

JOHANNESBURG DEVELOPMENT AGENCY (SOC) LIMITED

Registration no: 2001/005101/07



Johannesburg Development Agency



FOURTH-QUARTER PERFORMANCE REPORT 2019/20

APRIL TO JUNE 2020

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
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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*

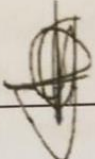
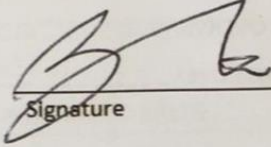
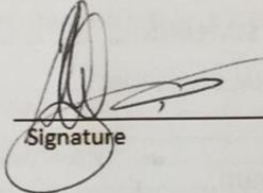
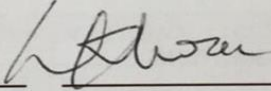
Innovation and creativity: *Promoting an environment of fast-tracked decision-making and broader financial leverage, within which developments are planned, led, managed and implemented*

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

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Mr Anthony Ngcezula Name & Surname Chief Executive Officer/MD	 Signature	16 July 2020 Date of approval
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CHAPTER 1: JDA LEADERSHIP AND CORPORATE PROFILE

SECTION 1: CHAIRPERSON'S FOREWORD

The JDA's capital expenditure at the end of the third quarter was 48% and the organisation was well placed for the JDA team to accelerate project delivery from April to June and to make good on the delivery commitments made to the City and its client departments. However, circumstances changed when President Cyril Ramaphosa first addressed the nation on COVID-19 on 15 March, declaring a national state of disaster in terms of the Disaster Management Act. In his second address, on 23 March 2020, the President announced a National Lockdown. The nationwide lockdown forced all JDA construction sites to be temporarily shut down. It was only towards the end of May 2020 when the Level 4 restrictions were promulgated and allowed for economic activity, including that on JDA construction sites.

In the context of the COVID-19 virus, in-line with the construction industry's COVID-19 Construction Rapid Response Task Team, Government and City Guidelines, the JDA put a combination of controls in place to ensure that contractors that have been appointed by the JDA to undertake certain construction activities on site. The compliance to regulations on health and safety are non-negotiable to mitigate to effects of COVID-19. With the majority of sites re-opening in June, JDAs capital expenditure and performance targets had to be revised and through special COVID-19 City's budgetary processes, the majority of the JDA capital funding was either redirected or rolled over to the new financial year.

The South African construction sector forms an integral part of the South African economy. As a labour-intensive sector, the construction industry is among those hit hardest by the Coronavirus. Post COVID-19 the South African economy will face a myriad of challenges which has indeed brought the economy to the lowest point in its history. South Africa needs the construction sector to survive this crisis and come out intact if we are to see our economy recover.

Expenditure remains an important reflection of the organisation's performance; however, we are also mindful to retain the JDA's developmental outlook as well as ensuring and nurturing the growth of a well-governed organisation. The improvement in expenditure aside, there are areas where the organisation has done well, expenditure on SMMEs, and others where it must improve its implementation, in particular, delivering on the EPWP programme. Besides, managing stakeholder engagement in what appears to be an ever more complex project climate.

I would also like to use this platform to thank all the Non-Executive Directors and Independent Audit and Risk Committee members who gave their time, energy and effort in ensuring that good governance looked beyond the audits and the boardroom and focused on ensuring the tangible outputs that transform the lives of the residents of Johannesburg. As the Board, we shall continue to guide and support the organisation to accelerate its implementation of City's spatial and economic goals set out in the Joburg 2040 GDS as well as in the priorities of the Government of Local Unity that guide the City of Joburg. Together with management, we look forward as a team, to addressing the challenges and capitalising on the momentum as we enter the first quarter of the 2020/21 financial year.

Mr. Papi Kganare

Chairperson

6 July 2020

SECTION 2: CHIEF EXECUTIVE OFFICER'S REPORT

The COVID-19 National Lockdown period coincided with the final quarter of the 2019/20 financial year. The lockdown effectively placed much of the work on the 80 projects, across various phases of planning and implementation on behalf of the City and Client Departments, on hold. As per National Treasury instructions, no tender could be advertised. Where possible work has continued, albeit virtually, with JDA staff working remotely and I am proud that the organisation was able to overcome various challenges to ensure a satisfactory level of performance at the end of the fourth quarter.

A summary at the end of the fourth quarter of 2019/20, is the CAPEX expenditure capital expenditure for the period ended 30 June 2020 was R913.8 million (2018/19: R1.015 billion) against an annual budget of R1.3 billion (2018/19: R1.187 billion). This represents 70% (2018/19: 85.42%) of the overall annual budget. The JDA is the lead delivery agent for the City's Corridor of Freedom corridors, with progress in both Patterson Park project along Louis Botha Avenue and the Brixton Social Cluster along the Empire Perth Corridor. The JDA also delivered on the final stages of projects in Jabulani and have completed the planning stage to begin implementing in secondary nodes like the Randburg, Roodeport and Lenasia CBDs. In terms of the Health and Community projects progress was made in Florida and Bophelong Clinics and the Ivory Park Swimming Pool and Mathollesville and Drieziek MPCs. There are also multi-year developments at the JDA such as the Johannesburg International Transport Interchange (JITI) – and the Watt Street Interchange. Besides, during the lockdown period, the JDA worked closely with the Department of Social Development to provide temporary accommodation for homeless people

The fourth-quarter report has been prepared against the JDA's 2019/20 business plan and COVID-19 adjusted scorecard. On the JDA's 17 Strategic KPIs, the JDA achieved 59% targeted performance achieved, 18% performance target partially achieved and 24% performance target not achieved.

As the CEO of the JDA, my role is on sharpening the JDA delivery focus and putting in a concerted effort to work as a team to deliver on its commitments as captured in the 2020/21 business plan. I would like to extend my appreciation for the work done by the EXCO and all employees during my first quarter as CEO. I would also like to take a moment to also thank the new Board Chairperson and Board Members for their support and guidance during this challenging period. Their constant vigilance on both the purpose and mandate of the JDA has ensured that JDA remains a centre of excellence that is ready to capitalise on its long history of area-based regeneration and successful project implementation being the delivery agent of choice of the City.

Mr Anthony Ngcezula
Chief Executive Officer
6 July 2020

SECTION 3: 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 for us to remain financially sustainable.

For the year ended 30 June 2020, the JDA had earned a total revenue of R116 million (2018/19: R101 million) and incurred a total expenditure of R108 million (2018/19: R112 million) which resulted in an overall surplus of R8.4 million (2018/19: Deficit of R10.8 million).

The organisation achieved 113% (2018/19: 96%) of the budgeted target for revenue. Included in the revenue target are development management fees, the operational grant and other sundry income. The development management fees are based as a percentage of the overall capital expenditure.

The JDA incurred expenditure against the budgeted target for the operational expenditure of 125% (2018/19: 107% overall against target). This includes the over-expenditure in internal interest charged on an overdraft balance with the City of Johannesburg of R18 million. The JDA is required to implement projects with cash flow reserves that are currently held by the client departments.

