</li> </ul>	<p>The committee has specific responsibility for ensuring that all activities of the JDA are subject to independent and objective review and financial performance oversight. The Audit and Risk Committee has a Charter with clear terms of reference as guided by the provisions of Section 166 of the MFMA. The Committee has the following responsibilities:</p> <p>Reviewing JDA's internal controls, publishing financial reports for statutory compliance and against standards of best practice, and recommending appropriate disclosures to the Board.</p> <p>Reviewing reports from management, internal and external auditors, to provide reasonable assurance that control procedures are in place and are being followed.</p> <p>Reviewing the half-yearly and annual financial statements before submission to the Board, focusing particularly on any changes in accounting policies and practices.</p>
<b>Social and Ethics / Human Resources and Remuneration Committee</b>	
<p>In line with the best practice of corporate governance, the Board maintains a Human Resources &amp; Remuneration Committee/Social &amp; Ethics Committee (HR &amp; REMCO/Social &amp; Ethics), comprising of 5 (five) non-executive directors and chaired by a non-executive director. It is responsible for directing human resources policies and strategies for the organisation and approving the remuneration for the Chief Executive Officer, senior executives and staff; the Committee is also responsible for acting as the social conscience of the business and ensuring that the company conducts itself as a responsible corporate citizen. This means ensuring that the JDA conducts its business in a sustainable manner, having regard for the environment, fostering healthy relationships with all its stakeholders and considering the impact of its work within the community. This committee also considers the treatment of and investment in employees, health and safety practices, black economic empowerment and the ethical corporate culture. The following members served on the committee during the period under review:</p> <ul style="list-style-type: none"> <li>• S Jensma (Chairperson)</li> <li>• E Peters</li> <li>• P Zagaretos</li> </ul>	<p>The committee meets not less than 4 (four) times a year. The executive directors are excluded from the HR &amp; Remuneration Committee/Social &amp; Ethics Committee when matters relating to their remuneration are discussed. The committee ensures that the remuneration of the Chief Executive Officer and senior management are within the upper limits as determined by the City of Johannesburg in accordance with the provisions of Section 89(a) of the MFMA.</p> <p>The remuneration of the Chairperson, the non-executive directors and independent audit committee members is determined by the City of Johannesburg.</p>
<b>Development and Investment Committee</b>	
<p>The following members served on the committee during the period under review:</p> <ul style="list-style-type: none"> <li>• J Karuri-Sebina (Chairperson)</li> <li>• T Sambo</li> <li>• P Zagaretos</li> </ul>	<p>The Committee is responsible for evaluating development proposals with a view to making recommendations for approval to the Board. This entails examining risks associated with the proposed projects such as the financing, returns and projects risk profiles.</p>

### ***Duties of the Board***

The Board retains full and effective control over the organisation and monitors the implementation of the JDA's strategic programmes. It sets the agency's strategic direction and monitors overall performance. The duties of the Board include:

- Providing effective, transparent, accountable and coherent oversight of the JDA's affairs.
- Ensuring that the JDA complies with all applicable legislation, the service delivery agreement and the various shareholder policy directives issued by the City of Johannesburg from time to time.
- Dealing with the CoJ in good faith and communicating openly and promptly on all pertinent matters requiring the attention of its shareholder.
- Determining and developing strategies that set out the organisation's purpose and values in accordance with the shareholder mandate and strategic documents such as the integrated development plan.
- Reviewing and approving financial objectives, including significant capital allocations and expenditure as determined by the CoJ.
- Considering and ensuring that the entity's size, diversity and skills are sufficient to achieve its strategic objectives.

### ***Board charter***

The Board of Directors has incorporated the City of Johannesburg's corporate governance protocol into its charter, which regulates its relationship with the City of Johannesburg as its sole member and parent municipality in the interest of good corporate governance and good ethics. The protocol is premised on the principles of the King Code. The charter sets out the composition and powers of the Board.

## **1.3. DIRECTORS AND PRESCRIBED OFFICERS REMUNERATION**

The JDA remunerates the non-executive directors and independent audit committee members in accordance with the policy and in the amounts determined from time to time by the City of Johannesburg Metropolitan Municipality, acting in its capacity as the sole shareholder of the JDA. The foregoing position was reaffirmed by special resolution at the 2019 annual general meeting. The non-executive directors and independent audit committee members are paid per meeting. Executive directors and prescribed officers are employees of the JDA and do not receive any additional remuneration by reason of their office. The table below reflects the gross or cost to company amounts paid by the JDA in relation to executive directors, non-executive directors' and independent audit committee members' fees.

**TABLE 8: EXECUTIVE DIRECTOR'S, SENIOR MANAGEMENT AND NON-EXECUTIVE DIRECTOR'S & INDEPENDENT AUDIT COMMITTEE MEMBERS REMUNERATION AND ALLOWANCES IN THE 1 JULY 2019 – 31 DECEMBER 2019**

Name	Designation	Salary/Board Fees (R's)	Pension (R's)	Acting Allowance	Bonus/Board Retention Fees (R's)	Travel allowance (R's)	Total (R's)
<b>Executive Directors and Senior Management</b>							
S Moonsamy	CFO	757 826	96 402		136 783		991 011
Z Tshabalala	CAE	575 433	60 409		150 095		785 936
D Cohen	EM: Strategy & Planning(Acting CEO until 31 August 2019)	650 029	68 240	75 906	169 552		963 727
R Shirinda	Company Secretary	704 195	73 926		122 454		900 576
B Seopela	EM: Corporate Services	987 463	-		222 527		1 209 990
N Mudlovhedzi	Senior Development Manager	565 166	71 894		153 014		790 074
P Mkhize	Senior Development Manager	586 623	61 584		153 014		801 221
M. Soni	EM: Development Implementation	654 750	-		180 000	72 000	906 750
<b>Sub-Total</b>		<b>5 481 485</b>	<b>432 455</b>	<b>75 906</b>	<b>1 287 439</b>	<b>72 000</b>	<b>7 349 284</b>
<b>Non-Executive Directors &amp; Independent Audit Committee Members</b>							
M Ntanga	Chairperson	80 000					80 000
T Sambo	Board Member	48 000					48 000
Dr G Karuri-Sebina	Board Member	64 000					64 000
E Peters	Board Member	66 000					66 000
A Steyn (Resigned)	Board Member	72 000					72 000
K Govender	Board Member	94 000					94 000
P Zagaretos	Board Member	60 000					60 000
Stieneke Jensma	Board Member	-					-
K Moodley	Independent Audit and Risk Committee Member	12 000					12 000
K Onuoka	Independent Audit and Risk Committee Member	32 000					32 000
Z Samsam	Independent Audit and Risk Committee Member	30 000					30 000
<b>Sub-Total</b>		<b>558 000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>558 000</b>
<b>TOTAL</b>		<b>6 039 485</b>	<b>432 455</b>	<b>75 906</b>	<b>1 287 439</b>	<b>72 000</b>	<b>7 907 284</b>

The directors' emoluments were taxed according to South African Revenue Services' guidelines.

## Loans and advances

In accordance with the provisions of the MFMA, the JDA has a strict policy in place that prohibits it from providing loans or advances to directors and employees; therefore, no loans or advances were made during the period under review. The agency did not provide loans to any organisation or person outside of or in the employ of the JDA.

### 1.4. COMPANY SECRETARIAL FUNCTION

The primary function of the Company Secretary is to act as the link between the Board and management and to facilitate good relationships with the shareholder. The Company Secretary is responsible for the general administration, more specifically to ensure compliance to good corporate governance practices and to provide guidance to the directors on corporate governance principles and applicable legislation. All directors have access to the advice and services of the Company Secretary who acts as the link between management, the Board and the shareholder.

The Company Secretary is responsible for the flow of information to the Board and its committees and ensures compliance with Board procedures. In addition to various statutory functions, the Company Secretary provides individual directors and the Board as a whole with guidance on their duties, responsibilities and powers, as well as the impact of legislative and regulatory developments, while maintaining an arm's-length relationship with the Board.

The Board has empowered the Company Secretary with the responsibility of advising the Board, through the chairperson, on all governance matters, including the duties set out in section 88 of the Companies Act.

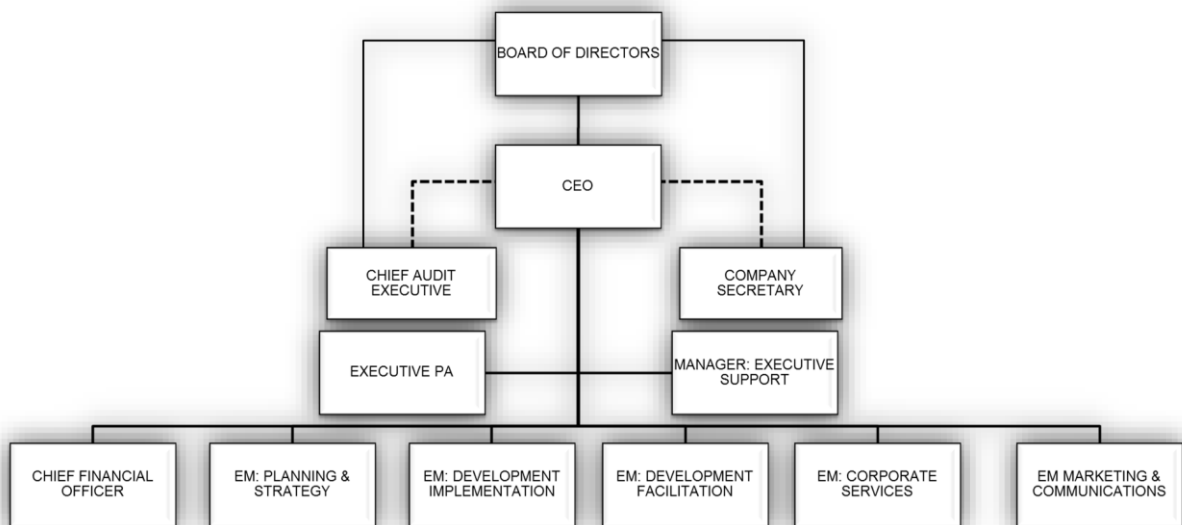
The Company Secretary's work covers a wide variety of functions, including but not limited to:

- Organising, preparing agendas, and taking minutes of meetings;
- Dealing with correspondence, collating information, writing reports, ensuring decisions made are communicated to the relevant people;
- Advising the Board and management on corporate governance matters;
- Contributing to meeting discussions, as and when required; and
- Arranging the annual general meetings.

## SECTION 2: HIGH-LEVEL ORGANISATIONAL STRUCTURE

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

FIGURE 5: HIGH LEVEL ORGANISATION STRUCTURE



### SECTION 3: RISK MANAGEMENT

The JDA’s Board monitors risk through the Audit and Risk Committee, which ensures that there is an effective risk management process and system in place. The committee recommends risk strategies and policies that need to be set, implemented and monitored. The JDA Board is responsible for identifying, assessing and monitoring the risks reported through by the Audit and Risk Committee.

The JDA has a risk management strategy, which follows an enterprise-wide risk management system in which all identified risk areas are managed systematically and on an on-going basis at departmental level. The risk registers are treated as a working risk management document because risks are constantly recorded and managed. Management monitors and evaluates the implementation and efficiency of controls and actions to improve current controls in the risk register.

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

#### **Risk Management Process**

Risk identification and assessment is an on-going process. The JDA conducts annual strategic and operational risk assessment workshops. This process is supported by an on-going risk management process at departmental level and all employees are required to take ownership of risks that fall within their respective areas of responsibilities.

The following risk management programmes and/or activities were approved during the mid-year of 2019/20 financial year are as follows:

**TABLE 9: BOARD / ARC RECOMMENDED RISK MANAGEMENT PROGRAMMES AND/OR ACTIVITIES**

<b>Programmes and/or activities</b>	<b>Board / ARC Recommended</b>
Strategic Risks Management and Monitoring	Noted
Operational Risks Management and Monitoring	Noted
Universal Regulatory Register (URR) and Compliance Monitoring	Noted
Policies, Framework’s & Charters Register	Noted
Compliance Framework	Approved
Whistle Blowing Policy	Considered/ Returned for amendment

**TABLE 10: EXCO APPROVED RISK MANAGEMENT PROGRAMMES AND/OR ACTIVITIES**

<b>Programmes and/or activities</b>	<b>EXCO</b>
2019/20 Operational Risks Assessment	Noted
Business Continuity Management Programme Framework/ Charter	Approved

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

#### **Corporate Ethics and Organisational Integrity**

The JDA and its Board subscribe to high ethical standards and principles. The leadership provided by the Board is characterised by the values of responsibility, accountability, fairness and transparency, and has been a defining characteristic of the JDA since its establishment in 2001.

The JDA's main objective has always been to do business ethically while building a sustainable company that recognises the short- and long-term impact of its activities on the economy, society and the environment. In its deliberations, decisions and actions, the Board is sensitive to the interests and expectations of the JDA's stakeholders.

### ***Code of Conduct***

The JDA's code of conduct, which is fully endorsed by the Board, applies to all directors and employees. The code is consistent with schedule 1 of the Municipal Systems Act and the provisions of the CoJ corporate governance protocol for municipal entities.

The code is regularly reviewed and updated as necessary to ensure that it reflects the highest standards of behaviour and professionalism. Through its code of conduct, the JDA is committed to:

- The highest standards of integrity and behaviour in all its dealings with its stakeholders and society at large.
- Fair commercial and competitive business practices.
- Eliminating discrimination and enabling employees to realise their potential through continuous training and skills development.
- Taking environmental and social issues into consideration.
- Ensuring that all directors declare any direct or indirect personal or business interest that might adversely affect them in the proper performance of their stewardship of the entity.

The code requires all staff to act with the utmost integrity and objectivity and in compliance with the law and company policies at all times. Failure to act in terms of the code results in disciplinary action. The code is discussed with each new employee as part of the induction process, and all employees are asked to sign an annual declaration confirming their compliance with the code. A copy of the code is available to interested parties on request. Non-adherence to the code of ethics-related matters can be reported to a toll-free, anonymous hotline. Any breach of the code is considered a serious offence and is dealt with accordingly, which serves as a deterrent. The directors believe that ethical standards are being met and are fully supported by the ethics programme.

### ***Declaration of interest***

In accordance with its code of conduct, the JDA maintains a register of directors' declarations of interests. The register is updated annually and as and when each director's declared interests change. A register is circulated at every Board and Board committee meeting for the directors to declare any interest related to every matter discussed at a particular meeting.

The JDA's employee code of ethics and terms and conditions of employment require all employees to complete declarations of interest covering shareholding in private companies, membership of close corporations, directorships held, partnerships and joint ventures, remunerative employment outside of the JDA, gifts and hospitality, and the status of their municipal accounts.

## SECTION 4: ANTICORRUPTION AND FRAUD

Financial crime and other unlawful conduct pose a threat to the JDA's business and strategic objectives. The JDA supports government's efforts to combat financial crime at all levels. The JDA, in its endeavour to combat financial crime, ensures compliance with all relevant legislation and regulations. The antifraud and anticorruption programme supports and fosters a culture of zero tolerance to fraud, corruption and unlawful conduct.

The JDA has a whistle-blowing hotline number, which it advertises in the offices and on its website. In addition, all JDA tender documents urge people to report fraudulent activities or maladministration by JDA employees on the hotline.

Employees are regularly briefed and trained on fraud prevention. Strict payment management processes are in place and the Bid Evaluation Committee independently verifies whether preferred service providers can complete the work.

The strategic risk register identifies "fraudulent and corrupt activities" as a strategic risk with a high inherent risk rating and medium residual risk rating. The strategic risk register sets out specific future actions to mitigate these risks, including conducting regular fraud risk assessments and creating fraud risk awareness. The Fraud Risk Register is an operational document and was approved by EXCO<sup>3</sup> and is monitored quarterly.

Critical to the anti-fraud and anti-corruption programme is the prevention strategic pillar as contained in the Fraud Prevention Strategy and Response Plan, as part of the prevention strategy, the following fraud risk management documents were reviewed and presented to the Audit & Risk Committee on the 28<sup>th</sup> June 2019 with exception of the Whistle Blowing Policy which was recommended to be presented to Social & Ethics Committee prior to Board approval.

- Fraud Risk Management Policies
- Fraud Prevention Strategy and Response Plan; and
- Declaration of Interest Policy

The Whistle Blowing Policy was presented to Social & Ethics Committee on the 19<sup>th</sup> September 2019 and certain amendments were proposed to ensure alignment to COJ Whistle Blowing Policy.

There was two cases reported by mid-year of 2019/20 financial year. Refer to the Fraud Case Register below:

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<sup>3</sup> The fraud risk register is approved by EXCO as it is an operational document. The Board approved the strategic risk register for current year in the previous financial year, as part of the business planning approval process. The strategic risk register includes fraud and corruption risk.