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

TABLE 1: ACTUAL OPERATIONAL BUDGET

	Actual Prior year 30 June 2019	Actual R'000	Budget R'000	Variance R'000	% of actual against budget
Revenue	R101,255	R116,283	R108,217	R8,066	107%
Operating costs (before interest)	(R91,788)	(R89,126)	(R100,848)	R11,722	88%
Interest expense	(R20,301)	(R18,755)	(R7,369)	(R11,386)	255%
Total operating costs	(R112,089)	(R107,881)	(R108,217)	R336	100%
Surplus/(Deficit)	(R10,834)	R8,402	R0	R8,402	

Excluding the internal interest charged on the overdraft balance, a variance of 12% against the budget was realised. This variance is mainly due to certain operational processes that have been delayed or could not commence due to the nationwide lockdown that was enforced.

Actual capital expenditure for the period ended 30 June 2020 was R913.8 million (2018/19: R1.015 billion) against an annual budget of R1.3 billion (2018/19: R1.187 billion). This represents 70% (2018/19: 85.42%) of the overall annual budget. There are still various factors that continue to affect projects including poor contractor performance and stakeholder stoppages, however, the major contributor to the lower expenditure is the nationwide lockdown that resulted in contractors being off-site for two months. These two months were part of the fourth quarter and are usually when at least 40 to 50% of the capital budget is spent.

The organisation’s total assets exceeded the total liabilities. The total net assets at 30 June 2020 were R57.5 million (2018/19: R42.7 million).

The table below reflects the financial performance ratio of the organization for the period ended in June 2020.

TABLE 2: FINANCIAL RATIOS

Key Performance Area	Targets	Actual 30 June 2019	Actual 30 June 2020
Current ratio	Above 1 : 1	1.11 : 1	1.19 : 1
Solvency ratio	Above 1 : 1	1.09 : 1	1.13 : 1
Salaries to expenditure ratio	Below 60%	62%	65%
Revenue	R 104.98 million	R101million	R116million
Expenditure	R104.98 million	R112 million	R107 million
Surplus / (Deficit)	Rnil	(R10.8 million)	R8.4 million
Total net assets	R47.4 million	R42.7 million	R77.4 million
Capital expenditure	75%	85.42%	70.07%

The overall liquidity and solvency position of the JDA is higher than the prior-year and above the current industry norms. The main contributing factor to the overall variance in comparison to the prior year is the higher receivables and lower loan to shareholder balance. Our major concern currently is the long 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, it would negatively impact the ratios above and the JDA would be deemed to be technically insolvent as our liabilities would exceed our assets. During the current financial year, the JDA had commenced the year with R500 million outstanding and 90% of which have been collected since then by improving our debtors' management processes through constant interactions with the departments.

The remuneration ratio is higher than the norm which is mainly as a result of a lower overall expenditure denominator. The ratio is based on employee costs of R70 million over the total expenditure of R108 million, which results in 65% of the expenditure. The JDA is primarily a service-orientated entity as the majority of the operational costs related to employee remuneration.



Sherylee Moonsamy CA (SA)
Chief Financial Officer
6 July 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, socio-economic and political environment in which the JDA operates, some challenges 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.

The Council’s Portfolio Committee on Development Planning provides political oversight of the JDA’s activities and functions.

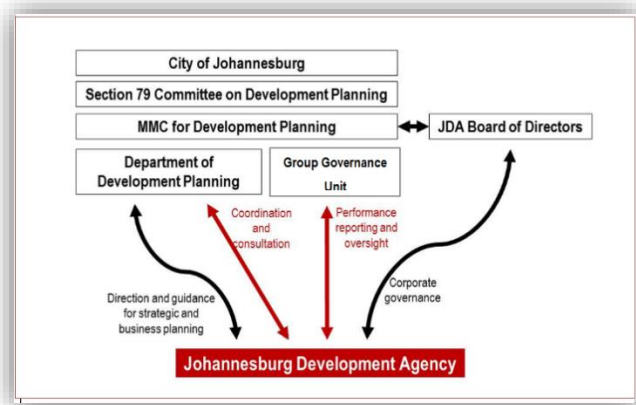


FIGURE 1: JDA GOVERNANCE SYSTEM

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	Description	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
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 promote economic empowerment and transformation through the structuring and procurement of JDA developments
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.	To promote economic empowerment and transformation through the structuring and procurement of JDA developments
Continuous improvement	Underpinning all the strategic goals, there is the need for the JDA to run as efficiently as possible.	To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective, efficient, sustainable and well-governed organisation

Transforming the Spatial Economy

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 coordinates 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

Also, 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 1: SDF 2040 PRIORITY ZONES

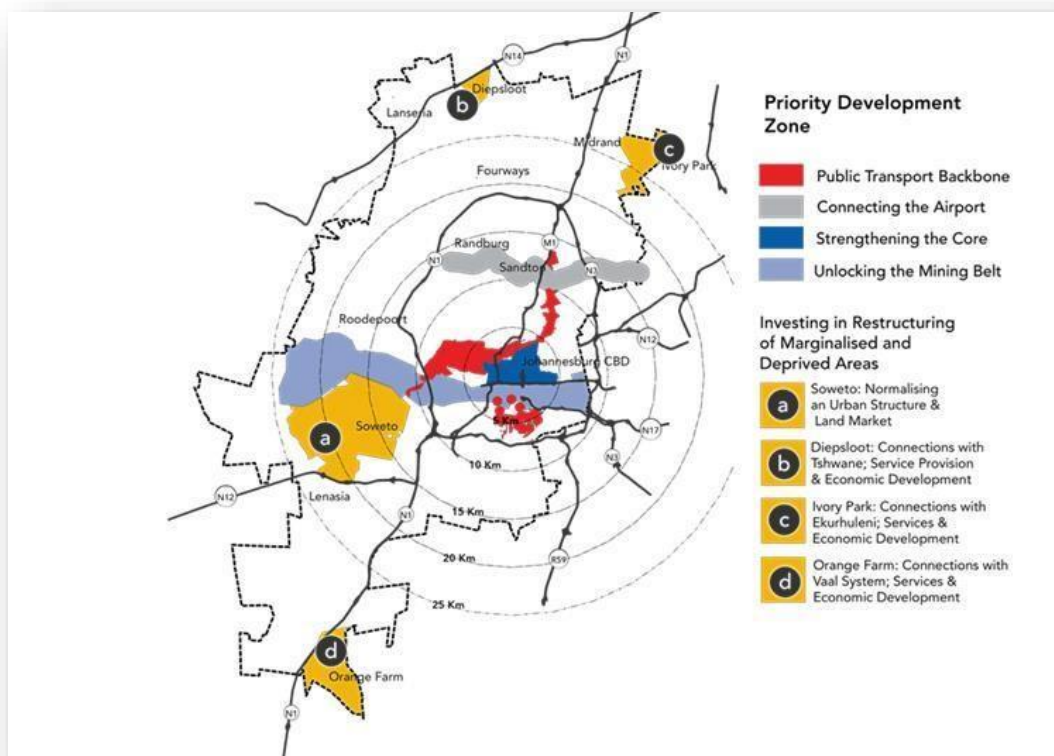


TABLE 4: SDF PRIORITY TRANSFORMATION AREAS AND CORRESPONDING JDA DEVELOPMENT REGIONS AND PROGRAMMES

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"> • Programme 1: Strategic Economic Node Delivery Programme • Programme 2: Accelerated Infrastructure Delivery Programme • Programme 3: Economic Empowerment Programme
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	

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.