TABLE 11: REPORTED CASES IN 2019/20

No	Date of case reported	Reference number	Where or to whom was it reported	Number of employees involved, if applicable	Allegation	Nature of the cases	Status	Investigation Officer	Value known/ (If Applicable)
1	09/2019	GFIS 146/09/2019	GFIS	Unknown	Alleged that there is an illegal activity at JDA of dismissing the maintenance.	Maladministration	In progress	Unknown	Unknown
2	2019/07/19	7/2-011424/17	Public Protector	Not known	Acquisition of land at an excessive amount for construction of Walter Sisulu Square.	Corruption	The JDA previous response to the Public Protector regarding the land was accepted. To close the investigation, the Public Protector's office requested procurement documentation to ascertain that the appointment of the Service Provider was awarded following SCM Regulations applicable at that time. The JDA has located the documentation from storage/archives and is in communication with the Public Protector on the status.	Sello Ernest Raselalome Sello@pprotec.org	R400m
3	06/2019	GFIS 162/06/2019	GFIS	Unknown	Alleged Fraud and Corruption at JDA as well as intimidation of Acting Managing Director	Fraud/Corruption	In progress	Unknown	Unknown
4	05/2019	GFIS 238/05/2019	GFIS	Unknown	Is alleged that JDA engaged in an irregular expenditure in paying Avis an amount of R 408 000 00	Unauthorised, Irregular, Fruitless and Wasteful Expenditure	Closed. Appropriate action recommended against the officials. JDA waiting for final report.	Unknown	Unknown
5	04/2019	GFIS 44/04/2019	GFIS	Unknown	Alleged fraud and corruption in the Alexandra Renewal Project	Fraud/Corruption	In progress	Unknown	Unknown
6	2019/01/22	GFIS 116/02/2019	CFO	One	Third party purporting to be SCM official to a	Corruption	In progress. To get tender documents from JDA, DD Mbatha to assist in obtaining the documents.	Lesiba Mashasha 0837026915	Unknown

No	Date of case reported	Reference number	Where or to whom was it reported	Number of employees involved, if applicable	Allegation	Nature of the cases	Status	Investigation Officer	Value known/ Applicable) (If
					bidder for the Gandhi Precinct East Development construction tender.				
7	2018/12/07	GFIS 44/12/2018	CEO	One	Unauthorized wavering of Construction penalties.	Maladministration	In progress	PHUTI RAMARA 0836283576	R4.5m
8	10/2018	GFIS 55/10/2018	GFIS	Unknown	Alleged Corrupt activities towards the awarding of project at City Drieziek Ext 3	Fraud/ Corruption	In progress. Investigator to interview witnesses	Alex Mhangani	Unknown

Note: As per the City's instruction all cases are to be investigated centrally through Group Forensics and Investigation Services.

## SECTION 5: ICT GOVERNANCE

The ICT Strategy has been reviewed and in line with the JDA's ICT governance framework, it has been submitted to the ICT Steering Committee and served at the JDA's Executive Committee and Audit and Risk Committees respectively. Subject to the feasibility of the ICT Cloud Strategy, to be presented to the Audit and Risk Committee in Q3, the ICT Strategy will thereafter be submitted to the Board.

The review of the ICT strategy therefore takes a radical assessment of IT as an enabler of the JDA business, as an informer and major contributor to JDA business intelligence and decision making, a magnifier and innovator of the JDA business processes, a driver of positive change and driver of operational efficiency and effectiveness.

The review additionally takes into account the need for cost containment and how best it be applied without compromising the value of delivering smart solutions, in such a way that it creates, modifies, aligns and magnifies IT capability at the JDA.

The end or objective of an IT Strategy is to create shareholder value, stakeholder value and business value. This objective is not met unless the JDA maximizes value through use the least amount of resources, and risk to create the most returns.

In this year to date the ICT Steering Committee has met four times, in order to ensure there is a continual radar and accountability in terms of ICT governance.

### ***Enterprise Resource Planning***

One of the most important aspects of the implementation of Enterprise Resource Planning is its ability to handle high volume and high value transactions, as well as provide a firm handle on budget availability control, contract management, as well as handle project management life cycle activities.

Statistics drawn from the help desk system show a significant decline in issues logged, since the beginning of the financial year. Management will continue to work closely with the user community to ensure that there is maximum support as and when it is needed.

### ***Network Performance***

Network performance for this quarter has been 100% against a target of 100%. The total volume of data transmitted out was 1,97Tb as compared to the volume transported in of 349.23GB. The network has an additional available capacity of 10% based on the current 90% utilisation. The current line speed is 41Mbps. There is no lost data packets in and out of the network. The network is therefore being utilised within its capacity levels with no over utilisation recorded in this period.

### ***Infrastructure changes***

The JDA recently took receipt of new server infrastructure. The replacement of the old server infrastructure came at an opportune moment when load shedding has just been re-introduced, and in the last half of the financial year when system activity generally reaches a peak.

The major benefit of this development is that it will greatly improve processing speeds of data, as well as to ensure that users are able to work in a much more productive manner through faster interaction with systems.

## SECTION 6: COMPLIANCE WITH LAWS & REGULATIONS

The JDA monitors compliance with applicable legislation and regulations throughout the entity on a regular basis. Regulatory compliance describes the goals that JDA aspires to achieve in their efforts to ensure that they are aware of and take steps to comply with relevant laws and regulations, whereas general compliance means conforming to a rule, such as a specification, policy, standard or law.

Due to the increasing number of regulations and need for operational transparency, JDA has adopted the use of consolidated and harmonized sets of compliance controls which will be achieved through the successful implementation of the compliance management programme. This approach ensures that all necessary governance requirements can be met without the unnecessary duplication of effort and activity from resources.

The JDA has committed to undertake an annual risk analysis review of legislation, particularly of new and changed legislation, to keep the Regulatory Universe for JDA relevant and up to date. These processes:-

- Developing a system for identifying the legislation that applies to JDA’s activities is in progress.
- Assign responsibilities for ensuring that legislation and regulatory obligations are fully implemented in JDA.
- Provide training for officials, and other relevant stakeholders in the legislative requirements that affect them.
- Provide officials with the resources to identify and remain up-to-date with new legislation.
- Conduct audits to ensure there is full compliance.
- Establish a mechanism for reporting non-compliance.
- Identify accidents, incidents and other situations where there may have been non-compliance.

In relation to compliance performance, the JDA has detected or registered 4 out of 268 compliance obligations that are non-compliant for the first quarter. The overall URR compliance is 98.5%.

The JDA incurred irregular expenditure to the value of R26 656 for the period 1 July 2019 to 31 December 2019. This related to the continuation of the prior year expenditure on the Avis Fleet contract which comes to end on 31 October 2019

## SECTION 7: CORPORATE SOCIAL RESPONSIBILITY (CSR) REPORT

The JDA is currently in the process of developing a Corporate Social Responsibility (CSR) Framework to help guide how the organisation undertakes CSR initiatives. The annual budget for this financial year is R382, 914.

The table below illustrates the focus areas that guide the type of initiatives that get considered by the JDA:

**TABLE 12: CSR FOCUS AREAS FOR THIS FINANCIAL YEAR:**

Focus areas	Programmes
Area Regeneration	Upgrades to the built environment, area management initiatives which impact on cleanliness, safety and security, improved investment attraction to the area
Arts and Culture	Arts and culture development in underprivileged areas
Community Sport	Support community sports development programmes in underprivileged areas

Focus areas	Programmes
Conservation and Environment	Support projects that focus on conservation awareness and education including waste management, water conservation, energy and disaster relief programmes (e.g. food gardens)
Education	Support for community or public education facilities; programmes that support the production of indigenous, appropriate knowledge streams relevant to the JDA and its work; programmes that support improvement of Mathematics, Science, Information and Communications Technology, Engineering for underprivileged children.
Health	Support of community clinics; health programmes in community; HIV/AIDS Awareness and community food gardens and poverty alleviation
	Provision of a healthy, open, inclusive and safe working environment; employee engagement and wellbeing
Training development	Community training, skills development for unemployed or underemployed; educational programmes in the community; Women and Youth leadership development
	Learnership/internship programme; graduate training programme; bursaries, Participation in national government's Youth Employment Service (YES4Youth) Programme, and the JDA's Enterprise Development Programme.
	Ongoing education, training and development of JDA employees, employee wellness programme
Goodwill	Donations – sponsorship (cash or in kind), partnerships e.g. Mandela Day activities, support charities chosen by staff and encourage staff to volunteer for community activities; inclusion of JDA employees in decisions about CSR

## SECTION 8: SUSTAINABILITY REPORT

The Joburg 2040 GDS is driven by the goal of capable and capacitated communities and individuals. With this realised, the CoJ will be able to become a more sustainable, inclusive city in which people hold the potential and means to grow their neighbourhoods, their communities and themselves. A balanced focus on environmental management and services, good governance, economic growth, and human and social development will help in achieving a resilient and sustainable city – and a city in which all aspire to live.

The JDA's area-based development approach has evolved over the last 12 years. It begins by identifying the local competitive advantages, development needs and opportunities within the development area. Capital works projects are then used to catalyse private investment, enterprise and neighbourhood development. This area based development approach ensures the long-term sustainability of the capital assets created by ensuring a greater focus on developing strategic capital works projects, facilitating development to increase the impact of public investments, and establishing urban management partnerships to ensure the sustainability of the public investments.

During this reporting period, the JDA continued working closely with the Department of Development Planning to communicate the strategic vision for the TOD corridors and the City of Johannesburg's spatial transformation objectives. The JDA also participated in stakeholder engagements regarding spatial transformation and urban planning and development of good practices.

### **Environmental Impact**

Environmental sustainability plays an integral part in all of the JDA's development projects, which all comply with environmental impact regulations. To minimise their environmental impact, all professional teams involved in preparing designs for the JDA are briefed to include the following environmental considerations:

- The design of more permeable ground surfaces and soakaways or swales to reduce the storm-water run-off in areas upgraded by the JDA to achieve sustainable urban drainage standards.
- Indigenous and water-wise planting in all landscaping interventions in compliance with City Parks requirements. These interventions are currently being implemented on most of JDA’s public environment upgrades, NMT, streets and BRT related projects across the City.
- The environmental design for crime prevention guidelines as promoted by the City Safety Programme.
- Environmental construction and infrastructure options such as energy-efficient lighting and rainwater harvesting. This design intervention is currently being explored on JDA’s BRT Depots and some Public Health Clinics that are at design stage.
- Environmental health regulations for informal trading where the JDA upgrades trading and taxi facilities. Currently the JDA has four projects relating to the upgrading of Informal Trading and six projects relating to upgrading of Taxi Facilities.
- Including urban environmental management as an integral part of the urban regeneration projects that the JDA implements, such as the upgrading of parks, the construction of storm-water facilities and public transport infrastructure and facilities. Currently the JDA has more than six projects that focus on urban regeneration and public environment upgrades with more emphasis on Randburg, Orange Grove and the Inner City

Five major outcomes define the Joburg 2040 GDS:

- Outcome 1: A growing, diverse and competitive economy that creates jobs
- Outcome 2: Enhanced, quality services and sustainable environmental practices
- Outcome 3: An equitable and inclusive society with high quality of life
- Outcome 4: Caring, safe and secure communities
- Outcome 5: An honest, transparent and responsive local government that prides itself on service excellence

Outcome 2 highlights the need for “Sustainable human settlements”. The CoJ plans to lead in the establishment of sustainable and eco-efficient infrastructure solutions (for example, housing, eco-mobility, energy, water, waste, sanitation, and ICT) to create a landscape that is liveable, environmentally resilient, sustainable, and supportive of low-carbon economy initiatives. The two JDA programmes are a direct response to Outcome 2.

JDA Substantive Programme	JDA Sub-Programme
1. Strategic Economic Node Delivery Programme	1A: Inner city transformation Programme 1B: Economic Node Sub-Programme
2. Accelerated Public infrastructure Delivery Programme	2A: Deprivation Areas Revitalisation Sub-Programme 2B: Urban Infrastructure Delivery Sub-Programme

## SECTION 9: INSURANCE CLAIMS AGAINST/TO MOES

There was no new insurance claims filed by mid-year in 2019/20, hence the claims registered are emanating from the previous financial years. Refer to the table below for the current open claims against the JDA.

Delays in some claims being finalised are attributable to the lengthy legal contestation process of determining liability or opposing claim against the City.

**TABLE 13: INSURANCE CLAIMS REGISTER**

No.	Insured Year	Claim Number	Date of Loss	Date Notified	Days Outstanding	Risk Description	Gross Claim Amount	Risk Category
1	2014/15	51549204	14/07/2014	29/06/2017	722	Injury/ fatality to third parties	599 360.00	Public liability
2	2014/15	51557341	8/03/2016	17/07/2016	1090	Accidental damage	5 000.00	Public liability
3	2017/18	51551626	12/06/2017	02/10/2017	638	Negligence / Contractual Obligation	705 000	Liability
4	2018/19	51574248	30/01/2018	28/03 /2019	90	Storm / flood / inland	Not determined yet	Assets
5	2018/19	51574102	10/10/ 2018	03/04/2019	87	Accidental damage	Not determined yet	Contractors all risks

## CHAPTER 3: SERVICE DELIVERY PERFORMANCE

### SECTION 1: HIGHLIGHTS AND ACHIEVEMENTS

The mid-year report has been prepared against the JDA's 2019/20 business plan and adjusted scorecard. Of the JDA's 17 Strategic KPIs, the JDA achieved 59% performance target achieved, 18% performance target partially achieved and 23% performance target not achieved.

The focus on reporting on highlights and achievement is reflected for each of the JDA's substantive programmes, as per the table below.

The JDA's programme performance information policy and reporting framework covers the procedures and content in the JDA's programme performance information management system. This includes for example, the definition of key performance areas and indicators and targets in the business planning process and the articulation of the link between programme objectives and results and the performance indicators and targets. The policy is supported by a programme performance reporting framework based on a comprehensive scorecard. This scorecard lists all of the output and outcome performance measures that the JDA should collect data on for a range of timeframes (quarterly, annually or periodically). From this reporting framework, the annual scorecard is developed and the performance targets are set. The JDA policy and reporting framework only defines a target as achieved with a 95–100% rating, a target as partially achieved with an 80–94% rating and a target not achieved with anything less than a 79% rating. Hence any less than 80% is regarded as not achieved.

TABLE 14: SUMMARY OF KPI PERFORMANCE

IDP Priority /	IDP programmes	No of KPI's	KPI Number (Ref)	Target Achieved (95% - 100% rating)		Target Partially Achieved (80% - 94% rating)		Target not Achieved (<79% rating)	
				Count	%	Count	%	Count	%
<p>Priority 1: Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment, inequality and poverty</p> <p>Priority 2: Ensure pro-poor development that addresses spatial and all forms of income inequality and provides meaningful redress.</p>	<p>Inner city regeneration, including key economic nodes</p> <p>Increased infrastructure investment (from both public and private sectors)</p> <p>Working to cut red tape and improve the ease of doing business in the City</p> <p>Residents live, work and play close to work, leisure and cultural opportunities</p> <p>Efficient and effective transport (Public and Freight) connecting home, work, culture and leisure</p>	7	(1-2-3-4-5-6-7)	4	57%	0	0%	3	43%
IDP Priority 5: Create an honest and transparent City that fights corruption.	Increasing forensic investigative capability and controls	2	(8-9)	1	50%	1	50%	0	0%
IDP Priority 8: Enhance our financial sustainability.	Focusing on driving up capital expenditure investment in infrastructure	2	(10-11)	2	100%	0	0%	0	0%
Day-to-day Programme	Other IDP or Day-to Day programmes	6	(12-13-14-15-16-17)	3	50%	2	33%	1	17%
		<b>17</b>		<b>10</b>	<b>59%</b>	<b>3</b>	<b>18%</b>	<b>4</b>	<b>23%</b>

## SECTION 2: SERVICE DELIVERY CHALLENGES

Given the spatial, socio-economic and political environment in which the JDA operates, there are often challenges that affect area-based development and the JDA's ability to facilitate common economic and social objectives.

By the end mid-year delivery was affected in projects. Some of these issues are highlighted below:

- Although the construction is underway there is no finalization of the agreement regarding the Post Office portion of land which forms part of the JTI development. The matter is sitting with the JPC to finalise the negotiations of the land acquisition agreement.
- All of the JDAs BRT Louis Botha projects, Watt Street Interchange, Phase 1C Stations and the Alexandra Depot, were shut down by force, since July 2019, by those suspected be affiliated with the Taxi Association. The shutdown resulted in multiple injuries to contractor's employees, the theft and destruction to contractor's plant and equipment as well as significant impact in project delivery and expenditure. There have also been costs incurred due contractors to standing time. The issue was raised to the Acting ED, Planning and MMCs Planning, Transport and Safety. Through the intervention of the City Manager and the Chief of Police, an agreed operation plan was facilitated by the JDA with JMPD and the affected contractors. With a visible JMPD presence, construction resumed on the Watt Street Interchange and the Phase 1C Stations projects on the 16 September 2019 and the construction on the Alexandra Depot project resumed in October.
- Various delays were experience specifically in the Contact Award stage. In summary, the reasons for such delays included lack of timeous planning and/or administrative approvals, changes in scope made by the Client department, lengthy consultation with communities and/or affected parties such as taxi associations.