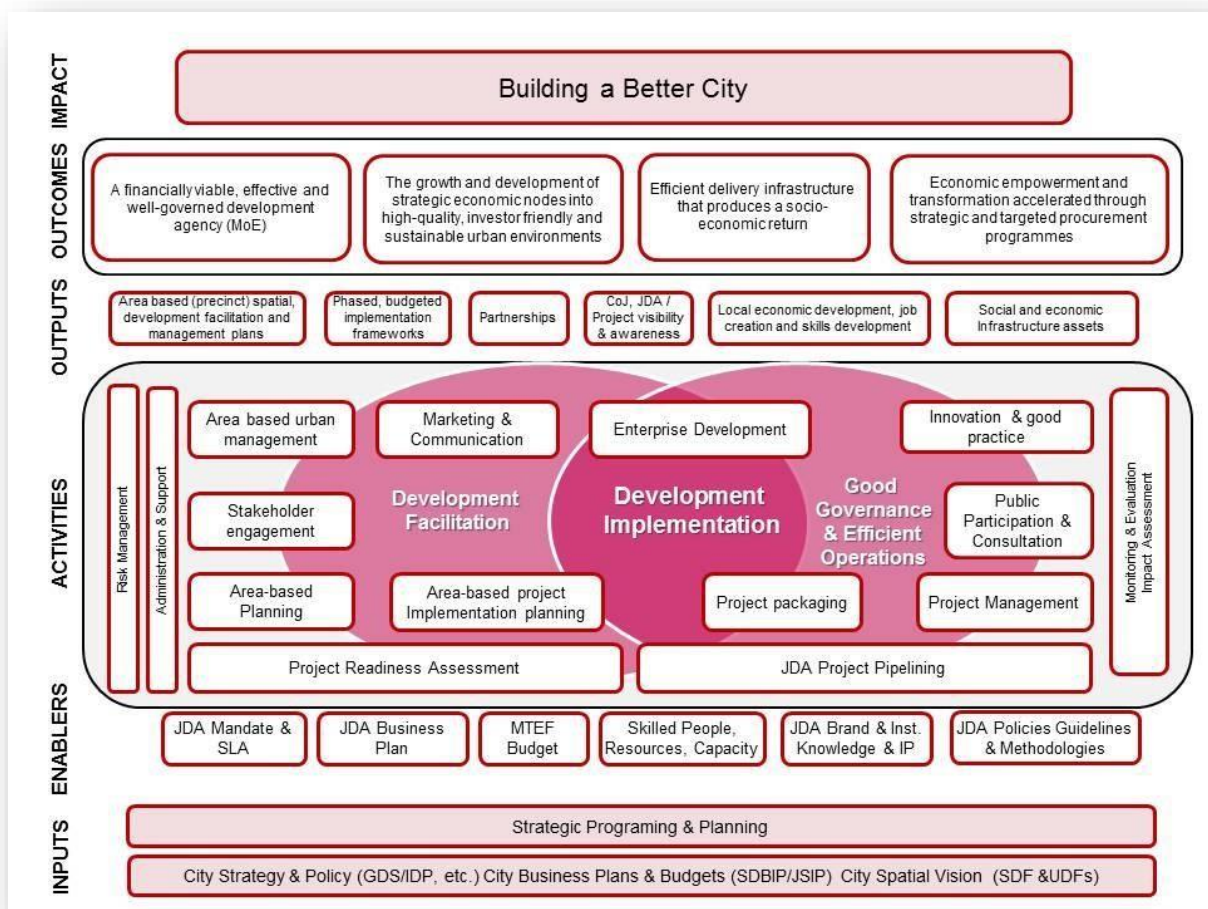
The JDA has aligned the main elements of our work and highlights the flow between them:

FIGURE 2: 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 3: JDA’S VALUE CREATION PROCESS



SECTION 6: SALIENT FEATURES

Performance Summary

- The overall year to date Capex expenditure at fourth quarter was R913.8 million against an annual budget of R1. 3 billion, and a fourth-quarter target of R978 million. This translates to 70.07% of the total annual budget and 93% against the fourth-quarter target.
 - In comparison with the same period in the previous financial year, the JDA achieved 85.42% of the 2018/19 annual budget of R1.187 billion.
- For the period ended 30th June 2020, the JDA had earned a total revenue of R116 million (2018/19: R101 million) and incurred a total expenditure of R108 million (2018/19: R112 million) which resulted in an overall surplus of R8.4 million (2018/19: Deficit of R10.8 million).
- The organisation achieved 113% (2018/19: 96%) of the budgeted target 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.
- The JDA incurred expenditure against the budgeted target for the operational expenditure of 125% (2018/19: 107% overall against target). This includes the over-expenditure in internal interest charged on an overdraft balance with the City of Johannesburg of R18 million. The JDA is required to implement projects with cash flow reserves that are currently held by the client departments.
- Excluding the internal interest charged on the overdraft balance, a variance of 12% against the budget was realised. This variance is mainly due to certain operational processes that have been delayed or could not commence due to the Nationwide Lockdown that was enforced.
- The organisation's total assets exceeded the total liabilities. The total net assets on 30th June 2020 were R57.5 million (2018/19: R42.7 million).
- The fourth-quarter report has been prepared against the JDA's 2019/20 business plan and scorecard. Regarding performance against the JDA's 17 Strategic KPIs, the JDA achieved 59% performance target achieved; 18% performance target was partially achieved and 24% performance target not achieved.
 - Due to the COVID-19 National Lockdown effectively placed much of the work on the 80 projects, across various phases of planning and implementation for City Client Departments, on hold. As per National Treasury instructions, no tender could be advertised.
- For the period 1st July 2019 to 30th June 2020, the overall BBBEE share of expenditure was R 924 345 147.00. This translates into the achievement of 104% BBBEE claimed against quarterly expenditure.
- The SMME share of JDA's operating and capital expenditure was R 289,250,899.00 for the period 1st July 2019 to 30th June 2020. This constitutes the achievement of 32% against a 30% target for the period under review.

TABLE 5: CAPITAL BUDGET MANAGEMENT OVERALL PROGRAMME PERFORMANCE¹

Overall Programme Performance	2019/20 Annual Budget	Target YTD	Actual YTD	Target %	% Actual / Annual budget Expenditure
	R' 000	R' 000	R'000	%	%
Overall Programme Performance	1 303 988	977 991	913 759	93%	70.07%

TABLE 6: OPERATING BUDGET MANAGEMENT

	2019/20	2019/20	Year to date		% Against Target	% Achievement for Annual
	Original Budget	Adjusted Budget	Target	Actual		
	R'000	R'000	R'000	R'000		
Revenue R'000)	116 473	108 217	102 806	116 283	113%	107.45%
Costs (R'000)	116 473	108 217	86 574	107 881	125%	99.69%
Net surplus/(deficit)	-	0	16 233	8 402		

¹ 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 Johannesburg.

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. Given 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 Code 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 following 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 assures the JDA's compliance with laws and regulations.