## SECTION 3: JDA PROGRAMMES, PROJECTS AND DAY-TO-DAY OPERATIONS

To ensure that the JDA is well positioned to respond to the development priorities as outlined above, the agency co-ordinates and manages its activities through three substantive programmes. In addition, the JDA ensures good governance of the organisation through one operational programme, resourced to support the optimal performance of the three substantive programmes.

TABLE 15: SUMMARY OF JDA PROGRAMMES

JDA Substantive Programme	JDA Sub-Programme	Purpose
1. Strategic Economic Node Delivery Programme	1A: Inner city transformation Programme	Guided by the Mayoral Priority on the Inner City and the Inner City Roadmap the JDA will focus on strengthening the position of the inner city as a critical business and residential node and the primary gateway to transit networks for the city; financial services networks for the City Region; and cross-border trade networks for the African continent. The JDA will continue to implement a phased plan to strengthen inner city precincts, address movement challenges, and improve the quality of the built environment across the inner city. The activities include managing the development of the Johannesburg inner city through capital investments in selected precincts, by overseeing integrated investments by other departments and entities, and by facilitating partnership initiatives.
	1B: Economic Node Sub-Programme	<p>The objective is to develop nodes that are compact, walkable, livable, mixed use and mixed income areas and centres around which to densify. They should be areas where people can live, work and play and have good access to public transit. Guided by the CoJ policy<sup>4</sup> on the categorising the current city nodes with prospects for growth, the work of the programme is to promote densification, diversification and development in these nodes.</p> <p>The main categories of nodes are: mixed-use/key urban nodes (under various categories), industrial nodes, Transit Oriented Development (TOD) nodes and neighbourhood nodes.</p>
2. Accelerated Public Infrastructure Delivery Programme	2A: Deprivation Areas Revitalisation Sub-Programme	<p>Investment is specifically required to eradicate backlogs and deficiencies of engineering and social infrastructure related to the revitalization of deprivation areas. Investment in these areas also needs to address the structural and built form aspects that have been raised in the SDF. Infrastructure investment is therefore targeted at resolving problems specifically related to the deprivation areas and at the same time create sustainable and livable settlements as an outcome.</p> <p>A number of deprivation area programmes are already in place (previously referred to as marginalised area programmes) including Orange Farm, Diepsloot, Ivory Park/Kaalfontein and Alexandra</p>
	2B: Urban Infrastructure Delivery Sub-Programme	The objective is to effectively and efficiently deliver on the City's priority social and/or economic infrastructure programmes. This work includes overseeing capital investments by other departments and entities. This programme includes Rea Vaya BRT infrastructure, taxi and transport facilities, primary

JDA Substantive Programme	JDA Sub-Programme	Purpose
		healthcare clinics and fire-stations.
3. Economic Empowerment Programme		A cluster of the JDA's economic development programmes that aims to (i) Develop skills and capacity within the construction industry in Johannesburg (ii) Optimise the JDA's contribution to inclusive economic growth and empowerment, and the transformation of the construction industry; and (iii) establish a monitoring and reporting system to measure the impact of the JDA's managing contractor development programme.
4: Good Governance, Management and Administration		This programme manages the governance, admin and operational functions and improves efficiency through Finance, Governance, Risk and Compliance, Supply Chain Management and IT.

## SECTION 4: PERFORMANCE AGAINST SERVICE STANDARDS

Section Not Applicable to JDA

## SECTION 5: CAPITAL PROJECTS & EXPENDITURE

Capital expenditure is the primary measure of the JDA's performance, and the budget for the capital projects to be implemented forms part of the agency's annual business plan and scorecard. The actual capital expenditure for the period ended 31 December 2019 was R460.2 million (2018/19: R353.2 million) against a budget of R320.6 million (2018/19: R314.9 million). This represents 144% (2018/19:112%) achievement of the budgeted capex for quarter and 35.89% (2018/19:28.04%) of the overall annual budget of R1.282 billion. There are however various factors that continue to affect projects including poor contractor performance and community stoppages.

**TABLE 16: CAPITAL BUDGET MANAGEMENT OVERALL PROGRAMME PERFORMANCE**

Overall Programme Performance	2019/20 Annual Budget	Target YTD	Actual YTD	Target %	% Actual / Annual budget Expenditure
	R' 000	R' 000	R'000	%	%
<b>Overall Programme Performance</b>	<b>1 282 474</b>	<b>364 243</b>	<b>460 292</b>	<b>144%</b>	<b>35.89%</b>

## SECTION 6: ORGANISATIONAL PERFORMANCE

The JDA’s progress towards achieving its KPIs is assessed using the performance scorecard, which **TABLE 17: KPI ACHIEVEMENT RATINGS** measures performance in terms of both the JDA’s service delivery mandate and financial and other resource management processes. The scorecard targets, which are set and agreed on by JDA management, the Board and the shareholder, aim to improve the JDA’s performance and efficiency, and achieve longer-term goals for specific developments, such as area-based revitalisation.

The JDA policy and reporting framework only defines a target as achieved with a 95–100% rating, a target as partially achieved with an 80–94% rating, and a target not achieved with anything less than a 79% rating.

Performance per programme and per KPA are summarised in the table below:






Achievement	Rating
	Target achieved (95–100% rating)
	Target partially achieved (80–94% rating)
	Target not achieved (<79% rating)


TABLE 18: SCORECARD

Priority 1: Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment, inequality and poverty & Priority 2: Ensure pro-poor development that addresses spatial and all forms of income inequality and provides meaningful redress.

National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.										
Joburg Outcomes: Outcome 1: A growing, diverse and competitive economy that creates jobs; Outcome 2: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development										
IDP programme/s	Key Performance Indicator	Baseline 2017/18 <sup>5</sup>	2019/20 Annual Target	2019/20 Q2 Target	Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at end of 31 December 2019	Variations and steps to be taken to improve performance	
Inner city regeneration, including key economic nodes including the implementation of the Transit Oriented Development Corridors	1) Number of pre-feasibility plans or studies <sup>6</sup> produced, reviewed or updated	8	4 (cumulative)	0	0	-		There were no pre-feasibility plans or studies produced, reviewed or updated in Q2 of 2019/20 financial year.		
	2) Number of projects at concept design phase	9	23 (cumulative)	7	5	2		<b>Target was not achieved.</b> The following projects did not achieve the Concept Design Phase target as planned: ACH - Joburg Art Gallery Upgrade JOHANNESBURG F and Aqua - Construction of a new Cosmo City swimming pool New Community Centre COSMO CITY EXT.3 C Ward.		
Increased infrastructure investment (from both public and private sectors)  Residents live,			Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional: Phase 2				Target achieved.			
			Heritage Bridge Landscaping				Target achieved.			

<sup>5</sup> Baseline is 2017/18 until the 2019/20 Annual Report has been audited and approved

<sup>6</sup> Detailed local area plans, detailed local area implementation plans or area-based studies

National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.										
Joburg Outcomes: Outcome 1: A growing, diverse and competitive economy that creates jobs; Outcome 2: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development										
IDP programme/s	Key Indicator	Performance	Baseline 2017/18 <sup>5</sup>	2019/20 Annual Target	2019/20 Q2 Target	Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at end of 31 December 2019	Variations and steps to be taken to improve performance
work and play close to work, leisure and cultural opportunities  Efficient and effective transport (Public and Freight) connecting home, work, culture and leisure				4003_06_Inner City Partnership Fund: Round 2				Target achieved.		
				ACH - Joburg Art Gallery Upgrade JOHANNESBURG F				Target not achieved.	Project was included as part of original list during business plan approval stage (May 2018). Subsequent to that the project was excluded from the Client CommDev / and JDA SLA.	Hence post July 2019, this project was not a JDA project. This project will be removed during the at Mid-Year scorecard adjustment process
				Aqua - Construction of a new Cosmo City swimming pool New Community Centre COSMO CITY EXT.3 C Ward				Target not achieved.	Project was included as part of original list during business plan approval stage (May 2018). Subsequent to that the project was excluded from the Client CommDev / and JDA SLA.	Hence post July 2019, this project was not a JDA project. This project will be removed during the at Mid-Year scorecard adjustment process
				Naledi clinic New Building NALEDI D				Target achieved.		
				Rec - Construction of the new multipurpose centre (Library included) at Kaalfontein (Ebony Park) New Community Centre KAALFONTEIN EXT.4 A Ward				Target achieved.		
		3) Number of projects reaching contract award stage		10	22 (cumulative)	14	1	13		Target was not achieved.  The following projects did not achieve the Contract Award target as planned: Banakekelen Hospice New Clinic ALEXANDRA EXT.38 E Ward; COMPL: Sidewalk Improvements: Tsiawelo Metrorail

National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.										
Joburg Outcomes: Outcome 1: A growing, diverse and competitive economy that creates jobs; Outcome 2: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development										
IDP programme/s	Key Indicator	Performance	Baseline 2017/18 <sup>5</sup>	2019/20 Annual Target	2019/20 Q2 Target	Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at end of 31 December 2019	Variations and steps to be taken to improve performance
									Station Link: Mhlaba / C Hani New Nodal Transport Facilities CHIAWELO D City Wide; CORR - Louis Botha Transit Oriented Development (TOD) corridor Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction and Upgrading Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional; CORR - Perth Empire Transit Oriented Development (TOD) corridor Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction and Upgrading Renewal Corridors of Freedom Intervention WESTBURY B Regional; Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional: Phase 2; Heritage Bridge Landscaping; Lehae MPC New Construction LEHAE G; PTF Small Public Transport Facility Design and Construction of Zola Public Transport Facility New Nodal Transport Facilities ZOLA D Regional; PTF: Small Public Transport Facilities: Orange Farm Ext 7 (Region G); PTF: Small Public Transport Facilities: Tshepisong; Regeneration of Lenasia CBD and Anchorville Industrial Hub – Region G; Roodeport CBD regeneration Renewal Precinct Redevelopment REGION C and Small: Public Transport Facility in Zakariya Park Region G.	
				Park and Ride Facility: Design and Construction of a Park n Ride in Greenside Region E					Target achieved.	
				Banakekelen Hospice New Clinic ALEXANDRA EXT.38 E Ward				Target Partially Achieved	BAC has been completed. Tender documents at Internal Audit for Probity	Award is expected in Q3. No impact is expected on the project due to this delay.


National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.										
Joburg Outcomes: Outcome 1: A growing, diverse and competitive economy that creates jobs; Outcome 2: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development										
IDP programme/s	Key Indicator	Performance	Baseline 2017/18 <sup>5</sup>	2019/20 Annual Target	2019/20 Q2 Target	Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at end of 31 December 2019	Variations and steps to be taken to improve performance
				COMPL: Sidewalk Improvements: Tsiawelo Metrorail Station Link: Mhlaba / C Hani New Nodal Transport Facilities CHIAWELO D City Wide				Target not achieved.	Project at Concept Design stage. The budget allocated was for the completion of the concept design and not for construction (contract award).	Appointment of Civil Engineers underway. Conclusion of appointment of panel of engineers delayed due to internal processes. The evaluation process is underway; procurement will be fast-tracked as well as finalisation of detail design to ensure appointment of the Main Contractor is concluded by the third quarter
				CORR - Louis Botha Transit Oriented Development (TOD) corridor Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction and Upgrading Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional				Target not achieved.	Phase 1 was completed in Q1. Phase 2 of this project was included as part of original list during business plan approval stage (May 2018).	Subsequent to that it was required to restart with a new planning phase and new technical team. Contract award will only take place later in FY or early next FY. This project will be removed during the at Mid-Year scorecard adjustment process
				CORR - Perth Empire Transit Oriented Development (TOD) corridor Traffic Impact Assessment (TIA), Stormwater Masterplan and				Target not achieved.	Bid Spec meeting convened on the 27 November 2019. Tender process closes at the mid of	Requested budget to be increased at midterm adjustment. 3rd Party



National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.										
Joburg Outcomes: Outcome 1: A growing, diverse and competitive economy that creates jobs; Outcome 2: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development										
IDP programme/s	Key Indicator	Performance	Baseline 2017/18 <sup>5</sup>	2019/20 Annual Target	2019/20 Q2 Target	Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at end of 31 December 2019	Variations and steps to be taken to improve performance
				New Construction and Upgrading Renewal Corridors of Freedom Intervention WESTBURY B Regional					January 2020. Budget not sufficient to complete project.	progress report not received.
				Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional: Phase 2				Target not achieved.	Contractor has completed Phase 1 of the project which included the construction of walkways, street furniture, street lighting and the Stormwater.	The finalisation of the appointment of a Contractor for Phase 2 which includes the park section cannot proceed due to pending environmental approvals; since the park section of the works as it's located next to the stream. The appointed Engineer has submitted design approvals to EISD.
				Heritage Bridge Landscaping				Target Partially Achieved	BAC has been completed. Tender documents at Internal Audit for Probity	Award is expected in Q3. No impact is expected on the project due to this delay.
				Lehae MPC New Construction LEHAE G				Target not achieved	Due to SDP approvals not concluded and failure to obtain building plan approvals on time, the project plan has been revised by the client to achieve detail design and prepare for tender stage during the final quarter of 2019/20 financial year.	Ongoing town-planning and land issues that have not been resolved have been escalated to SDM and EMDI for further engagements with client department for directive.  Client does not have sufficient funds to proceed


National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.										
Joburg Outcomes: Outcome 1: A growing, diverse and competitive economy that creates jobs; Outcome 2: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development										
IDP programme/s	Key Indicator	Performance	Baseline 2017/18 <sup>5</sup>	2019/20 Annual Target	2019/20 Q2 Target	Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at end of 31 December 2019	Variations and steps to be taken to improve performance
										to construction.
				PTF Small Public Transport Facility Design and Construction of Zola Public Transport Facility New Nodal Transport Facilities ZOLA D Regional				Target not achieved.	The appointment of the main contractor has been delayed due to architectural changes made for the tender drawings that the client (COJ-Transport) requested. Pending township application process and environmental authorization application have also led to delays in finalising the approval of designs by various authorities. A town-planner has been appointed and reports on a weekly basis regarding progress.	The 1st stage tender closed in November 2019 and evaluation of the pre-qualifications is in progress. Appointment of a main contractor is anticipated to be concluded in the third quarter of the current financial year. Assistance in relation to land issue has also been sought from JPC and escalated to the Acting CEO's office and the JDA's Development Facilitation Unit.
				PTF: Small Public Transport Facilities: Orange Farm Ext 7 (Region G)				Target not achieved.	The appointment of the main contractor has been delayed due to pending township zoning process and environmental authorization applications. A town-planner has been appointed and reports on a weekly basis regarding progress	The 1st stage tender closed on the 30th November 2019 and evaluation of the pre-qualifications is in progress. Appointment of a main contractor is anticipated to be concluded in the third quarter of the current financial year. Assistance in relation to land issue has also been sought from JPC

National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.										
Joburg Outcomes: Outcome 1: A growing, diverse and competitive economy that creates jobs; Outcome 2: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development										
IDP programme/s	Key Indicator	Performance	Baseline 2017/18 <sup>5</sup>	2019/20 Annual Target	2019/20 Q2 Target	Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at end of 31 December 2019	Variations and steps to be taken to improve performance
										and escalated to the Acting CEO's office and CoJ Transport and the JDA's Development Facilitation Unit.
				PTF: Small Public Transport Facilities: Tshepisong				Target not achieved	The appointment of the main contractor has been delayed due to architectural changes made for the tender drawings that the client (COJ-Transport) requested. The client has been issued with revised SDP layout according to their comments. Awaiting approval to commence with the design. A town-planner has been appointed to deal with land use rights and reports on a weekly basis regarding progress	The 1st stage tender closed in November 2019 and evaluation of the pre-qualifications is in progress. Construction is planned to commence in April 2020. Assistance in relation to land issue has also been sought from JPC and escalated to the Acting CEO's office and the JDA's Development Facilitation Unit.
				Regeneration of Lenasia CBD and Anchorville Industrial Hub – Region G				Target Not Achieved.	Ongoing challenges with Community participation; the business forum and the taxi associations refusing the project to take place without their own individual needs being met first.	Meeting with the different associations and parties convened outside of the public meeting to listen to their issues and complaints. An agreements was subsequently reached and stakeholder issues resolved. The project lost a couple of


National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.										
Joburg Outcomes: Outcome 1: A growing, diverse and competitive economy that creates jobs; Outcome 2: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development										
IDP programme/s	Key Indicator	Performance	Baseline 2017/18 <sup>5</sup>	2019/20 Annual Target	2019/20 Q2 Target	Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at end of 31 December 2019	Variations and steps to be taken to improve performance
										weeks through this process however the procurement process for the appointment of a Main Contractor is underway with the tender having closed on the 10th December 2019, evaluation and appointment will be fast tracked to ensure appointment is concluded mid-January 2020.
				Roodeport CBD regeneration Renewal Precinct Redevelopment REGION C				Target Not Achieved.	Tender closed and evaluation in progress. Delays due to obtaining design approval and buy-in from PRASA and other client departments.	Plans have been submitted to PRASA for review and feedback. Bid Evaluation Committee for the first stage scheduled for the 09th December 2019 with submission to the BAC thereafter.
				Small: Public Transport Facility in Zakariya Park Region G				Target Not Achieved.	The appointment of the main contractor has been delayed due to architectural changes made for the tender drawings that the client (COJ-Transport) requested. Pending township application process and environmental authorization application have also led to delays in	The 1st stage tender closed in November 2019 and evaluation of the pre-qualifications is in progress. Appointment of a main contractor is anticipated to be concluded in the third quarter of the current

National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.										
Joburg Outcomes: Outcome 1: A growing, diverse and competitive economy that creates jobs; Outcome 2: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development										
IDP programme/s	Key Indicator	Performance	Baseline 2017/18 <sup>5</sup>	2019/20 Annual Target	2019/20 Q2 Target	Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at end of 31 December 2019	Variations and steps to be taken to improve performance
									finalising the approval of designs by various authorities. A town-planner has been appointed and reports on a weekly basis regarding progress.	financial year. Assistance in relation to land issue has also been sought from JPC and escalated to the Acting CEO's office and the JDA's Development Facilitation Unit.
	4) Number of projects reaching practical completion stage		11	35 (cumulative)	3	0	-		The following 3 projects did not achieve the practical completion target as planned in Q2 of 2019/20 financial year: 877_01_Brixton Social Cluster: Work Package 1: New multi-purpose sports and recreation hall, 4003_06_Inner City Partnership Fund: Round 1 and Orchards Clinic.	
				877_01_Brixton Social Cluster: Work Package 1 : New multi-purpose sports and recreation hall				Target not achieved	Project has reached practical completion but the certificate cannot be issued due to outstanding permanent power and water connections. The matter of outstanding power and water connections has been escalated to the JDA Acting CEO and letters has been sent to the MD's of the respective entities to assist.	The practical completion stage is anticipated to be reached by third quarter of the 2019/20 financial year.


National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.										
Joburg Outcomes: Outcome 1: A growing, diverse and competitive economy that creates jobs; Outcome 2: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development										
IDP programme/s	Key Indicator	Performance	Baseline 2017/18 <sup>5</sup>	2019/20 Annual Target	2019/20 Q2 Target	Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at end of 31 December 2019	Variations and steps to be taken to improve performance
				4003_06_Inner City Partnership Fund: Round 1			Target not achieved	Ongoing stoppages by SMME's, numerous local labour strikes on-site have resulted in delays to the project. This has negatively affected the programme of works and completion date.	The CPC is working closely with the stakeholders to ensure issues are resolved timeously. Revised practical completion planned for the third quarter.	
				Orchards Clinic			Target not achieved	Failure to complete the project works by the main contractor. In process of terminating main contractor due to poor performance.	Ceding of contract to capable contractor, following standard SCM process.	
	5) Number of precinct management plans or project operationalisation plans produced, reviewed or updated		6	3 (cumulative)	0	0	-		There were no precinct management plans or project operationalisation plans produced, reviewed or updated in Q2 of 2019/20 financial year.	
	6) Number of JDA Communication and Media related Initiatives		245	280 (cumulative)	140	315	175		<b>Target was achieved.</b> During the first quarter there was a total of 19 press media releases issued and a total of 149 social media posts. During second quarter there was a total of 12 press media releases	

National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.										
Joburg Outcomes: Outcome 1: A growing, diverse and competitive economy that creates jobs; Outcome 2: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development										
IDP programme/s	Key Indicator	Performance	Baseline 2017/18 <sup>5</sup>	2019/20 Annual Target	2019/20 Q2 Target	Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at end of 31 December 2019	Variations and steps to be taken to improve performance
									issued and a total of 135 social media posts.	
	7) Number of area, community or project impact performance assessments completed		13	6 (cumulative)	0	0	-		There were no area, community or project impact performance assessments completed in Q2 of 2019/20 financial year.	

**IDP Priority 5: Create an honest and transparent City that fights corruption.**



National outcome: Outcome 11: Creating a better South Africa and contributing to a better and safer Africa in a better world										
Joburg Outcomes: Outcome 5: An honest, transparent and responsive local government that prides itself on service excellence										
IDP programme/s	Key Indicator	Performance	Baseline 2017/18 <sup>7</sup>	2019/20 Annual Target	2019/20 Q2 Target	Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at end of 31 December 2019	Variations and steps to be taken to improve performance
Increasing forensic investigative capability and	8) Percentage resolution of Internal Audit findings		Clean Audit Opinion	100%	30%	90%	+60%		<b>Target achieved.</b>	

<sup>7</sup> Baseline is 2017/18 until the 2019/20 Annual Report has been audited and approved

National outcome: Outcome 11: Creating a better South Africa and contributing to a better and safer Africa in a better world									
Joburg Outcomes: Outcome 5: An honest, transparent and responsive local government that prides itself on service excellence									
IDP programme/s	Key Performance Indicator	Baseline 2017/18 <sup>7</sup>	2019/20 Annual Target	2019/20 Q2 Target	Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at end of 31 December 2019	Variations and steps to be taken to improve performance
controls	9)Percentage resolution of Auditor General findings <sup>8</sup>	84%	100%	100%	85%	15%		Target partially achieved.	Internal Audit will continue to conduct follow-up reviews on a monthly basis on the status of unresolved findings and then provides these monthly reports on the status of unresolved findings to the chairperson of the Operation Clean Audit (OPCA) Committee and to the Group Risk Assurance Services for discussion with the City Manager and to the JDA ARC subcommittee



<sup>8</sup> From the previous financial year

**IDP Priority 7: Enhance our financial sustainability**





National outcome: Outcome 9: Responsive, accountable, effective and efficient developmental local government system									
Joburg Outcomes: Outcome 1: A growing, diverse and competitive economy that creates jobs; Outcome 2: Enhanced, quality services and sustainable environmental practices; Outcome 3: An equitable and inclusive society with high quality of life									
IDP programme/s	Key Performance Indicator	Baseline 2017/18 <sup>9</sup>	2019/20 Annual Target	2019/20 Q2 Target	Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at end of 31 December 2019	Variations and steps to be taken to improve performance
Focusing on driving up capital expenditure investment in infrastructure	10) Percentage of budget spent on city-wide infrastructure	92%	95% (cumulative)	30%	35.89%	+5.89%		Target achieved.	
	11) Percentage of valid invoices paid within 30 days of invoice date	New KPI	100%	100%	97%	3%		Target achieved.	

<sup>9</sup> Baseline is 2017/18 until the 2019/20 Annual Report has been audited and approved

**Day-to-day Programme**

<b>National outcome: Outcome 9: Responsive, accountable, effective and efficient developmental local government system</b>										
<b>Joburg Outcomes: Outcome 5: An honest, transparent and responsive local government that prides itself on service excellence</b>										
<b>IDP programme/s</b>	<b>Key Performance Indicator</b>	<b>Baseline 2017/18<sup>10</sup></b>	<b>2019/20 Annual Target</b>	<b>2019/20 Q2 Target</b>	<b>Actual</b>	<b>Variance</b>	<b>Quarterly Achievement Rating</b>	<b>Explanation of progress as at end of 31 December 2019</b>	<b>Variations and steps to be taken to improve performance</b>	
Other IDP or Day-to Day Programmes	12) Percentage spent on Broad-Based Economic Empowerment through local procurement as a share of total expenditure	97%	100%	100%	121%	+21%		<b>Target achieved.</b>		
	13) Number of Expanded Public Works Programmes (EPWP) work opportunities created City-wide	805	1000 (cumulative)	200	172	28		<b>Target partially achieved.</b>	To address the poor performance. Management is committed to ensure that internally an EPWP Champion is identified to address greater EPWP performance, i.e. more EPWP sub-projects and EPWP compliance, i.e. ensuring all the necessary evidence, as required by the Department of Public Works and by the Auditor General	

<sup>10</sup> Baseline is 2017/18 until the 2019/20 Annual Report has been audited and approved

National outcome: Outcome 9: Responsive, accountable, effective and efficient developmental local government system									
Joburg Outcomes: Outcome 5: An honest, transparent and responsive local government that prides itself on service excellence									
IDP programme/s	Key Performance Indicator	Baseline 2017/18 <sup>10</sup>	2019/20 Annual Target	2019/20 Q2 Target	Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at end of 31 December 2019	Variations and steps to be taken to improve performance
									is provided.  In addition, the JDA is amending the contract governing the construction contracts, which hold the service provider to account on their contractual EPWP commitments.
	14) Percentage of SMME expenditure as a share of total expenditure	26%	30%	30%	57%	+27%		Target achieved.	
	15) Percentage spend on JDA operating budget against approved operating budget	96%	95% (cumulative)	50%	44%	6%		Target partially achieved.	
	16) Percentage implementation of the strategic risk management action plan findings resolved	77%	95% <sup>11</sup> (cumulative)	35%	76%	+41%		Target achieved.	
	17) Percentage of predetermined	New KPI	85%	85%	59%	26%		Target was not achieved.	

<sup>11</sup> From Red and Amber to Green Status

National outcome: Outcome 9: Responsive, accountable, effective and efficient developmental local government system									
Joburg Outcomes: Outcome 5: An honest, transparent and responsive local government that prides itself on service excellence									
IDP programme/s	Key Performance Indicator	Baseline 2017/18 <sup>10</sup>	2019/20 Annual Target	2019/20 Q2 Target	Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at end of 31 December 2019	Variations and steps to be taken to improve performance
	objectives targets achieved							<p>The following KPI's were not achieved:</p> <ul style="list-style-type: none"> <li>- #2 No. of projects at concept design phase</li> <li>- #3 No. of projects reaching contracts awarded stage</li> <li>- #4 No. of projects reaching practical completion stage</li> <li>- #17 Percentage of predetermined objectives targets achieved</li> </ul> <p>The following KPI was partially achieved:</p> <ul style="list-style-type: none"> <li>- #9 Percentage resolution of Auditor General findings</li> <li>- #13 No. of Expanded Public Works Programmes (EPWP) work opportunities created City-wide</li> <li>- #15 Percentage spent on JDA operating budget against approved operating budget</li> </ul>	

## 6.1 PROGRAMME EXPENDITURE

For period ended 31 December 2019

**TABLE 17: EXPENDITURE BY FUNDING SOURCE**

	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				Annual Budget	
	Actual	Budget	Variance	Actual	Budget	Variance	Variance	Budget	Used
	R	R	R	R	R	R	%	R	%
<b>PUBLIC TRANSPORT CORRIDOR DEVELOPMENT</b>									
Patterson Park: Work Package 3 - Multipurpose Centre and Sports Facilities	R 52 065 172	R 20 187 500	R 31 877 672	R 59 911 394	R 24 437 500	R 35 473 894	145.16%	R 85 000 000	70.48%
Brixton Social Cluster: Work Package 1 New multipurpose sports and recreation	7 408 146	8 312 500	( 904 354)	18 602 188	10 062 500	8 539 688	84.87%	35 000 000	53.15%
Test Eco District Prototypes TOD corridors	0	950 000	( 950 000)	0	1 150 000	(1 150 000)	(100.00%)	4 000 000	0.00%
New Turffontein Clinic and Multipurpose	634 148	248 750	385 398	634 148	298 750	335 398	112.27%	1 000 000	63.41%
<b>Sub-total</b>	<b>60 107 466</b>	<b>29 698 750</b>	<b>30 408 716</b>	<b>79 147 730</b>	<b>35 948 750</b>	<b>43 198 980</b>	<b>120.17%</b>	<b>125 000 000</b>	<b>63.32%</b>
<b>JDA ON BUDGET</b>									
Inner City Eastern Gateway_TOD and Movement Corridors	0	2 743 125	(2 743 125)	0	3 320 625	(3 320 625)	(100.00%)	11 550 000	0.00%
Regeneration of Lenasia CBD and Anchorville Industrial Hub – Region G	454 130	4 750 000	(4 295 870)	454 130	5 750 000	(5 295 870)	(92.10%)	20 000 000	2.27%
Inner City Managed Lanes	0	285 000	( 285 000)	0	345 000	( 345 000)	(100.00%)	1 200 000	0.00%
Orlando East Station Precinct	0	59 375	( 59 375)	0	71 875	( 71 875)	(100.00%)	250 000	0.00%
Pennyville Precinct Renewal	0	178 125	( 178 125)	0	215 625	( 215 625)	(100.00%)	750 000	0.00%
Randburg CBD Regeneration Renewal	0	118 750	( 118 750)	0	143 750	( 143 750)	(100.00%)	500 000	0.00%
Balfour Park Transit Precinct Development	118 164	118 750	( 586)	118 164	143 750	( 25 586)	(17.80%)	500 000	23.63%
Melville Activity Street	0	118 750	( 118 750)	0	143 750	( 143 750)	(100.00%)	500 000	0.00%

	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				Annual Budget	
	Actual	Budget	Variance	Actual	Budget	Variance	Variance	Budget	Used
	R	R	R	R	R	R	%	R	%
Revitalisation of Pageview and Vrededorp	0	178 125	( 178 125)	0	215 625	( 215 625)	(100.00%)	750 000	0.00%
CORR - Perth Empire Corridor of Freedom Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction: Phase 2	1 408 250	3 084 576	(1 676 326)	1 408 250	3 733 960	(2 325 710)	(62.29%)	12 987 687	10.84%
CORR - Louis Botha Corridor of Freedom Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction and Upgrading Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	2 732 020	5 937 500	(3 205 480)	16 662 544	7 187 500	9 475 044	131.83%	25 000 000	66.65%
Ivory Park UDF_ Development_Catalytic Node infrastructure projects	2 248 003	3 158 750	( 910 747)	2 921 389	3 823 750	( 902 361)	(23.60%)	13 300 000	21.97%
Alexandra Sports and Youth Development: SAFA Safe Hub Facility	3 165 559	2 850 000	315 559	4 283 253	3 450 000	833 253	24.15%	12 000 000	35.69%
Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional	2 484 027	3 562 500	(1 078 473)	9 464 760	4 312 500	5 152 260	119.47%	15 000 000	63.10%
Banakekelen Hospice New Clinic ALEXANDRA EXT.38 E Ward	1 261 793	4 750 000	(3 488 207)	1 261 793	5 750 000	(4 488 207)	(78.06%)	20 000 000	6.31%
Operational Capex New Operational Capex NEWTOWN F City Wide	0	237 500	( 237 500)	0	287 500	( 287 500)	(100.00%)	1 000 000	0.00%
Orchards Clinic	695 221	2 375 000	(1 679 779)	695 221	2 875 000	(2 179 779)	(75.82%)	10 000 000	6.95%
Roodeport CBD regeneration Renewal Precinct Redevelopment REGION C	413 872	4 750 000	(4 336 128)	413 872	5 750 000	(5 336 128)	(92.80%)	20 000 000	2.07%
<b>Sub-total</b>	<b>14 981 039</b>	<b>39 255 826</b>	<b>(24 274 787)</b>	<b>37 683 376</b>	<b>47 520 210</b>	<b>(9 836 834)</b>	<b>(20.70%)</b>	<b>165 287 687</b>	<b>22.80%</b>
<b>COMMUNITY DEVELOPMENT (Comm Dev)</b>									
Lehae MPC New Construction LEHAE G	0	2 375 000	(2 375 000)	0	2 875 000	(2 875 000)	(100.00%)	10 000 000	0.00%
Johannesburg Library F	27 735	712 500	( 684 765)	27 735	862 500	( 834 765)	(96.78%)	3 000 000	0.92%

	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				Annual Budget	
	Actual	Budget	Variance	Actual	Budget	Variance	Variance	Budget	Used
	R	R	R	R	R	R	%	R	%
Kaalfontein MPC New Construction	7 326 992	3 800 000	3 526 992	6 476 992	4 600 000	2 726 992	59.28%	16 000 000	45.79%
Ivory Park Swimming Pool	2 915 461	4 275 000	(1 359 539)	4 321 271	5 175 000	(1 703 729)	(32.92%)	18 000 000	19.28%
MPC Matholesville	3 399 265	4 037 500	( 638 235)	3 399 265	4 887 500	(1 488 235)	(30.45%)	17 000 000	20.00%
Drieziek MPC	5 509 723	5 225 000	284 723	5 509 723	6 325 000	( 815 277)	(12.89%)	22 000 000	25.04%
Minor works at various facilities	0	1 900 000	(1 900 000)	0	2 300 000	(2 300 000)	(100.00%)	8 000 000	0.00%
<b>Sub-total</b>	<b>19 179 176</b>	<b>22 325 000</b>	<b>(3 145 824)</b>	<b>19 734 986</b>	<b>27 025 000</b>	<b>(7 290 014)</b>	<b>(26.98%)</b>	<b>94 000 000</b>	<b>20.99%</b>
<b>INNER CITY DEVELOPMENT GRANT</b>									
Conceptualisation and Development Inner City Spatial Scenario Planning	0	593 750	( 593 750)	0	718 750	( 718 750)	(100.00%)	2 500 000	0.00%
Gandhi Square East	9 912 970	4 750 000	5 162 970	12 068 004	5 750 000	6 318 004	109.88%	20 000 000	60.34%
<b>Sub-total</b>	<b>9 912 970</b>	<b>5 343 750</b>	<b>4 569 220</b>	<b>12 068 004</b>	<b>6 468 750</b>	<b>5 599 254</b>	<b>86.56%</b>	<b>22 500 000</b>	<b>53.64%</b>
<b>EMERGENCY MANAGEMENT SERVICES (EMS)</b>									
Central Fire Station	460 401	2 065 217	(1 604 816)	460 401	2 500 000	(2 039 599)	(81.58%)	8 695 652	5.29%
<b>Sub-total</b>	<b>460 401</b>	<b>2 065 217</b>	<b>(1 604 816)</b>	<b>460 401</b>	<b>2 500 000</b>	<b>(2 039 599)</b>	<b>(81.58%)</b>	<b>8 695 652</b>	<b>5.29%</b>
<b>HEALTH DEPARTMENT</b>									
Florida clinic New Clinic FLORIDA EXT C Ward	15 643 653	4 750 000	10 893 653	15 643 653	5 750 000	9 893 653	172.06%	20 000 000	78.22%
Turffontein Clinic	0	237 500	( 237 500)	0	287 500	( 287 500)	(100.00%)	1 000 000	0.00%
Orchards Clinic Health	0	855 000	( 855 000)	0	1 035 000	(1 035 000)	(100.00%)	3 600 000	0.00%
Bophelong Clinic	15 532 906	7 125 000	8 407 906	16 385 030	8 625 000	7 760 030	89.97%	30 000 000	54.62%
Naledi Clinic	303 174	1 662 500	(1 359 326)	303 174	2 012 500	(1 709 326)	(84.94%)	7 000 000	4.33%
<b>Sub-total</b>	<b>31 479 733</b>	<b>14 630 000</b>	<b>16 849 733</b>	<b>32 331 857</b>	<b>17 710 000</b>	<b>14 621 857</b>	<b>82.56%</b>	<b>61 600 000</b>	<b>52.49%</b>