Citizen Involvement in Place-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 several ways, including key public meetings at the start of the process and 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 areas at the 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 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 continuously 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 Papi Kganarea 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 following 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.

As at the 1st April 2020 to 30th June 2020 the Board of Directors consisted of the following members:

- (i) Mr Papi Kganare (Chairperson);
- (ii) Mr Mongezi Ntanga;
- (iii) Mr Errol Vincent Magerman;
- (iv) Ms Virginia Magale;
- (v) Ms Seipati Moichela;
- (vi) Dr Murunwa Makwarela;
- (vii) Mr Mzwandile Hleko;
- (viii) Ms Nokuzola Moilola;
- (ix) Mr Sakhile Masango
- (x) Mr Thabo Motloun;
- (xi) Mr Thomas Mvundle;
- (xii) Mr Anthony Ngcezula (Chief Executive Officer and Executive Director); and
- (xiii) Ms Sherylee Moonsamy (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 Tumisho Makofane; and
- (iii) Mr Vincent Vhena

TABLE 7: JDA BOARD OF DIRECTORS FOR THE PERIOD 1 APRIL 2020 – 30 JUNE 2020

Board member	Capacity: Executive/ Non-executive	Race	Gender	Board Committee Membership
P Kganare	Chairperson (Non-executive)	Black	Male	Development and Investment Committee
M Ntanga	Non-executive	Black	Male	Development and Investment Committee (Chair)
EV Magerman	Non-executive	Black	Male	Development and Investment Committee
V Magale	Non-executive	Black	Female	Audit and Risk Committee
S Moichela	Non-executive	Black	Female	Audit and Risk Committee (Chair) Development and Investment Committee
M Makwarela	Non-executive	Black	Male	Social Ethics, Human Resources and Remuneration Committee (Chair) Development and Investment Committee
M Hleko	Non-executive	Black	Male	Social Ethics, Human Resources and Remuneration Committee
N Moilola	Non-executive	Black	Female	Social Ethics, Human Resources and Remuneration Committee
S Masango	Non-executive	Black	Male	Audit and Risk Committee

Board member	Capacity: Executive/ Non-executive	Race	Gender	Board Committee Membership
T Motloug	Non-executive	Black	Male	Social Ethics, Human Resources and Remuneration Committee
T Mvundle	Non-executive	Black	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.

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 8: BOARD AND BOARD COMMITTEE MEETINGS & ATTENDANCE (1 APRIL 2020 – 30 JUNE 2020)

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 Hleko	3	3	0	0	N/A	N/A	N/A	N/A	0	0	0	0	N/A	N/A	N/A	N/A
P Kganare	3	3	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	0	0	0
V Magale	3	3	0	0	1	1	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
EV Magerman	3	3	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	0	0	0
M Makwarela	3	3	0	0	N/A	N/A	N/A	N/A	0	0	0	0	0	0	0	0
S Masango	3	3	0	0	1	1	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
S Moichela	3	2	1	0	1	1	0	0	N/A	N/A	N/A	N/A	0	0	0	0

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
N Moiloa	3	3	0	0	N/A	N/A	N/A	N/A	0	0	0	0	N/A	N/A	N/A	N/A
T Motloung	3	3	0	0	N/A	N/A	N/A	N/A	0	0	0	0	N/A	N/A	N/A	N/A
T Mvundle	3	2	1	0	N/A	N/A	N/A	N/A	0	0	0	0	N/A	N/A	N/A	N/A
M Ntanga	3	2	1	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0	0	0	0
T Makofane (Independent Audit & Risk member)	N/A	N/A	N/A	N/A	1	1	0	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	1	1	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
V Vhena (Independent Audit & Risk member)	N/A	N/A	N/A	N/A	1	1	0	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:

TABLE 9: COMPOSITION OF COMMITTEES

Composition	Mandate and Quarterly Activities
Audit and Risk Committee	
<p>The Audit and Risk Committee, which consists of two non-executive directors and two independent members, meet 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"> • S Moichela (Chairperson) • S Masango • V Magale • V Vhena (Independent Member) • T Makofane (Independent Member) • K Onuoka (Independent Member) 	<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>
Social and Ethics / Human Resources and Remuneration Committee	
<p>In line with the best practice of corporate governance, the Board maintains a Human Resources & Remuneration Committee/Social & Ethics Committee (HR & REMCO/Social & 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 sustainably conducts its business, 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"> • M Makwarela (Chairperson) • N Moiloa • M Hleko • T Motloug • T Mvundle 	<p>The committee meets not less than 4 (four) times a year. The executive directors are excluded from the HR & Remuneration Committee/Social & 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 following 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>
Development and Investment Committee	
<p>The following members served on the committee during the period under review:</p>	<p>The Committee is responsible for evaluating development proposals to make recommendations for approval to the Board.</p>

Composition	Mandate and Quarterly Activities
<ul style="list-style-type: none"> • M Ntanga (Chairperson) • P Kganare • EV Magerman • M Makwarela • S Moichela 	<p>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 following 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 following 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 2020 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 because of their office. The table below reflects the gross or cost to company amounts paid by the JDA concerning executive directors, non-executive directors’ and independent audit committee members’ fees.

TABLE 10: EXECUTIVE DIRECTOR'S, SENIOR MANAGEMENT AND NON-EXECUTIVE DIRECTOR'S & INDEPENDENT AUDIT COMMITTEE MEMBERS REMUNERATION AND ALLOWANCES IN THE PERIOD 1 JULY 2019 – 30 JUNE 2020

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)
Executive Directors and Senior Management							
A Ngcezula	CEO (Appointed on the 1st April 2020)	608 007					608 007
S Moonsamy	CFO	1 515 652	192 804		136 783		1 845 239
Z Tshabalala	CAE	1 150 865	120 817		150 095		1 421 777
D Cohen	EM: Strategy & Planning(Acting EM:DF)	1 300 057	136 480	128 837	169 552		1 734 927
R Shirinda	Company Secretary	1 408 391	147 853		122 454		1 678 698
B Seopela	EM: Corporate Services	1 974 925	-		222 527		2 197 452
N Mulovhedzi	Senior Development Manager	1 130 333	143 788		153 014		1 427 135
P Mkhize	Senior Development Manager	1 173 247	123 167		153 014		1 449 428
M. Soni	EM: Development Implementation	1 309 500	-		180 000	144 000	1 633 500
Sub-Total		11 570 977	864 909	128 837	1 287 439	144 000	13 996 162
Non-Executive Directors & Independent Audit Committee Members							
P Kganare	Chairperson	70 000					70 000
M Ntanga	Board Member	156 000					156 000
T Sambo	Board Member	48 000					48 000
Dr G Karuri-Sebina	Board Member	88 000					88 000
E Peters	Board Member	108 000					108 000
A Steyn (Resigned)	Board Member	72 000					72 000
K Govender	Board Member	150 000					150 000
P Zagaretos	Board Member	84 000					84 000
Stieneke Jensma	Board Member	-					-
K Moodley	Independent Audit and Risk Committee Member (Deceased)	12 000					12 000
K Onuoka	Independent Audit and Risk Committee Member	62 000					62 000
E Megerman	Board Member	54 000					54 000
T Makofane	Independent Audit and Risk Committee Member	6 000					6 000
M Makwarela	Board Member	54 000					54 000
M Hleko	Board Member	36 000					36 000
N Moilola	Board Member	48 000					48 000
T Mothlounq	Board Member	156 000					156 000
S Masango	Board Member	54 000					54 000

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)
S Moichela	Board Member	50 000					50 000
T Mvundle	Board Member	48 000					48 000
V Magale	Board Member	48 000					48 000
Z Samsam	Independent Audit and Risk Committee Member (Retired)	54 000					54 000
Sub-Total		1 458 000	-	-	-	-	1 458 000
TOTAL		13 028 977	864 909	128 837	1 287 439	144 000	15 454 162

The directors' fees are treated in accordance with the VAT Act.

Loans and Advances

Under 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 with 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 arms-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.

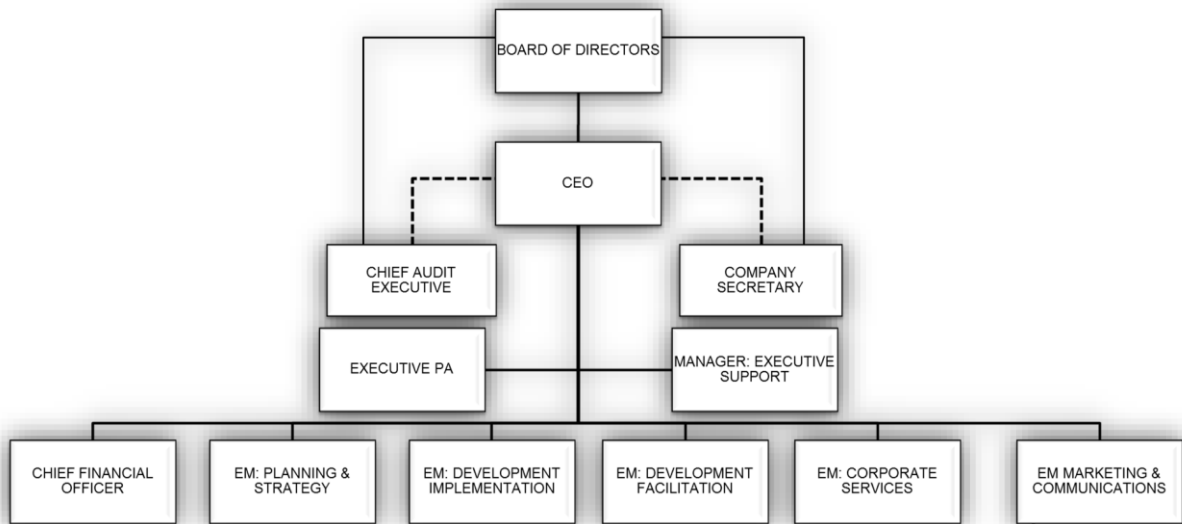
The Company Secretary's work covers a wide variety of functions, including but not limited to:

- 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 4: 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 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 holistically 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 the 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 implemented and approved during the fourth quarter of 2019/20 financial year:

TABLE 11: BOARD / ARC RECOMMENDED RISK MANAGEMENT PROGRAMMES AND/OR ACTIVITIES

Programmes and/or activities	Board / ARC Recommended
Strategic Risks Management and Monitoring	Noted
Operational Risks Management and Monitoring	Noted
Universal Regulatory Register (URR) and Compliance Monitoring	Noted
Contracted Service Provider for Legislation updates	Noted
Business Continuity Management Programme Framework/ Charter	Approved
Fraud Detection Review on Project Implementation (Outsourced)	Noted

TABLE 12: EXCO APPROVED RISK MANAGEMENT PROGRAMMES AND/OR ACTIVITIES

Programmes and/or activities	EXCO
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

Under 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: ANTI-CORRUPTION AND FRAUD

Financial crime and other unlawful conduct pose a threat to JDA's business and strategic objectives. The JDA supports the 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 anti-fraud and anti-corruption 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. Also, all JDA tender documents urge people to report fraudulent activities or maladministration by JDA employees on the hotline.

Employees are regularly briefed and trained in 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 EXCO² 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 below listed fraud risk management documents are reviewed once every three years or as and when necessary. These documents were last reviewed and approved by the Audit & Risk Committee in the previous financial year (2018/19).

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

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

There were no cases reported in the fourth quarter of 2019/20 financial year³. Refer to the Fraud Case Register below:

² 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.

³ Excluding a number of fraudulent emails that SCM are informed of by potential bidders

TABLE 13: REPORTED CASES IN 2019/20

No	Date of Case Reported	Reference Number	Where or to whom it was reported	No. of Employees involved if applicable	Allegation	Nature of the Cases e.g. Corruption, fraud and maladministration	Status (If resolved, State the outcome)	Contact Person for Investigation	Value (if know/ applicable)
1	2019/07/19	7/2-011424/17	Public Protector	Not known	Acquisition of land and construction at an excessive amount for the construction of Walter Sisulu square.	Corruption	The case is closed, draft report was sent to JDA. Currently awaiting the signed final report.	Sello Ernest Raselalome SelloR@pprot.ect.org	R400m
2	2019/01/22	GFIS 116/02/2019	Chief Executive Officer	One	Third-party purporting to be SCM official to a bidder for the Gandhi Precinct East Development construction tender.	Corruption	Matter referred to Group Forensics and Investigation Services for investigation. The investigation is still in progress.	Deputy Director Sibande 0837026918	Unknown
3	2018/12/07	GFIS 44/12/2018	Chief Executive Officer	One	The unauthorized waver of Construction penalties	Fraud, corruption or maladministration	Matter referred to Group Forensics and Investigation Services for investigation. The investigation is still in progress.	Deputy Director Sibande 0837026918	R4.5m
4	2018/08/30	GFIS 171/08/2018	City of Johannesburg Group Fraud and Investigation Services	Not known	Alleged solicitation of bribes and kickbacks	Fraud, corruption or maladministration	Matter referred to Group Forensics and Investigation Services for investigation. The investigation is still in progress.	Deputy Director Sibande 0837026918	Unknown
5	2018/06/13	107/06/2018	City Manager	Not known	Irregular acquisition of a Statue of the late President Nelson Mandela	Fraud, corruption or maladministration	Matter referred to Group Forensics and Investigation Services for investigation. The investigation is still in progress.	Deputy Director Sibande 0837026918	Unknown
6	2018/04/11	GFIS 184/04/2018	City of Johannesburg Hotline	One	JDA Official allegedly solicited bribe.	Corruption/ bribery	Matter referred to Group Forensics and Investigation Services for investigation. The	Deputy Director Sibande 0837026918	Unknown

No	Date of Case Reported	Reference Number	Where or to whom it was reported	No. of Employees involved if applicable	Allegation	Nature of the Cases e.g. Corruption, fraud and maladministration	Status (If resolved, State the outcome)	Contact Person for Investigation	Value (if know/ applicable)
							investigation is still in progress.		
7	2018/03/16	105/03/2018	Chief Executive Officer	Not known	Unfair disqualification of SMMEs	Suspected corruption	Matter referred to Group Forensics and Investigation Services for investigation. The investigation is still in progress.	Deputy Director Sibande 0837026918	Unknown
8	2017/10/16	GFIS 485/09/2017	City of Johannesburg Group Fraud and Investigation Services	One	Underpayment of SMMEs.	Corruption	Audit/review is underway as per GFIS's report recommendation	Bobby Johnston Vincent Mtsweni Dudu Skhosana	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 Q1 of 2020/21, 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 the use of the least amount of resources, and risk to create the most returns.