	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				Annual Budget	
	Actual	Budget	Variance	Actual	Budget	Variance	Variance	Budget	Used
	R	R	R	R	R	R	%	R	%
<b>DEP OF HOUSING</b>									
Braamfischerville Ext 12&13:Roads and Stormwater Management Systems including a Pedestrian Bridge New Bulk Infrastructure BRAM FISCHERVILLE EXT.13 C Ward	15 679 337	3 681 250	11 998 087	17 922 162	4 456 250	13 465 912	302.18%	15 500 000	115.63%
<b>Sub-total</b>	<b>15 679 337</b>	<b>3 681 250</b>	<b>11 998 087</b>	<b>17 922 162</b>	<b>4 456 250</b>	<b>13 465 912</b>	<b>302.18%</b>	<b>15 500 000</b>	<b>115.63%</b>
<b>INNER CITY FUND (ICF)</b>									
Inner City Partnership Fund	3 710 035	4 750 000	(1 039 965)	3 710 035	5 750 000	(2 039 965)	(35.48%)	20 000 000	18.55%
<b>Sub-total</b>	<b>3 710 035</b>	<b>4 750 000</b>	<b>(1 039 965)</b>	<b>3 710 035</b>	<b>5 750 000</b>	<b>(2 039 965)</b>	<b>(35.48%)</b>	<b>20 000 000</b>	<b>18.55%</b>
<b>NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT (NDPG)</b>									
Jabulani TOD: Phase 6a - Safe Hub	19 661 599	15 437 500	4 224 099	26 511 942	18 687 500	7 824 442	41.87%	65 000 000	40.79%
<b>Sub-total</b>	<b>19 661 599</b>	<b>15 437 500</b>	<b>4 224 099</b>	<b>26 511 942</b>	<b>18 687 500</b>	<b>7 824 442</b>	<b>41.87%</b>	<b>65 000 000</b>	<b>40.79%</b>
<b>JOBURG MARKET</b>									
Markets of the Future:	0	475 000	( 475 000)	0	575 000	( 575 000)	(100.00%)	2 000 000	0.00%
<b>Sub-total</b>	<b>0</b>	<b>475 000</b>	<b>( 475 000)</b>	<b>0</b>	<b>575 000</b>	<b>( 575 000)</b>	<b>(100.00%)</b>	<b>2 000 000</b>	<b>0.00%</b>
<b>TRANSPORTATION PTIS FUNDING:</b>									
Phase 1C Stations	1 877 512	8 645 000	(6 767 488)	1 877 512	10 465 000	(8 587 488)	(82.06%)	36 400 000	5.16%
Selby Depot	39 027 938	23 750 000	15 277 938	39 027 938	28 750 000	10 277 938	35.75%	100 000 000	39.03%

	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				Annual Budget	
	Actual	Budget	Variance	Actual	Budget	Variance	Variance	Budget	Used
	R	R	R	R	R	R	%	R	%
ITS (Fibre Loop and CCTV)	3 729 029	9 500 000	(5 770 971)	3 729 029	11 500 000	(7 770 971)	(67.57%)	40 000 000	9.32%
Alexandra Depot	16 762 222	5 130 000	11 632 222	16 762 222	6 210 000	10 552 222	169.92%	21 600 000	77.60%
Section 15K (Watt Interchange Station Road Works and Bridges)	55 725 462	35 625 000	20 100 462	55 725 462	43 125 000	12 600 462	29.22%	150 000 000	37.15%
OTHER Passenger Information Signage at Stations (at Totem, strip maps,"you are here" etc.)	0	237 500	( 237 500)	0	287 500	( 287 500)	(100.00%)	1 000 000	0.00%
OTHER: ICT	2 255 917	1 781 250	474 667	2 255 917	2 156 250	99 667	4.62%	7 500 000	30.08%
OTHER: Land	1 107 185	1 187 500	( 80 315)	1 107 185	1 437 500	( 330 315)	(22.98%)	5 000 000	22.14%
Greenstone Terminal	0	4 750 000	(4 750 000)	0	5 750 000	(5 750 000)	(100.00%)	20 000 000	0.00%
Bus Monitoring and Contract Management	0	0	0	0	848 400	( 848 400)	(100.00%)	16 968 006	0.00%
Guard Houses and Customer centres	1 755 777	1 662 500	93 277	1 755 777	2 012 500	( 256 723)	(12.76%)	7 000 000	25.08%
Soweto Phase 2A vs Ivory Park route	0	593 750	( 593 750)	0	718 750	( 718 750)	(100.00%)	2 500 000	0.00%
Selby Depot 2C	7 758 556	13 062 500	(5 303 944)	7 758 556	15 812 500	(8 053 944)	(50.93%)	55 000 000	14.11%
Heritage Bridge Landscaping	164 398	4 275 000	(4 110 602)	164 398	5 175 000	(5 010 602)	(96.82%)	18 000 000	0.91%
<b>Sub-total</b>	<b>130 163 996</b>	<b>110 200 000</b>	<b>19 963 996</b>	<b>130 163 996</b>	<b>134 248 400</b>	<b>(4 084 404)</b>	<b>(3.04%)</b>	<b>480 968 006</b>	<b>27.06%</b>
<b>TRANSPORTATION COJ FUNDING:</b>									
Karsene Public Transport Facility	47 714 072	28 500 000	19 214 072	66 669 388	34 500 000	32 169 388	93.24%	120 000 000	55.56%
Complete Streets: (KFW - German Development Bank): Orlando East to UJ Soweto Route	369 675	1 187 500	( 817 825)	369 675	1 437 500	(1 067 825)	(74.28%)	5 000 000	7.39%
Park and Ride Facility: Design and Construction of a Park n Ride in Greenside Region E	0	1 662 500	(1 662 500)	0	2 012 500	(2 012 500)	(100.00%)	7 000 000	0.00%
PTF: Small Public Transport Facilities: Tshepisoong:	0	1 187 500	(1 187 500)	0	1 437 500	(1 437 500)	(100.00%)	5 000 000	0.00%
Complete Streets: NMT Facilities Linking Railway stations New Dube CHIAWELO D City Wide:	0	403 750	( 403 750)	0	488 750	( 488 750)	(100.00%)	1 700 000	0.00%

	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				Annual Budget	
	Actual	Budget	Variance	Actual	Budget	Variance	Variance	Budget	Used
	R	R	R	R	R	R	%	R	%
PTF: Small Public Transport Facility Design Kya Sand New Nodal Transport Facilities KYA SAND:	35 385	356 250	( 320 865)	215 844	431 250	( 215 406)	(49.95%)	1 500 000	14.39%
PTF: Small Public Transport Facilities: DRIEZIEK EXT.3	16 773 948	6 365 000	10 408 948	16 773 948	7 705 000	9 068 948	117.70%	26 800 000	62.59%
Complete Streets: NMT Facilities Linking Railway stations Dube D Region	9 276 468	2 408 250	6 868 218	9 276 468	2 915 250	6 361 218	218.20%	10 140 000	91.48%
PTF Small Public Transport Facility Design and Construction of Zola Public Transport Facility New Nodal Transport Facilities ZOLA D Regional	39 251	1 187 500	(1 148 249)	39 251	1 437 500	(1 398 249)	(97.27%)	5 000 000	0.79%
PTF: Small Public Transport Facilities: Orange Farm Ext 7 (Region G)	26 887	1 187 500	(1 160 613)	26 887	1 437 500	(1 410 613)	(98.13%)	5 000 000	0.54%
Small: Public Transport Facility in Zakariya Park Region G	26 887	1 187 500	(1 160 613)	26 887	1 437 500	(1 410 613)	(98.13%)	5 000 000	0.54%
PTF Public Transport Facility Sandton	0	200 000	( 200 000)	0	300 000	( 300 000)	(100.00%)	2 000 000	0.00%
Complete Streets Deep South	0	237 500	( 237 500)	0	287 500	( 287 500)	(100.00%)	1 000 000	0.00%
Complete Streets Turffontein	0	237 500	( 237 500)	0	287 500	( 287 500)	(100.00%)	1 000 000	0.00%
NR Nodal Regeneration Braamfontein	204 315	356 250	( 151 935)	204 315	431 250	( 226 935)	(52.62%)	1 500 000	13.62%
PTF: Redevelopment of Inner City Ranks	982 089	2 018 750	(1 036 661)	982 089	2 443 750	(1 461 661)	(59.81%)	8 500 000	11.55%
Inner City Transport Masterplan	2 736 656	1 858 696	877 960	2 736 656	2 250 001	486 655	21.63%	7 826 090	34.97%
Parking Management	503 655	247 826	255 829	582 837	300 000	282 837	94.28%	1 043 478	55.86%
Feasibility Study Integrated Corridor Management	430 667	404 318	26 349	430 667	526 057	( 95 390)	(18.13%)	2 434 782	17.69%
Lenasia Scholar Transport Masterplan	2 141 245	278 804	1 862 441	2 141 245	337 500	1 803 745	534.44%	1 173 913	182.40%
Roodepoort CBD Transport Masterplan	82 120	309 783	( 227 663)	82 120	375 000	( 292 880)	(78.10%)	1 304 348	6.30%
PTF Transfer Facility Lenasia Scholar Transport interchange:	0	475 000	( 475 000)	0	575 000	( 575 000)	(100.00%)	2 000 000	0.00%
<b>Sub-total</b>	<b>81 343 320</b>	<b>52 257 677</b>	<b>29 085 643</b>	<b>100 558 277</b>	<b>63 353 808</b>	<b>37 204 469</b>	<b>58.72%</b>	<b>221 922 611</b>	<b>45.31%</b>

	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				Annual Budget	
	Actual	Budget	Variance	Actual	Budget	Variance	Variance	Budget	Used
	R	R	R	R	R	R	%	R	%
<b>TOTAL</b>	<b>386 679 072</b>	<b>300 119 970</b>	<b>86 559 102</b>	<b>460 292 766</b>	<b>364 243 668</b>	<b>96 049 098</b>	<b>26.37%</b>	<b>1282 473 956</b>	<b>35.89%</b>

## Economic Development

A cluster of the JDA’s economic development programmes that aims to:

- (i) Develop skills and capacity within the construction industry in Johannesburg
- (ii) Optimise the JDA’s contribution to inclusive economic growth and empowerment, and the transformation of the construction industry; and
- (iii) Establish a monitoring and reporting system to measure the impact of the JDA’s managing contractor development programme.

**TABLE 18: EPWP PERFORMANCE**

JDA Programme	Quarter 1 EPWP Opportunities created in 2019/20	Quarter 2 EPWP Opportunities created in 2019/20	YTD EPWP Opportunities created in 2019/20
Programme 1	4	19	23
Programme 2	96	5	101
Programme 3	20	28	48
Programme 4	0	0	0
<b>TOTAL</b>	<b>120</b>	<b>52</b>	<b>172</b>

## Good Governance, Management and Administration

This programme manages the governance, admin and operational functions and improves efficiency through Finance, Governance, Risk and Compliance, Supply Chain Management and IT.

## CHAPTER 4: HUMAN RESOURCES & ORGANISATIONAL MANAGEMENT

### SECTION 1: HUMAN RESOURCE MANAGEMENT

The JDA aims to be the employer of choice in its field. This is supported by the JDA's overall objective, as set out in its Employment Policy, to ensure that its employment practices and remuneration policies motivate and retain talented employees and create an attractive work environment. The JDA periodically reviews all its employment policies and practices in line with applicable prescripts to ensure that it remains relevant and practical for the changing world of work and is attractive to potential employees.

Since May 2019, the JDA became a two union workplace, with SAMWU (The South African Municipal Workers' Union) being the majority union ahead of IMATU (Independent Municipal and Allied Trade Union).

There are 112 positions on the JDA staff establishment and organogram

The structure includes:

- **Top Management consists of the Chief Executive Officer (CEO)**
- **Executive Management consists of the Executive Management Committee Team excluding the CEO i.e. the:**
  1. Chief Financial Officer (CFO),
  2. Executive Manager: Development Implementation,
  3. Executive Manager: Planning and Strategy,
  4. Executive Manager: Development Facilitation
  5. Executive Manager: Marketing & Communications,
  6. Executive Manager: Corporate Services,
  7. Chief Audit Executive
  8. Company Secretary and the
- **Senior Management consists of Heads of Departments and Managers in the departments that reports to their Executives without heading departments, it comprises of:**
  1. Senior Development Managers,
  2. Executive Support Manager,
  3. Internal Audit Manager,
  4. Finance Manager,
  5. Budget Manager,
  6. Monitoring & Evaluation Manager,
  7. Supply Chain Manager,
  8. Planning Manager,
  9. Communications & Marketing Manager,
  10. Human Resources Manager,
  11. IT Manager,
  12. Risk & Compliance Manager and
  13. Manager: Stakeholder Relations.
- **Professional and Middle Management comprises of:**
  1. Development Facilitation Manager,
  2. Enterprise Development Manager,
  3. Development Managers,
  4. Coordinators,
  5. Accountants,
  6. Accounts Payable Officer,
  7. SCM Officer,
  8. Data Officer,

9. Marketing Business Partners,
  10. Risk & Compliance Officer,
  11. IT Support Officer,
  12. IT & IS Administration Officer,
  13. HR Business Partners,
  14. Legal Officer and
  15. Stakeholder Relations Officer.
- **Skilled Employees consists of:**
    1. Technical, Academically Qualified and Junior Management,
    2. Assistant Development Managers and Personal assistants.
  - **Semi-Skilled Employees consists of Drivers and Receptionists.**
  - **Unskilled Employees consists of General Workers and Housekeepers.**

In terms of physical location, there are 95 employees including 2 learners and temporary workers who are based at the JDA Head Offices in Newtown. The JDA also hosts 16 Security Guards as part of the City of Johannesburg insourcing project.

### **Learnership Programme**

The learnership programme provides an opportunity for learners to acquire practical work experience in their field of expertise, as well as all other operational areas of the JDA. It also provides an opportunity for learners to get a practical feel of the work environment and at the same time meet the required competencies for a professional qualification. It is for this reason that the JDA fully supports and subscribes to a structured learnership programme.

There are currently two (2) learners at the JDA, based in the Internal Audit and Risk Management and Compliance department.

### **HR Policies**

The JDA recently reviewed and updated ten (10) of its key HR policies to be in-line with legislation and good practice and more policies are still under review.

### **Organisational Development**

The JDA has recently embarked on an organisational development (OD) process in order to review the current structure of the organisation to ensure that to enable the JDA to better respond and adapt to the changing environment and to unlock internal efficiencies.

The OD process will be done in full consultation of both staff and Union in a participatory process.