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

Impact of COVID-19

The positive effect of COVID 19 was that it created an opportunity for IT Management to re-align and innovate all aspects of ICT enablement that would allow the business to continue to function through employees working from home. The real test was whether JDA ICT service provider's community would be elastic enough to respond to the sudden rise in demand for connectivity and security.

The challenge to ICT Management was that whilst trying to meet the new working order, all changes needed to align to the policies and procedures of the JDA, in particular, the Security Policy and aligned security procedures and change management procedures.

Change Management

In line with the change management procedures of the JDA, change forms were distributed to all employees of the JDA to complete. The forms were meant to capture the request to work from home and importantly the authorisation by each head of department or executive to the effect.

All authorised forms were submitted to the IT department for implementation.

VPN Access

A formal change request form for VPN access was prepared, authorised by the relevant authorities and sent to the service provider for implementation.

User Training on change/ new way of working

A one on one session for user training was conducted and each user had to sign-off after the training to confirm that they understand and can execute tasks to access systems from home.

Working from Home

Some users got it right the first time, others forgot a few steps. The IT Support Team worked tirelessly to ensure that each user was attended to and assisted. A daily report was available to IT Management to review all closed faults and to find a solution to open faults.

An analysis from the reports shows that all reported faults were closed. It also shows that faults that remained open related to the performance of the service provider for Internet Services, Vodacom not delivering sim cards on time to users that did not initially have 3G cards but due to the lockdown, they now had to have 3G cards so that they could work from home. Delivery was eventually done on the 2nd of April 2020 and distribution to users was done from the 3rd of April 2020.

Service Provider Performance

In line with JDA governance procedures on the management of service providers, a formal complaint was raised with the service provider and escalated through their structures on the poor delivery timelines of the 3G cards, despite adequate notice.

Vodacom management has since apologised for the delay. The service provider will be monitored closely through monthly service provider meetings and reporting to oversight governance structures will continue. The next meeting will be at the end of June 2020.

Performance of the Network

For the first time, we analyse this area differently.

The performance of the network largely depended on where users reside. An analysis of the faults reported by users shows that most users did not have signal related problems in the areas they reside in, meaning there is Vodacom coverage in most areas.

In terms of the APN, there utilisation this quarter was sitting at 95%, leaving an available capacity of 2%.ICT Management will table an increase for the new financial year to the relevant ICT governance structures.

System Usage during Lockdown

The following systems were mostly accessed by users during Lockdown:

System	Role /activity	Usage
MS Exchange	Emails	All users
Mimecast	Email archives /backup	10%
Great Plains	Finance system/invoice processing	All Finance users, SCM Manager, SCM Officer (Purchase order generation and approval)
SAP	Project invoicing and approvals, payroll processing	All co-ordinators –invoice processing, project contracts capture. All Development managers(approvals level 1) All SDMs-Invoice approval Level 2, Payroll Officer, HR Manager and Accountant

Security

All users connect via a secure VPN channel. The channel is monitored 24/7 by the service provider and reports are provided to ICT management for review.

There were no security breaches since the lockdown and period to date, in terms of quarter 4 of the financial year.

SECTION 6: COMPLIANCE WITH LAWS & REGULATIONS

The JDA monitors compliance with applicable legislation and regulations throughout the entity regularly. 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 the 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.

Concerning compliance performance, the JDA has detected or registered 3 out of 268 compliance obligations that are non-compliant for the fourth quarter. The overall URR compliance is 99%.

The JDA incurred irregular expenditure to the value of R40, 415.61 for the period 1st July 2019 to 30th June 2020. This related to the continuation of the prior year expenditure on the Avis Fleet contract.

SECTION 7: CORPORATE SOCIAL RESPONSIBILITY (CSR) REPORT

The JDA currently has an approved Corporate Social Responsibility (CSR) Framework to help guide how the organisation undertakes CSR initiatives. The annual budget for this financial year is R382, 914. There were no CSR initiatives undertaken in this financial year as implementation plans were impacted by the COVID19. A CSR Committee has been established in line with the Framework and the Committee has identified 4 projects for possible implementation in 2020/21 financial year.

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

TABLE 14: 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 the improvement of Mathematics, Science, Information and Communications Technology, Engineering for underprivileged children.
Health	Support of community clinics; health programmes in the 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 the 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 were 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.

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 the 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 the 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 a 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.

TABLE 15: JDA PROGRAMMES

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 were no new insurance claims filed in the fourth quarter of 2019/20 financial year, 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 16: INSURANCE CLAIMS REGISTER

No.	Insured Year	Claim Number	Date of Loss	Date Notified	Days Outstanding	Risk Description	Gross Claim Amount (R)	Risk Category	Claim status
1	2014/15	51549204	14/07/2014	29/06/2017	722	Injury/fatality to third parties	R 7 976.00	Public liability	Finalised. Closed as there is no movement on the file.
2	2014/15	51557341	8/03/2016	17/07/2016	1090	Accidental damage	R 5 000.00	Public liability	Finalised and the claim is closed.
3	2017/18	51551626	12/06/2017	02/10/2017	638	Negligence / Contractual Obligation	R 2 964.00	Liability	Finalised. Closed as there is no movement on the file.
4	2018/19	51574248	30/01/2018	28/03/2019	90	Storm / flood / inland	Not determined yet	Assets	Claim rejected by insurance and the claim is closed.
5	2018/19	51574102	10/10/2018	03/04/2019	87	Accidental damage	Not determined yet	Contractors all risks	Awaiting Insurer's advice.

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

SECTION 1: HIGHLIGHTS AND ACHIEVEMENTS

The Fourth Quarter 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 were partially achieved and 24% performance target not achieved.

The focus on reporting on highlights and achievement is reflected for each of the JDA's substantive programmes, as per table 17 below.

JDA's programme performance information policy and reporting framework cover 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 define 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 anything less than 80% is regarded as not achieved.

TABLE 17: 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%	1	14%	2	29%
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%	1	17%	2	33%
		17		10	59%	3	18%	4	24%

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 of the fourth quarter, 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 JITI development. The matter is sitting with the JPC to finalise the negotiations of the land acquisition agreement.
- Various delays were experienced specifically in the Contract 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.
- A State of National disaster was declared and communicated by the national government which resulted in an enforced lockdown across the entire country. This resulted in the temporary closure of all JDA capital projects at the development sites and no capital expenditure can be incurred during this period. The lockdown was enforced with at least three months i.e. one quarter before the close of the financial year. Based on the original project plans, almost 40-50% of the capital expenditure was expected to be achieved in the last quarter of the financial year. Construction on most sites had then commenced on the 1st June 2020 when the national lockdown was reduced to level 3 once a thorough risk assessment process was concluded.