**TABLE 19: INJURIES, SICKNESS AND SUSPENSIONS**

Salary band	Total sick leave	Proportion of sick leave without medical certificate	Employees using sick leave	Total employees in post <sup>[1]</sup>	Average sick leave per employee	Estimated cost
	Days	%	No.	No.	Days	R 000
Top management	0	0	0	0	0	0

<sup>[1]</sup> The total of 98 excludes ARP staff, leave management administered by the Col

Salary band	Total sick leave	Proportion of sick leave without medical certificate	Employees using sick leave	Total employees in post <sup>[1]</sup>	Average sick leave per employee	Estimated cost
	Days	%	No.	No.	Days	R 000
Executive management (including chief audit executive)	4	0	2	6	0.66	27 480
Senior management	28	0	8	18	1.55	106 136
Middle management	15	0	9	34	0.44	41 337
Skilled technical/junior management	27	0	11	28	0.96	34 343
Semi-skilled	0	0	0	3	0	0
Unskilled	4	0	2	6	0.66	2 828
<b>TOTAL</b>	<b>78</b>	<b>0</b>	<b>32</b>	<b>95</b>	<b>4.27</b>	<b>212 124</b>

## SECTION 2: EMPLOYEE REMUNERATION (TOTAL COSTS INCLUDING EXECUTIVES)

The total remuneration costs for the period under review was R 35 212 507.77. This figure is inclusive of the Pension Fund. The JDA participates in Two Retirement Benefit Schemes: the eJoburg Retirement Fund (81 permanent employees) and the City of Johannesburg Pension Fund (1 permanent employee). The total contribution for Group Life Cover for the JDA employees and directors, in this period was R 477 824.02.

## SECTION 3: KEY VACANCIES

The following key vacancies have are recorded:

TABLE 20: KEY VACANCIES

Open Vacancies	Progress
Chief Executive Officer	Recruitment Stage
Executive Manager: Development Facilitation	Pending OD Process
Executive Manager: Marketing and Communications	Pending OD Process
Senior Development Manager	Recruitment Stage
Development Manager	Recruitment Stage
Development Coordinator	Recruitment Completed

TABLE 21: STAFF ESTABLISHMENT

Description	Approved no. of posts per approved organogram	No. of employees	No. of vacancies	% of vacancies
Top management level	1	0	1	100%
Executive management	8	6	2	25%
Senior management	17	18 <sup>12</sup>	0	0%
Middle management	49	34	15	31%
Skilled technical/junior management	27	28	0	0%
Semi-skilled	4	3	1	25%

<sup>12</sup> The figure at Senior Management and Skilled level indicates the temporary appointments hence it reflects more numbers. Additional temporary resource added for capacity, the budget is available from existing vacant positions.

Description	Approved no. of posts per approved organogram	No. of employees	No. of vacancies	% of vacancies
Unskilled housekeepers/cleaners	6	6	0	0%
<b>Total</b>	<b>112</b>	<b>95</b>	<b>19</b>	

The basis for turnover rates for period as at first quarter is 5% due to resignations and a death.

TABLE 22: TURNOVER RATE (AS AT MID-YEAR 2019/20)

Details	Total active employees at the beginning of 2019/20 financial year	Terminations during financial year (YTD)	Turnover rate
	No.	No.	%
2019/20	98	5	5%

As at the beginning of the financial year of 2019/20, the JDA had 98 employees and there have been five (5) terminations.

TABLE 23: TERMINATIONS FOR 2019/20 (AS AT MID-YEAR 2019/20)

Position									Non South African		
	Male				Female				Male	Female	
	A	C	I	W	A	C	I	W			
Development Facilitation Coordinator	1	0	0	0	0	0	0	0	0	0	1
ICT Officer	1	0	0	0	0	0	0	0	0	0	1
Human Resources Officer	0	0	0	0	1	0	0	0	0	0	1
Internal Audit Learner	0	0	0	0	1	0	0	0	0	0	1
Development Manager	0	0	0	0	0	0	1	0	0	0	1
<b>Totals</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>

### Retention Initiatives

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

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

## SECTION 4: EMPLOYMENT EQUITY

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

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

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

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

**TABLE 24: EMPLOYMENT EQUITY DEMOGRAPHICS STATUS FOR PERIOD UNDER REVIEW**

Occupational Levels									Foreign Nationals		Total
	Male				Female				Male	Female	
	A	C	I	W	A	C	I	W			
Top management	0	0	0	0	0	0	0	0	0	0	0
Executive Management	2	0	0	1	2	0	1	0	0	0	6
Senior Management	7	1	0	1	8	0	1	0	0	0	18
Professionally qualified and experienced specialists and mid-management	18	0	0	0	13	1	0	2	0	0	34
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	3	0	0	0	23	1	1	0	0	0	28
Semi-skilled and discretionary decision making	1	0	0	0	2	0	0	0	0	0	3
Unskilled and defined decision making	2	0	0	0	4	0	0	0	0	0	6
<b>Total Permanent</b>	<b>33</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>52</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>95</b>

\*Please note that an SCM Officer employee who resigned in the Q4 is reflected as termination but also included in the final countdown. This is because the report is using Payroll listing of May 2019 until rollover.

The JDA status for period under review:

- 89% of employees are African
- 62% of employees are Female
- 41% of employees in senior management positions are black females
- 2% of the JDA has employees have physical disabilities. This percentage is equal to the City of Johannesburg’s strategic target of 2%.

The JDA is committed to improve the percentage representation of people from designated groups across all occupational categories.

**TABLE 25: STAFF MOVEMENTS**

Staff movements	African		Coloured		Indian		White		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Appointments	2	1	0	0	0	0	0	0	3
Deceased	0	0	0	0	0	0	0	0	0
Retirements	0	0	0	0	0	0	0	0	0
Absenteeism	0	0	0	0	0	0	0	0	0
Resignations	2	2	0	0	0	1	0	0	5
<b>Total</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>8</b>

## SECTION 5: SKILLS DEVELOPMENT AND TRAINING

The JDA is committed to employee training and development, ensuring variety of skills set, thus building a pool of competent employees. It aims to provide an integrated learning experience to its employees that will strengthen their commitment to the organisation’s values, enhance leadership capability and improve the JDA’s capacity to meet current and future business requirements.

The JDA’s Learning Strategy is based on four pillars:

- Understanding the educational requirements of the organisation, based on competency assessments and pivotal training
- Best practice learning design
- Timely and appropriate learning delivery
- Assessment of the impact of learning interventions on overall company performance.

The JDA has created a culture of both on-the-job and off-the-job learning, which is embraced by all employees.

An Individual Learning Plans (ILP) is both a document and a process that employees use – with support from Line management and Human Resources to address areas of development and to define their career goals throughout their employment at the JDA. Training, which is part of Human Resources Development, is an on-going process of improving employees’ knowledge, skills and attitude to enhance job performance, create opportunities for growth and advance careers.

The JDA funds appropriate Human Resources Development programmes that are practical and outcomes-based. It also supports employees who wish to attain further qualifications to improve their productivity and career enhancement.

A budget of R714 600.00 has been allocated for training and development for the 2019/20 financial year. The actual expenditure for professional membership stands at R45 519.58. The JDA supports the attainment of further educational qualifications by employees in order to improve their productivity. All training interventions were provided as part and parcel of the approved individual learning plans.

## SECTION 6: PERFORMANCE MANAGEMENT

The JDA views performance management as an integral part of the JDA’s business strategy which ensure that employees deliver on the agreed scorecard and excellent performers are rewarded accordingly.

The JDA uses a scorecard to evaluate employee performance. Individual performance indicators are linked to the JDA’s objectives and the City of Johannesburg’s integrated development plan scorecard. Objectives that reinforce the culture of governance and risk management among managers are also included.

As part of continuous employee development, coaching, mentorship and training interventions are implemented to assist employees to perform to the required performance standards. Final reviews were conducted for 2018/19, payment performance bonuses were paid out in December 2019.

## SECTION 7: DISCIPLINARY MATTERS AND OUTCOMES

There were no disciplinary inquiries under way, during the mid-year of 2019/20 financial year.

## SECTION 8: LEAVE AND PRODUCTIVITY MANAGEMENT

The JDA is committed to the effective management of leave for its employees, and all Line Managers have an obligation to ensure effective planned leave management within their respective Departments.

The following table gives an analysis of the various leave types and how they were utilised by JDA employees in the period under review.

The most highly utilised leave type is Annual Leave with a total of 597 days, with Sick Leave being the second most utilised leave type, with a total of 131 days, Family Responsibility Leave being the third most utilised leave type, with a total of 53 days and Study Leave being the least utilised leave type, with a total of 43 days.

**TABLE 26: LEAVE ANALYSIS PERFORMANCE (AS AT MID-YEAR 2019/20)**

Type of Leave	July 2019	August 2019	September 2019	October 2019	November 2019	December 2019	Total
Annual Leave	110.5	98.5	139	69	90	90	597
Sick Leave	22	41	15	28	22	3	131
Family Responsibility	19	5	1	9	14	5	53
Study Leave	8	9	4	15	5	2	43
<b>TOTAL</b>	<b>159.5</b>	<b>153.5</b>	<b>159</b>	<b>121</b>	<b>131</b>	<b>100</b>	<b>824</b>

## SECTION 9: EMPLOYEE WELLNESS

The JDA is committed to maintaining a healthy workforce and providing a safe and hygienic working environment. The JDA’s Employee Wellness Programme, which is outsourced to ICAS, offers behavioural risk management, free trauma counselling and free legal and financial advice for all employees. ICAS provides a confidential, 24-hour personal support and information service, which employees, as well as their partners and immediate family members, may access through a toll-free number for assistance with health, financial, legal and other issues.

The JDA receives statistical information on the issues discussed to enable it to identify and implement solutions to the particular issues raised. The identities of the employees who use this service remain strictly confidential. The JDA holds Wellness Day events every quarter. Employees can have their basic health assessed and receive feedback and guidance on corrective measures and counselling.

The overall objective therefore of the employee wellness programme is to improve the quality of life of all its employees through the provision of quality, sustainable and lifelong Wellness Programmes that work towards the holistic development and support of all employees in a professional and confidential manner, while providing support and assistance to alleviate the impact of everyday work, personal and family challenges.

### ***HIV/AIDS in the Workplace***

The JDA's HIV/AIDS Policy is aligned with the City of Johannesburg's policy and its HIV/AIDS coordinator attends the CoJ HIV and AIDS Committee meetings. The policy ensures that no employee is discriminated against based on their HIV status. All employees must respect the confidentiality of information regarding existing or potential employees with life-threatening illnesses. Any employee who divulges information without the employee's knowledge or consent will be disciplined in accordance with the disciplinary code and procedure of the JDA. The JDA reserves the right to request medical advice or intervention in instances where an employee's illness adversely affects performance, or where an employee claims that he/she cannot work in certain situations due to illness. All employees are encouraged to know their HIV status and to remain healthy if they are living with HIV.

The HIV/AIDS Programme runs awareness and educational campaigns, provides free condoms, shares videos and offers free helplines. The programme ensures that employees with HIV/AIDS are treated in a fair, consistent manner and are informed about their rights and employee benefits.

In the period under review, the JDA and ICAS held a wellness day, where HIV/AIDS awareness was prioritized through testing and counselling to all JDA staff.

## **SECTION 10: EMPLOYEE BENEFITS**

JDA permanent employees have the Group Life Cover and Pension Fund benefits.

## **SECTION 11: OCCUPATIONAL HEALTH & SAFETY PROGRAMMES**

The safety audit was conducted to identify the level of compliance with the Occupational Health and Safety Act for the JDA for 2019/20 financial year. These audits identify risks and cases of noncompliance with the Occupational Health and Safety Act (1993), enabling the JDA to implement risk mitigation plans to reduce the risks and address cases of non-compliance. A report prepared during period under review estimated that the JDA's compliance rate for period under review was 94.28%. The areas of non-compliance include:

- Inadequate working space for employees - Service provider (Architects) has finalized the space designs. Finalising feasibility studies comparing the cost of upgrading Bus Factory as opposed to relocating to a new building

- Unsafe Stacking Storage Boxes in Offices - Boxes to be removed to offsite storage have been identified and quotes from Service Providers have been sourced for the removal and storage of JDA files in boxes.

## CHAPTER 5: FINANCIAL PERFORMANCE

### SECTION 1: STATEMENT OF FINANCIAL POSITION AND HIGH-LEVEL NOTES

#### STATEMENT OF FINANCIAL POSITION FOR THE YEAR TO DATE ENDING 31 DECEMBER 2019

ASSETS	Quarter ended 31 December 2019			Year to date			Notes
	Actual	Budget	Variance	Actual	Budget	Variance	
	R'000	R'000	R'000	R'000	R'000	R'000	
Non-current assets	28 986	24 628	6 297	28 986	24 628	6 297	1
Property plant and equipment	5 724	7 030	-1 306	5 724	7 030	-1 306	
Deferred tax	2 450	2 700	-250	2 450	2 700	-250	
Intangible assets	20 812	14 898	7 853	20 812	14 898	7 853	
Current assets	867 480	618 946	246 596	867 480	618 946	246 596	2
Trade and other receivables	675 554	551 624	121 991	675 554	551 624	121 991	
Vat Receivable	191 921	67 320	124 601	191 921	67 320	124 601	
Cash and cash equivalents	5	2	4	5	2	4	
<b>Total assets</b>	<b><u>896 466</u></b>	<b><u>643 574</u></b>	<b><u>252 892</u></b>	<b><u>896 466</u></b>	<b><u>643 574</u></b>	<b><u>252 892</u></b>	
<b>EQUITY AND LIABILITIES</b>							
Capital and reserves	56 260	58 278	-2 018	56 260	58 278	-2 018	
Contribution from owner	16 278	16 278	-0	16 278	16 278	-0	
Accumulated surplus/(deficit)	39 982	42 000	( 2 018)	39 982	42 000	( 2 018)	
Non-current liabilities	14 294	15 867	( 1 573)	14 294	15 867	( 1 573)	

	Quarter ended 31 December 2019			Year to date			
ASSETS	Actual	Budget	Variance	Actual	Budget	Variance	Notes
	R'000	R'000	R'000	R'000	R'000	R'000	
Deferred taxation	-	-	0	-	-	0	
	14 294	15 867	( 1 573)	14 294	15 867	( 1 573)	
	-	-	0	-	-	0	
Current liabilities	825 912	650 755	175 157	825 912	650 755	175 157	4
Loans from shareholders	404 100	404 000	100	404 100	404 000	100	
Trade and other payables	372 706	244 454	128 252	372 706	244 454	128 252	
Project funds payable	46 988	0	46 988	46 988	0	46 988	3
Finance lease obligation	0	0	0	0	0	0	
Bank Overdraft	0	1	1	0	1	( 1)	
Provisions – bonus	2 118	2 300	( 182)	2 118	2 300	( 182)	
<b>Total equity and liabilities</b>	<b><u>896 466</u></b>	<b><u>724 900</u></b>	<b><u>171 566</u></b>	<b><u>896 466</u></b>	<b><u>724 900</u></b>	<b><u>171 566</u></b>	

<b>Notes</b>	
1	Included in the intangible assets is software that is still under construction. To date the SAP modules that have been implemented is Project Implementation and HR payroll. The finance module is currently not ready for implementation and is currently reflected as under construction.
2	The overall variance to over achievement of the Capex which resulted in the increases of receivables.
3	The variance relates to project funds payable that includes amounts transferred from GNDC on the sale of No.1 Central Place.
4	The variance it is due to the following two component which is Loans from shareholders and trade payable the comments for the variance are as follows: (1) Loans from Shareholders: The variance is immaterial. (2) Trade and other payable: The increases due to invoices received in December and all invoices were within 30 days.

## SECTION 2: STATEMENT OF FINANCIAL PERFORMANCE AND HIGH-LEVEL NOTES

### STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR TO DATE ENDING 31 DECEMBER 2019

	Original approved	Quarter ending 31 December 2019			Year to date			Notes
	budget	Actual	Budget	Variance	Actual	Budget	Variance	
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
Gross revenue	114 118	47 773	38 464	9 309	47 773	38 464	9 309	5
Operating costs	( 106 938)	( 43 990)	( 49 879)	5 890	( 43 990)	( 49 879)	5 890	6
<b>Gross surplus/(deficit)</b>	<b>7 180</b>	<b>3 784</b>	<b>( 11 415)</b>	<b>15 199</b>	<b>3 784</b>	<b>( 11 415)</b>	<b>15 199</b>	
Other operating income and expenditure	( 7 180)	( 6 211)	( 3 590)	( 2 621)	( 6 211)	( 3 590)	( 2 621)	
Interest expense	( 7 180)	( 6 211)	( 3 590)	( 2 621)	( 6 211)	( 3 590)	( 2 621)	7
Interest income	0	0	0	0	0	0	0	
<b>Deficit before tax</b>	<b>0</b>	<b>( 2 427)</b>	<b>( 15 005)</b>	<b>12 578</b>	<b>( 2 427)</b>	<b>( 15 005)</b>	<b>12 578</b>	
Taxation	0	0	0	0	0	0	0	
<b>Surplus/(Deficit) after tax</b>	<b>0</b>	<b>( 2 427)</b>	<b>( 15 005)</b>	<b>12 578</b>	<b>( 2 427)</b>	<b>( 15 005)</b>	<b>12 578</b>	

<b>Notes</b>	
5	Management fees are budgeted for in accordance with the capital project expenditure. The overall revenue budget was exceeded as it was based on an overall capital expenditure of 25% for the second quarter.
6	Majority of the variance relates to vacant positions that are budgeted and are currently underway however no appointments were made as yet in the first quarter. These include the appointment of the Chief Executive Officer, Executive Manager: Marketing and Communications, Executive Manager: Development Facilitation, Senior Development Manager, Development Manager and Project Co-ordinator. Most of these positions are in the recruitment processes except for the two Executive Managers that are currently on hold until the finalisation of the Organisational Development process.
7	The interest expenditure incurred relates to interest charged on an overdrawn treasury account balance. The overdrawn balance is mainly due to long outstanding claims that was received late or still outstanding from the various departments. The JDA contracts with suppliers with regards to the development projects implemented by the JDA on behalf of the City of Johannesburg and pays these suppliers within the legislated period of 30 days. These expenditure items are then claimed from the City with the inclusion of the JDA management fee. Majority of the long outstanding claims related to the City of Johannesburg. Although the recovery time for claims has reduced, the JDA still incurs capital expenditure during the claims recovery period which results in final overdraft balance on the treasury sweeping account. The outstanding balance as at the end of the second quarter relates to balances that were owing from the 2018/19 financial year.

### SECTION 3: CASH FLOW STATEMENT

#### CASH FLOW STATEMENT FOR THE YEAR TO DATE ENDING 31 DECEMBER 2019

	Quarter ended 31 December 2019			Year to date			Notes
	Actual	Budget	Variance	Actual	Budget	Variance	
	R'000	R'000	R'000	R'000	R'000	R'000	
	( 44 520)	( 82 955)	38 435	( 44 520)	( 82 955)	38 435	
<i>Receipts</i>							
Grants	10 925	0	10 925	10 925	0	10 925	
Interest received	0	0	0	0	0	0	
Cash receipts from CAPEX funding	634 378	320 500	313 878	634 378	320 500	313 878	8
Other receipts	867	0	867	867	0	867	
	0	0	0	0	0	0	
<i>Payments</i>							
Employee cost	( 35 600)	800	( 34 800)	( 35 600)	800		
Suppliers	( 655 890)	( 367 855)	( 288 035)	( 655 890)	( 367 855)	( 288 035)	9
Interest paid	0	0	0	0	0	0	10
Cash flows from investing activities	0	50	( 50)	0	50	( 50)	
<i>Expenditure to maintain operating capacity</i>							
Property, plant and equipment acquired	0	50	( 50)	0	50	( 50)	11
Proceeds from sale of property, plant and equipment	0	0					
Purchase of intangible assets	0	0	0	0		0	11

	Quarter ended 31 December 2019			Year to date			Notes
	Actual	Budget	Variance	Actual	Budget	Variance	
	R'000	R'000	R'000	R'000	R'000	R'000	
Cash flows from financing activities	44 523	82 905	( 38 382)	44 523	82 905	( 38 382)	
Movement in project funds payable	0	0	0	0	0	0	
Proceeds from Shareholders' loan	44 523	82 905	( 38 382)	44 523	82 905	( 38 382)	10
Repayments of Shareholders' loan	0	0	0	0	0	0	
Finance lease repayments	0	0	0	0	0	0	
Net increase/(decrease) in cash and cash equivalents	<b>3.0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	
Cash and cash equivalents at beginning of the year	<b>2.0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>	
Cash and cash equivalents at the end of the year	<b><u>5.0</u></b>	<b><u>2</u></b>	<b><u>3</u></b>	<b><u>5</u></b>	<b><u>2</u></b>	<b><u>3</u></b>	

Notes	
8	There was an improvement on the capital receipts due to interventions we have with City department.
9	Variance is due to payment made during the period for the capital expenditure.
10	The interest expenditure incurred relates to interest charged on an overdrawn treasury account balance. The overdrawn balance is mainly due to long outstanding claims that was received late or still outstanding from the various departments. The JDA contracts with suppliers with regards to the development projects implemented by the JDA on behalf of the City of Johannesburg and pays these suppliers within the legislated period of 30 days. These expenditure items are then claimed from the City with the inclusion of the JDA management fee. Majority of the long outstanding claims related to the City of Johannesburg. Although the recovery time for claims has reduced, the JDA still incurs capital expenditure during the claims recovery period which results in final overdraft balance on the treasury sweeping account. The outstanding balance as at the end of the first quarter relates to balances that were owing from the 2018/19 financial year.
11	There were no assets purchased during this period.

## SECTION 4: NET ASSETS

### STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR TO DATE ENDING 31 DECEMBER 2019

	Share capital	Share premium	Total share capital	Accumulated surplus	Total net assets
		R'000	R'000	R'000	R'000
Opening balance as previously reported	60	16 278	16 278	52 053	68 331
Adjustments	0	0	0	0	0
Prior year adjustments				0	0
<b>Balance at 01 July 2018</b>	<b>60</b>	<b>16 278</b>	<b>16 278</b>	<b>52 053</b>	<b>68 331</b>
Changes in net assets					
Surplus for the year		0	0	(14 774)	( 14 774)
Total changes	0	0	0	37 279	-14 774
<b>Balance at 01 July 2019</b>	<b>60</b>	<b>16 278</b>	<b>16 278</b>	<b>37 279</b>	<b>53 557</b>
Changes in net assets					
Deficit for the year	0	0	0	( 2 427)	( 2 427)
Total changes	60	16 278	16 278	34 852	51 130
<b>Balance at 30 September 2019</b>	<b>60</b>	<b>16 278</b>	<b>16 278</b>	<b>34 852</b>	<b>51 130</b>

## SECTION 5: RATIO ANALYSIS

Key Performance Area	Target	Actual 31 December 2018	Actual 31 December 2019	Note
Current ratio	Above 1 : 1	1.15 : 1	1.05 : 1	1
Solvency ratio	Above 1 : 1	1.11 : 1	1.07 : 1	2
Salaries to expenditure ratio based on the above excluding finance charges	Below 60%	81%	79%	3
Salaries to expenditure ratio based on the above including finance charges.	Below 60%	67%	70%	3
Revenue	R13.4 million	R41.95million	R47.7million	
Expenditure (including taxation)	R26.2 million	R65.16 million	R50.2 million	
Surplus / (Deficit)	(R12.80 million)	(R24.06 million)	(R2.4 million)	
Total net assets	R55.45 million	R44.26 million	R56.2 million	
Capital expenditure	5%	28.04%	35.89%	4

Notes	
1	Current ratio is above the target and was below last year quarter. Included in current liabilities is the sweeping account with the shareholder which increases with the interest on a monthly basis.
2	Solvency ratio is just above the target and slightly below the second quarter of the previous year mainly due to increases on the on payables. The continued pressure on the overall loan from shareholder due to long outstanding debtors still puts pressure on the liquidity ratios.
3	Remuneration to expenditure ratio is above target and this ratios were calculated in two ways total expenditure excluding finance charges and total expenditure including finance charges and the variance were calculated as follows: salary expenditure ratio excluding finance charges was below to last year quarter and salary expenditure which including finance charges was higher than last year quarter due to an overall reduction in the operational expenditure which affects the denominator of the ratio.
4	Capital expenditure exceeds the target of the approved budget by 11%.

## SECTION 6: SUPPLY CHAIN MANAGEMENT

The JDA's supply chain management policy uses committee systems for the procurement of services and goods above specified limits. Existing committees include the:

- Bid Specification Committee
- Bid Evaluation Committee
- Bid Adjudication Committee.

There are two bid adjudication committees, capital expenditure and the other for operating expenditure:

- The Capital Expenditure Bid Adjudication Committee members include the Chief Financial Officer (chairperson), two Senior Development Managers (whose bid is not being adjudicated on), the Risk and Compliance Manager, the Executive Manager: Development Facilitation and the Supply Chain Manager.
- The Operating Expenditure Bid Adjudication Committee includes the Chief Financial Officer (chairperson), the Supply Chain Manager, and the Executive Manager: Marketing, the IT Manager, and the Risk and Compliance Manager. Neither committee is authorised to make procurement decisions above R10 million.

### ***Supply chain deviations and approval***

According to regulation 36(1) of the Municipal Supply Chain Management Regulations, the accounting officer -

- (a) may dispense with the official procurement processes established by the SCM policy and procure any required goods or services through any convenient process, which may include direct negotiations, but only:
- i. In an emergency ;
  - ii. If such goods or services are produced or available from a single supplier only;
  - iii. If acquiring special works of art or historical objects where specifications are difficult to compile;
  - iv. If acquiring animals for zoos ; or
  - v. In any other exceptional case where it is impossible or impractical to follow official procurement processes; and
- (b) Ratify any minor breaches of the procurement processes by an official or a committee acting in terms of delegated powers that are of a purely technical nature.

Reg. 36(2) requires the accounting officer to record the reasons for any deviation in terms of sub regulation (1) (a) and (b) above and report them to the board of directors in the case of a municipal entity.

To give effect to regulation 36, the CoJ's supply chain management policy allows the accounting officer to deviate from normal procurement processes under the circumstances outlined above. In terms of regulation 36(1) (b), the accounting officer may ratify any minor breaches of the procurement processes by an official or a committee acting in terms of delegated powers that are of a purely technical nature.

The accounting officer ratified the following deviations for the year to date:

- The deviation from obtaining at least a minimum of three written quotations in terms of Regulation 16, 17 and 18 of the MFMA Act 56 of 2003. The accounting officer ratified a minor breach in the supply chain process for the appointment of service providers through the request for quotation process where less than the minimum three quotations were received. For the period 1<sup>st</sup> July 2019 to 31<sup>st</sup> December 2019 there were 7 service providers appointed where less than three quotations were returned or obtained to a combined value of R 80 166.50 (excl. VAT).

According to Regulation 44 of the Municipal Supply Chain Management Regulations the regulation prohibits municipal entities from awarding contracts to a person who is in the service of the state. For the period 1<sup>st</sup> July 2019 to 31<sup>st</sup> December 2019 the JDA has not awarded any contract to a person who is in the employment of the state.

### **Black Economic Empowerment**

The JDA reports on the BBBEE share of both actual expenditure and contractual commitments for all active contracts. The table below shows the BBBEE share of capital and operating expenditure. For the period 1<sup>st</sup> July 2019 to 31<sup>st</sup> December 2019, the overall BBBEE share of expenditure was R 568 797 212.8. This translates into an achievement of 121% BBBEE claimed against mid-year expenditure.

**TABLE 27: SUMMARY OF BBBEE EXPENDITURE<sup>13</sup>**

Description	Mid-Year 2019/20		
	Total Expenditure	BBBEE Claimed	BBBEE %
Capex	R 438 850 245.66	R 541 713 911.5	123%
Opex	R 31 960 688.8	R 27 083 301.22	85%
<b>Consolidated Opex and Capex</b>	<b>R 470 810 934.5</b>	<b>R 568 797 212.8</b>	<b>121%</b>

The JDA uses various criteria for calculating the BBBEE claimed. Each service provider's individual BBBEE rating affects the amount of expenditure the JDA can claim as being from a BBBEE-compliant service provider when calculating its preferential procurement points. The higher the service provider's rating, the more expenditure can be claimed. If the agency buys from a level 1 service provider, it can claim 135% of the actual expenditure. For example, if the JDA spends R10 000 with a level 1 service provider, it can claim R13 500 as BBBEE spend. If it spends R10 000 with a level 6 service provider, it can only claim R6 000. The JDA claims a 135% for service providers with B-BBEE level 1, 125% for level 2, 110% for level 3, 100% for level 4, 80% for level 5, 60% for level 6, 50% for level 7 and 10% for level 8 respectively.

The JDA confirms the validity of BBBEE certificates by verification agencies by tracing the name of the agency to the South African National Accreditation System's list of accredited agencies. Each BBBEE level is translated into a BBBEE score reflected as a percentage. For example, BBBEE level 6 equals 60%, while BBBEE level 1 equals 135%.

<sup>13</sup> The reason why there is a difference in total expenditure and expenditure claimed for BBBEE is that the JDA's 5% Development Fee and retentions have been excluded

B-BBEE Status Level Of Contributor	B-BBEE Recognition	Number of Points	
		Tenders up to R30,000 R50 million	Tenders above R50+ million
1	135%	20	10
2	125%	18	9
3	110%	14	6
4	100%	12	5
5	80%	8	4
6	60%	6	3
7	50%	4	2
8	10%	2	1
Non-Compliant contributor	0%	0	0

FIGURE 6: BBBEE CONTRIBUTION TABLE

### Enterprise / SMM Development

In line with national development and shared growth imperatives, the CoJ recognises that creating jobs and ensuring that SMMEs have access to procurement opportunities are essential elements of an economically viable city.

Over the years, the JDA has established processes and practices to support job creation and enterprise and skills development for previously disadvantaged groups, including black people, women, youth and people with disabilities. But the impact of these processes and practices have not been adequately measured and reported on in the past. The agency has also recognised the need to consolidate and extend these practices by designing and implementing a programme that will drive the achievement of empowerment objectives, and align projects and approaches to address the challenges facing previously disadvantaged enterprises.

The enterprise development programme involves SMMEs working on JDA projects (both subcontractors and those contracted directly by the JDA). This includes general training.

The JDA reports on the SMME share of both actual expenditure and contractual commitments for all active contracts. The table below shows the SMME share of capital and operating expenditure. The SMME share of JDA's operating and capital expenditure was R266 470 674.4 for the period 1<sup>st</sup> July 2019 to 31<sup>st</sup> December 2019. This constitutes an achievement of 57% for the period under review.

TABLE 28: SUMMARY OF SMME EXPENDITURE<sup>14</sup>

Description	Mid-Year 2019/20	
	SMME Expenditure	SMME %
Capex	R257 040 972	59%
Opex	R9 429 702.35	30%

<sup>14</sup> Note: Any discrepancies between this table and the financial statements are due to timing differences between when the expenditure is captured in the Development Information Management System and the report on actual invoices paid. These variances are not significant and the ratios remain valid.

Description	Mid-Year 2019/20	
	SMME Expenditure	SMME %
Consolidated Opex and Capex	R266 470 674.4	57%

**Report in Irregular, Fruitless and Wasteful Expenditure and Due Process**

The JDA incurred irregular expenditure to the value of R26 656 for the period 1<sup>st</sup> July 2019 to 31<sup>st</sup> December 2019. This related to the continuation of the prior year expenditure on the Avis Fleet contract which comes to end on 31<sup>st</sup> October 2019.

SECTION 7: PENDING LITIGATIONS AND POSSIBLE LIABILITIES

TABLE 29: PENDING LITIGATIONS

CASE / MATTER	AMOUNT CLAIMED	DATE INSTITUTED	DESCRIPTION	CURRENT STATUS	ANTICIPATED COMPLETION DATE	CHANCES OF SUCCESS
Ubuntu Kraal (Pty) Ltd vs JDA	± 23 555 160, 06 million	13/12/2013	Damages suffered by Ubuntu Kraal as a result of “alleged” negligence by the JDA and other parties.	<p>On Friday, 13 December 2013 the JDA was served with summons. The summons relate to the “alleged” negligence on the part of the JDA during the widening of the Klipspruit Valley Road during the construction of the BRT routes around 2010. It is alleged that as a consequence of such construction, which resulted in flooding in 2010 and 2011, damages to buildings and properties to the tune of approximately R23 555 160, 06 was incurred by the plaintiff. The JDA has been cited as the first defendant and the City of Johannesburg as the second defended in the matter, together with other 5 defendants. The JDA has appointed Routledge Modise Attorneys (T/A Hogan Lovells) to assist in defending the matter.</p> <p>Routledge Modise have handed over the matter to the insurers attorneys at the request of the JDA’s insurers (Webber Wentzel Bowens). The matter is being defended by the JDA and City of Johannesburg’s insurer’s lawyers. The Matter was set for trial in June 2018 but was withdrawn from the trial roll. There have been no developments since the matter was removed from the trial roll in June 2018. The plaintiff’s attorneys have withdrawn as attorneys of record on this matter and the attorneys that are meant to take over this matter have not yet filed their notice of substitution. We have written to the attorney and are yet to receive a response as to</p>	Not yet determined at this stage.	Not yet determined at this stage.

CASE / MATTER	AMOUNT CLAIMED	DATE INSTITUTED	DESCRIPTION	CURRENT STATUS	ANTICIPATED COMPLETION DATE	CHANCES OF SUCCESS
				whether they still intend pursuing this matter.		