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 coordinates and manages its activities through three substantive programmes. Also, the JDA ensures good governance of the organisation through one operational programme, resourced to support the optimal performance of the three substantive programmes.

TABLE 18: 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 policy⁴ 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>Many 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

JDA Substantive Programme	JDA Sub-Programme	Purpose
		entities. This programme includes Rea Vaya BRT infrastructure, taxi and transport facilities, primary 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 on the 30th June 2020 was R913.8 million (2018/19: R1.015 billion) against an annual budget of R1.3 billion (2018/19: R1.187 billion). This represents 70% (2018/19: 85.42%) of the overall annual budget. There are still various factors that continue to affect projects including poor contractor performance and stakeholder stoppages, however, the major contributor to the lower expenditure is the nationwide lockdown that resulted in contractors being off-site for two months. These two months were part of the fourth quarter and are usually when at least 40 to 50% of the capital budget is spent.




TABLE 19: 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	%	%
Overall Programme Performance	1 303 988	977 991	913 759	93%	70.07%

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 define 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.

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


Performance per programme and KPA as per the original 2019/20 scorecard are summarised in the table below:


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 an enhanced quality of life that provides meaningful redress through pro-poor development											
IDP programme/s	Key Performance Indicator	Baseline 2017/18 ⁵	2019/20 Annual Target	2019/20 Q4 Target	2019/20 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2020	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 ⁶ produced, reviewed or updated	8	5 (cumulative)	5	4	1		Target Partially achieved.	There were four pre-feasibility plans or study produced, reviewed or updated in 2019/20 financial year. The following project did not achieve the pre-feasibility plan or study produced, reviewed or updated as planned: Soweto Phase 2A vs Ivory Park Route.		
										High Court Precinct Study	Target achieved.
										Parking Management (Braamfontein West, Newtown, Yeoville) Parking Stress Survey	Target achieved.
										Randburg CBD regeneration Renewal Precinct Redevelopment FERNDAL B Regional	Target achieved.
Increased infrastructure investment (from both							Target not achieved.	The outcome of the feasibility study assessing the two routes is still a draft and the JDA is awaiting input from Transport as the Client Department. When all the inputs are received the			

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

⁶ 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 an enhanced quality of life that provides meaningful redress through pro-poor development									
IDP programme/s	Key Performance Indicator	Baseline 2017/18 ⁵	2019/20 Annual Target	2019/20 Q4 Target	2019/20 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2020	Variations and steps to be taken to improve performance
public and private sectors)									process is anticipated to be concluded by the end of August 2020
			Pennyville Precinct Renewal Precinct Redevelopment PENNYVILLE EXT.1 B City Wide				Target achieved.		
Residents live, work and play close to work, leisure and cultural opportunities	2) Number of projects at concept design phase	9	8 (cumulative)	8	8	-		Target achieved.	
Efficient and effective transport (Public and Freight) connecting home, work, culture and leisure			1. 3877_09_New Turffontein Clinic & Multi-purpose centre Target achieved.				Target achieved.	Completed	
			2. 4003_06_Inner City Partnership Fund: Round 2				Target achieved.	Completed	
			3. Alex Depot 2: Planning				Target achieved.	Completed	
			4. Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional: Phase 2				Target achieved.	Completed	
			5. Naledi clinic New Building NALEDI D				Target achieved.	Completed	

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 an enhanced quality of life that provides meaningful redress through pro-poor development									
IDP programme/s	Key Performance Indicator	Baseline 2017/18 ⁵	2019/20 Annual Target	2019/20 Q4 Target	2019/20 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2020	Variations and steps to be taken to improve performance
			6. NR: Nodal Regeneration: Braamfontein Precinct				Target achieved.	Completed	
			7. Revitalization of Pageview and Vrededorp				Target achieved.	Completed	
			8. COMPL: Sidewalk Improvements: Chiawelo Metrorail Station Link: Mhlaba / C Hani New Nodal Transport Facilities CHIAWELO D City Wide				Target achieved.	Completed	
	3) Number of projects reaching the contract award stage	10	10 (cumulative)	10	5	5		Target was not achieved. The following projects did not achieve the Contract Award target as planned: 3877_01_Brixton Social Cluster: Work Package 2: Library, Pool and Related Facilities, Complete Streets: (KFW - German Development Bank): Orlando East to UJ Soweto Route, Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional: Phase 2, PTF: Small Public Transport Facilities: Tshepisonq and Roodeport CBD regeneration Renewal Precinct Redevelopment REGION C.	
			1. 3877_01_Brixton Social Cluster: Work Package 2: Library, Pool and Related Facilities				Target Not Achieved	All preliminary designs have been approved by the JDA EXCO, City of Johannesburg Transformation and CoJ Community Development. The tender for the	The procurement process for the appointment of the Main Contractors has been re-activated following the lockdown, bid evaluations are currently underway and the appointment is anticipated to be completed during the

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 an enhanced quality of life that provides meaningful redress through pro-poor development									
IDP programme/s	Key Performance Indicator	Baseline 2017/18 ⁵	2019/20 Annual Target	2019/20 Q4 Target	2019/20 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2020	Variations and steps to be taken to improve performance
								appointment of the Main Contractor closed on the 17 th February 2020, the report was planned to be tabled at the Bid Adjudication Committee in April, due to National Lockdown this process was put on hold.	first quarter of the 2020/21 financial year.
			2. Banakekelen Hospice New Clinic ALEXANDRA EXT.38 E Ward				Target Achieved.	Completed	
			3. Complete Streets: (KFW - German Development Bank): Orlando East to UJ Soweto Route				Target Not Achieved	Delays were due to discrepancies between KFW and the JDA regarding inclusions in the tender document that had to be resolved. The issue was subsequently resolved. The procurement process for the appointment of the main contractor is at final BEC. Delays were due to the tender closing on the day of the start of the COVID-19 Lockdown and therefore the evaluation of the bids was delayed.	The evaluations have since been completed and the report will be tabled at the BAC of 17th July 2020 for approval, the appointment process is anticipated to be concluded by the end of August 2020 subject to the KFW approval processes being completed timeously.



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 an enhanced quality of life that provides meaningful redress through pro-poor development									
IDP programme/s	Key Performance Indicator	Baseline 2017/18 ⁵	2019/20 Annual Target	2019/20 Q4 Target	2019/20 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2020	Variations and steps to be taken to improve performance
			4. CORR - Perth Empire Transit-Oriented Development (TOD) corridor Traffic Impact Assessment (TIA), Stormwater Masterplan and New Constriction and Upgrading Renewal Corridors of Freedom Intervention WESTBURY B Regional				Target Achieved.	Completed	
			5. Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional: Phase 2				Target not achieved.	The CODIV-19 National Lockdown negatively impacted on the finalisation of the procurement process for the appointment of the Main Contractor, tender evaluations have had to be rescheduled due to lockdown restrictions.	The evaluation of the bids is currently underway and is anticipated to be concluded by mid-July 2020. The appointment of the Main Contractor will be finalized in the first quarter of the 2020/21 financial year
			6. Heritage Bridge Landscaping				Target Achieved.	Completed	
			7. Park and Ride Facility: Design and Construction of a Park n Ride in Greenside Region E				Target Achieved.	Completed	
			8. PTF: Small Public Transport Facilities: Tshepisoong				Target not achieved	Delays were due to changes in preliminary designs, as the client has been issued with revised SDP Layout according to	The evaluation has thus been completed and the recommendation of appointment will be submitted to the BAC for approval for a meeting scheduled for the 30 th June 2020. The