CASE / MATTER	AMOUNT CLAIMED	DATE INSTITUTED	DESCRIPTION	CURRENT STATUS	ANTICIPATED COMPLETION DATE	CHANCES OF SUCCESS
Tembu Convenience Centre CC vs City of Johannesburg 1 <sup>st</sup> Defendant and Others (JDA- 2 <sup>nd</sup> Defendant)	± R10 488 324 million		Damages suffered by Tembu Convenience Centre CC as a result of “alleged” extensive permanent road diversions and/or closures having been effected in order to cater for the BRT system in the area known as “Soweto to Parktown Bus Rapid Network, Section 1, Moroka Police Station to Modderspruit Culvert”. It is alleged that COJ or the JDA failed to comply with the relevant legislation and ordinances.	The JDA has successfully defended the matter through its attorneys (Mchunu Inc.) at the Supreme Court of Appeal and was awarded costs.	Completed	Succeeded
Achusim Chijoike vs (JDA 1 <sup>st</sup> Defendant) and Sykmark Security Services (Pty) Ltd (2 <sup>nd</sup> Defendant)	± R353000.00	10/2013	Injury suffered by Plaintiff as a result of a shooting incident that occurred in December 2010. The Plaintiff alleges that the person implicated in the shooting is linked to the JDA as its employee. Hence the claim of vicarious liability.	<p>The JDA was incorrectly cited as a party to the proceedings. Particulars of defence were submitted to the plaintiff accordingly.</p> <p>The Plaintiff has to date not responded to our pleadings.</p> <p>A letter has been addressed by the JDA’s attorneys (Routledge Modise T/A Hogan Lovells) to the Plaintiff to the effect that should we not receive any feedback from them, we shall proceed to seek court approval to withdraw the matter.</p> <p>We still await feedback from the Plaintiff’s attorneys.</p>	The matter stopped at pleadings stage and is likely not going to proceed.	Not determined. yet

CASE / MATTER	AMOUNT CLAIMED	DATE INSTITUTED	DESCRIPTION	CURRENT STATUS	ANTICIPATED COMPLETION DATE	CHANCES OF SUCCESS
Bertrams Priority Block vs JDA	Not applicable	February 2008	Relocation of illegal occupants in various buildings around Bertrams Priority Block.	The JDA has through its Attorneys (Edward Nathan Sonnenburg ENS) entered into legal proceedings regarding the relocation of illegal occupants in various buildings around Bertrams Priority Block. Eviction proceedings have been instituted in the South Gauteng High Court. Negotiations are underway with the occupants to settle the matter out of court. Progress made since 2012, some occupants have agreed to be reallocated to properties operated by the Johannesburg Social Housing Company. The few that would be left would, due to inability to meet monthly rentals be accommodated by the Department of Housing. The parties are working together to reach agreement without protracted litigation processes.	On-going	Good
Grayston Bridge Collapse (scaffolding)		2015	The scaffolding supporting the bridge collapsed in 2015 resulting in 2 fatalities and an additional 9 people injured as a result of the collapse.  The matter was investigated by the Department of Labour and a hearing commenced in 2016 and concluded in July 2018.	The outcome from the Department of Labour has been received 19 November 2019.  The Presiding Officer has issued findings against various parties in this matter including the JDA. The findings against the JDA relate to contravention of the construction regulations. The JDA has since sought legal advice on the outcome of the Department of Labour's findings.  The JDA has been advised that there has been omission on the part of the Presiding Officer to take into account the provisions of section 37(2) of the Occupational Health and Safety Act. Accordingly, the JDA will take the matter on review.	Not yet determined	Good
Dark Fibre Africa vs JDA and Easyway Tarmac Pave and Projects CC	R42,037.85	14/03/2014	The matter relates to the fibre optic cable that was damaged by opening a trench in the road reserve with a TLB Machine along the road carriage way of Orlando east, near Sefa	The contractor (Easy Way Tarmac) made payments arrangements with the Plaintiff and this regards and commenced payment of the damages claimed since 12 October 2016.	The matter has been finalised	The matter has been finalised

CASE / MATTER	AMOUNT CLAIMED	DATE INSTITUTED	DESCRIPTION	CURRENT STATUS	ANTICIPATED COMPLETION DATE	CHANCES OF SUCCESS
			<p>Sonke street around 22 June 2013.</p> <p>The plaintiff, Dark Fibre Africa (Pty) Ltd is suing the JDA (2<sup>nd</sup> Defendant) on the basis that JDA used the services of Easyway Tarmac Pave and Projects CC to manage and control the execution of the water pipeline project and to do the drilling and excavation along the road carriage way of Orlando east near the intersection with Sefa Sonke street.</p>			

**SECTION 8: INSURANCE CLAIMS AGAINST/TO MOE/DEPARTMENT.**

No claims within the mid-year report of 2019/20 financial year.

## SECTION 9: STATEMENT ON AMOUNTS OWED BY AND TO GOVERNMENT DEPARTMENTS AND PUBLIC ENTITIES

This measures effective debtor management and an assessment of the amounts owing by the various Government departments and entities.

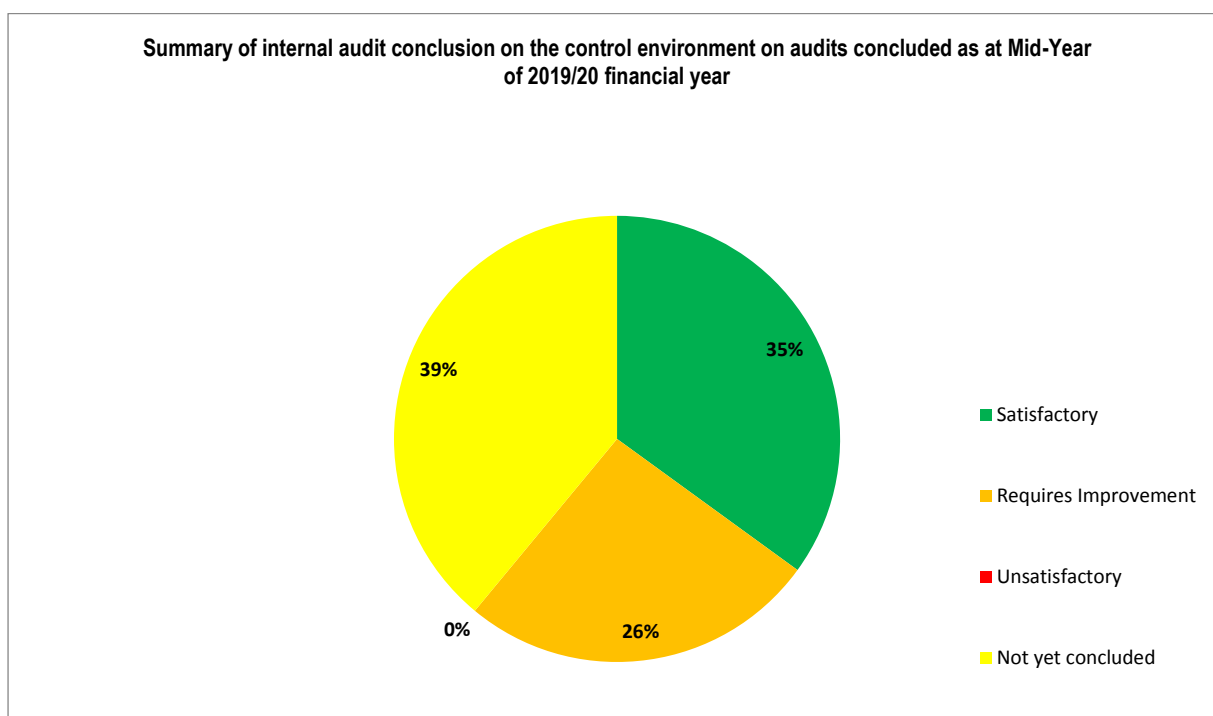
**TABLE 30: AMOUNTS OWED BY GOVERNMENT DEPARTMENTS AND PUBLIC ENTITIES**

<b>Name of department</b>	<b>Balance</b>	<b>Comments</b>
City of Johannesburg - CAM & USDG	8 651 409.00	The Balance relates to amount outstanding for September claims submitted.
City of Johannesburg- Transport	501 502 721.00	Balance mainly relates to amounts outstanding from June 2019 claims and remainder are claims which are outstanding for more than 365 days.
City of Johannesburg - Departments of Transportation and Planning	27 518 640.00	Balance mainly relates to amounts outstanding for June 2019 claims and claims submitted in September 2019.
City of Johannesburg - EMS	35 633 838	Balance mainly relates to amounts outstanding for longer than 30 days. Majority of the balance relates to claims which were submitted more than 360 days.
City of Johannesburg - Department of Health	23 527 853	Balance mainly relates to current claims submitted currently which is not over 30 days
City of Johannesburg - GSPCR	3 850 363	Balance mainly relates to amounts outstanding which are long overdue more than 360 days.
City of Johannesburg - Other departments (Department of Economic Development, Department of Housing, Department of Social Development, Department of Community Development, Johannesburg Roads Agency (SOC) Ltd)	60 931 088	Balance mainly relates to amounts outstanding from June 2019 claims and majority of claims that are not paid are from COMDEV and Housing.
<b>Total</b>	<b>661 615 912</b>	

## CHAPTER 6: INTERNAL & EXTERNAL AUDIT FINDINGS

### SECTION 1: PROGRESS ON INTERNAL AUDIT PLAN

The chart below serves to indicate an overview of the audit conclusion made regarding the control environment based on the audits undertaken by internal audit as at mid-year of 2019/20 financial year. On overall there were sixteen (16) audit projects planned by internal audit and 4 probity audits undertaken by internal audit.



**TABLE 31: PROGRESS AGAINST THE APPROVED 2019/20 ANNUAL INTERNAL AUDIT PLAN (1 JULY 2019 – 31 DECEMBER 2019)**

No.	Audit Description	Status	Overall Conclusion
1	Delegation of Authority Review	Completed	Requires Improvement
2	First Quarter - Follow-up on internal and external audit findings	Completed	Satisfactory
3	Second Quarter - Follow-up on internal and external audit findings	In progress	Not yet concluded
4	Review of the Risk Management Process	Completed	Requires Improvement
5	Audit of the Commitment Schedule	Not yet started	Not yet concluded
6	Review of the draft 2018/19 Annual Financial Statements and Integrated Annual Report	Completed	Satisfactory
7	Audit of Budget and Expenditure	In progress	Not yet concluded
8	Audit of the SCM process	In progress	Not yet concluded

No.	Audit Description	Status	Overall Conclusion
9	Contract Management review Management of Variations	Not yet started	Not yet concluded
10	Review of the 2018/19 annual report – performance information review for completeness and reliability	Completed	Satisfactory
11	Quarterly Audit of performance information (Audit Of the Pre-Determined Objectives) Fourth Quarter of 2018/19	Completed	Satisfactory
12	Quarterly Audit of performance information (Audit Of the Pre-Determined Objectives) First Quarter of 2019/20	Completed	Requires Improvement
13	Review of processes to ensure completeness and alignment of performance agreements	Not yet started	Not yet concluded
14	Performance Bonuses Review	Completed	Requires Improvement
15	Information Technology General Controls (ITGC) Review and Applications Controls Review	Not yet started	Not yet concluded
16	Cobit 5 Maturity Assessment Review	Completed	Requires Improvement

TABLE 32: PROGRESS ON TENDER ABOVE R5 MILLION

No.	Audit Description	Status	Overall Conclusion on Control Environment
1	Main Contractor for the upgrade of the Green side parking	Completed	Requires Improvement
2	Main Contractor for The Heritage Landscaping and Public Environment Upgrade	Completed	Satisfactory
3	Main Contractor for Rea Vaya Phase 1C Greenstone BRT Route	Completed	Satisfactory
4	Main Contractor for the Alexandra Hospice	In progress	Not yet concluded

All the areas for improvement identified through the audit efforts were communicated to management through the internal audit reports. Management continues to ensure that internal audit findings are resolved, through the implementation of recommendations and the agreed upon action plans.

TABLE 33: CONTROL ENVIRONMENT CONCLUSION EXPLANATION

Control Environment	Definition	Indicator
<b>Unsatisfactory</b>	Audit results indicate that insufficient reliance can be placed on the design and operational effectiveness of internal controls to mitigate the risks to which the activity under review is exposed.	<ul style="list-style-type: none"> <li>• A breakdown in the overall management of a part of the business or the process being reviewed.</li> <li>• Primarily “Catastrophic” risk findings.</li> <li>• Actions are likely to bring JDA’s brand and reputation into disrepute.</li> <li>• A breakdown in accounting, reporting and other key financial and operating controls.</li> <li>• Non-existent financial and operating controls.</li> <li>• Non-compliance to laws and regulations.</li> </ul>
<b>Requires improvement</b>	Audit results indicate that limited reliance can be placed on the design and operation of internal controls to mitigate the risks to which the activity under review is exposed.	<ul style="list-style-type: none"> <li>• Primarily “Major or moderate” risk findings.</li> <li>• Inadequate compensating controls.</li> <li>• Overall control environment of the audited process/focus area is of a vulnerable standard.</li> <li>• Overall control environment for the audited process/focus area is of an adequate standard.</li> </ul>

<b>Satisfactory</b>	Audit results indicate that sufficient reliance can be placed on the design and operation of internal controls to mitigate the risks to which the activity under review is exposed.	<ul style="list-style-type: none"> <li>Primarily “Minor or insignificant” risk findings.</li> <li>Overall control environment for the audited process/focus area is of the required standard.</li> <li>Adequate compensating controls in place.</li> </ul>
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## SECTION 2: PROGRESS ON RESOLUTION OF INTERNAL AUDIT FINDINGS

**TABLE 32: INTERNAL AUDIT FINDINGS**

Financial Period	Total Unresolved Findings	Total Resolved	Total Findings
2013/14	0	2	2
2014/15	2	15	17
2015/16	3	42	45
2016/17	2	56	58
2017/18	3	37	40
2018/19	10	21	31
<b>Total</b>	<b>20</b>	<b>173</b>	<b>193</b>
<b>Percentage</b>	<b>10%</b>	<b>90%</b>	<b>100%</b>

Internal Audit conducts follow-up reviews on a monthly basis on the status of unresolved findings and then provides these monthly reports on the status of unresolved findings to the chairperson of the Operation Clean Audit (OPCA) Committee and to the Group Risk Assurance Services for discussion with the City Manager.

On a quarterly basis Internal Audit, also conducts a follow-up on the implementation of Internal and External audit recommendations. These reports are presented to the Audit and Risk Committee, who monitors the progress made by management on the implementation of recommendations and action plans.

## SECTION 3: PROGRESS ON RESOLUTION OF EXTERNAL AUDIT FINDINGS

The table below provides a summary of AG Findings raised in the 2014/2015, 2015/2016, 2016/17 and 2017/18 financial period:

**TABLE 33: AUDITOR GENERAL FINDINGS**

Financial Period	Total Unresolved Findings	Total Resolved Findings	Total Findings
2014/15	1	10	11
2015/16	1	33	34
2016/17	1	5	6
2017/18	1	4	5
2018/19	5	0	5
<b>Total</b>	<b>9</b>	<b>52</b>	<b>61</b>

Percentage	15%	85%	100%
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On a quarterly basis, management reports to the Audit and Risk Committee on the progress made towards resolving audit findings raised by Internal Audit and the Auditor General. Internal Audit also provides an independent assurance to the Audit and Risk Committee on the progress made by management in resolving audit findings.

The Audit and Risk Committee has in recent meetings requested management to provide a report outlining action plans to ensure that all unresolved findings outstanding from the previous financial years are resolved promptly.

#### SECTION 4: STATE OF INTERNAL CONTROLS

Effective risk management and compliance with government regulations are driving the need for ongoing auditing. JDA is subjected to internal and external audits each year, thus making audit co-ordination and management vitally important by ensuring timeous implementation of corrective action to clear audit findings, strengthen risk management and compliance. Regular audits are essential to reduce the risk of non-compliance.

Internal controls refer to the policies, practices and systems that the entity has put in place, to provide reasonable assurance that the organisation will achieve its objectives, prevent fraud and corruption from occurring, protect resources from waste, loss, theft or misuse and to ensure that resources are used efficiently and effectively.

The JDA has a system of internal control to provide cost-effective assurance that the entities goals will be economically, effectively and efficiently achieved. In line with the MFMA, the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and the King Code Report on Corporate Governance, Internal Audit provided the Audit and Risk Committee and Management with quarterly internal audit reports in terms of its approved annual Internal Audit Plan.

From the Internal Audit reports, it was noted that there were no material deficiencies in the system of internal control for the reporting period.

The entity also has various functional and effective management structures, such as the Executive Management Committee, Programme Project Management Committees, Operation Clean Audit Committee, to review, monitor and evaluate programme performance and make corrective measures where necessary.

Management is committed to addressing control weaknesses identified by internal and external audit through implementation of audit recommendations and monitoring of action plans. However there is still room for improvement as stricter commitment is required from management to ensure that audit findings are promptly resolved. Based on the internal audits completed in this financial year, internal audit's overall conclusion on the state of internal controls is that controls currently in place are adequate; however partially effective to provide reasonable assurance that JDA objectives will be achieved. The overall JDA control environment requires improvement.



## ANNEXURES

### ANNEXURE 1: ACRONYMS AND ABBREVIATIONS

<b>ACRONYM</b>	<b>Definition</b>
ARP	Alexandra Renewal Programme
BBBEE	Broad-Based Black Economic Empowerment
BRT	Bus Rapid Transit
CAE	Chief Audit Executive
CBD	Central Business District
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CPC	Community Participation Consultant
CoJ	City of Johannesburg
CSA	Capability support agents
EM	Executive Manager
EPWP	Expanded Public Works Programme
GDS	Growth and Development Strategy Joburg 2040
GMS	Growth Management Strategy
GRAP	Generally Recognised Accounting Practice
ICT	Information and communication technology
IT	Information technology
King Code	King Report on Governance for South Africa and the King Code of Governance Principles
KPI	Key performance indicator
MFMA	Municipal Finance Management Act (2003)
NMT	Non-motorised transit
OPCA	Operation Clean Audit Committee
SMME	Small, medium and micro enterprise
TOD	Transport Orientated Development