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 an enhanced quality of life that provides meaningful redress through pro-poor development									
IDP programme/s	Key Performance Indicator	Baseline 2017/18 ⁵	2019/20 Annual Target	2019/20 Q4 Target	2019/20 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2020	Variations and steps to be taken to improve performance
								their comments. The professional team had to attend to additional comments received for inclusion in the detailed design. Tender evaluations for the appointment of the Main Contractor were interrupted and could not be concluded in time due to the COVID-19 Lockdown.	main contractor is anticipated to be on-site in the first quarter of the 2020/21 financial year.
			9. Rec - Construction of the new multipurpose centre (Library included) at Kaalfontein(Ebony Park) New Community Centre KAALFONTEIN EXT.4 A Ward				Target Achieved.	Completed	
			10. Roodeport CBD regeneration Renewal Precinct Redevelopment REGION C				Target Not Achieved.	The process for the appointment of the Main Contractor was initially planned to be completed in April 2020 however late approvals by PRASA CRES delayed the 2nd tender stage). Approval still pending. DF is assisting with following up on the approval process.	The Professional team together with the JDA are currently working on implementing OHS COVID-19 regulation measures in preparation for the finalisation of the contract award to the main contractor that was planned for April 2020. The regret letters have been sent to unsuccessful bidders and currently evaluating the price and BBEE for the bidders that made it through to the second stage. The

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 an enhanced quality of life that provides meaningful redress through pro-poor development									
IDP programme/s	Key Performance Indicator	Baseline 2017/18 ⁵	2019/20 Annual Target	2019/20 Q4 Target	2019/20 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2020	Variations and steps to be taken to improve performance
									appointment is anticipated to be at the end of July 2020.
	4) Number of projects reaching practical completion stage	11	8 (cumulative)	8	2	6		<p>Target was not achieved.</p> <p>The following projects did not achieve the practical completion target as planned: 3877_13_Paterson Park - stormwater & new social facilities, park and road upgrading, Bophelong Clinic, Florida Clinic, Lib.Johannesburg Library (Centre of Excellence) JOHANNESBURG F, Minor works at various Sport and Recreational facilities: Citywide (Aqua, stadiums recreational centres etc.) and Park and Ride Facility: Design and Construction of a Park n Ride in Greenside Region E.</p>	
			1. 3877_01_Brixton Social Cluster: Work Package 1: New multi-purpose sports and recreation hall				Target achieved.	Completed	
			2. 3877_13_Paterson Park - stormwater & new social facilities, park and road upgrading				Target not achieved	The scope of the project has been increased to include the rehabilitation of the eastern culvert, this has necessitated the revision of the practical completion date to the end of September 2020. Delays in the installation of the fire and sewer connections due to Joburg Water delaying the installation of the main fire and sewer	Construction progress achieved thus far is at 89%, barring any adverse weather conditions and considering the works that remain the revised Practical Completion date of the end of September 2020 is achievable. The COVID-19 induced lockdown will be addressed within the confines of the contract. Post lockdown, the Contractor is taking all the precautionary measures on-site to prevent and limit the spread of the virus amongst the workforce and



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 an enhanced quality of life that provides meaningful redress through pro-poor development									
IDP programme/s	Key Performance Indicator	Baseline 2017/18 ⁵	2019/20 Annual Target	2019/20 Q4 Target	2019/20 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2020	Variations and steps to be taken to improve performance
								connections. There have also been delays in construction works due to the COVID-19 virus outbreak which resulted in all construction work suspended.	ensure construction works are fast-tracked.
			3. Bophelong Clinic				Target not achieved.	Practical Completion was initially moved to end March 2020 due to the approved extension of time however due to the national lockdown period, practical completion has not been achieved.	Construction works resumed on the 1 st June 2020 as such the practical completion target is anticipated to be achieved the end of July 2020.
			4. COMPL: Sidewalk Improvements: Dube NMT Links: DUBE D City Wide				Target achieved.	Completed	
			5. Florida Clinic				Target not achieved	The practical completion has been delayed due to COVID-19 induced lockdown, there has been no activity on site since the 26 th of March 2020.	The Main Contractor recommenced with the works on the 15 th of June 2020 with practical completion targeted to be achieved in the first quarter of the 2020/21 financial year.
			6. Lib.Johannesburg Library (Centre of Excellence) JOHANNESBURG F				Target not achieved	The project has experienced delays due to budgetary constraints. The approved budget (client	Should the proposed budget be approved, an instruction to accelerate the works will be issued.

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 an enhanced quality of life that provides meaningful redress through pro-poor development									
IDP programme/s	Key Performance Indicator	Baseline 2017/18 ⁵	2019/20 Annual Target	2019/20 Q4 Target	2019/20 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2020	Variations and steps to be taken to improve performance
								department) is insufficient for the project to proceed to construction in the current financial year. The project scope and budget for the remainder of the 2019/20 financial year were reduced in January 2020.	
			7. Minor works at various Sport and Recreational facilities: Citywide (Aqua, stadiums recreational centres etc.)				Target not achieved	Project works have had to be suspended due to the agreement by the client department and the community that repairs for the swimming pools must start in winter and as such the sites have not been handed over to the contractors. Plans to commence with works following the lockdown are underway.	The site is anticipated to be handed over to the main contractor during the first quarter of 2020/21 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 an enhanced quality of life that provides meaningful redress through pro-poor development									
IDP programme/s	Key Performance Indicator	Baseline 2017/18 ⁵	2019/20 Annual Target	2019/20 Q4 Target	2019/20 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2020	Variations and steps to be taken to improve performance
			8. Park and Ride Facility: Design and Construction of a Park n Ride in Greenside Region E				Target not achieved	The site was handed over on the 7 th January 2020. The practical completion has been delayed due to construction work suspended due to the COVID-19 National Lockdown. The Construction progress of work is at 70%.	The project resumed construction work on the 1 st June 2020 and project work is anticipated for completion in the first quarter of 2020/21 financial year.
	5) Number of precinct management plans or project operationalisation plans produced, reviewed or updated	6	1 (cumulative)	1	1	-		Target achieved.	
	6) Number of JDA Communication and Media related Initiatives	245	280 (cumulative)	280	379	99		Target achieved.	During the first quarter, there was a total of 19 press media releases issued and a total of 149 social media posts. During the second quarter, there was a total of 12 press media releases issued and a total of 135 social media posts.

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 an enhanced quality of life that provides meaningful redress through pro-poor development									
IDP programme/s	Key Performance Indicator	Baseline 2017/18 ⁵	2019/20 Annual Target	2019/20 Q4 Target	2019/20 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2020	Variations and steps to be taken to improve performance
									During the third quarter, there was a total of 8 press media releases issued and a total of 44 social media posts. During the fourth quarter, there was a total of 3 press media releases issued and a total of 9 social media posts.
	7) Number of areas, community or project impact performance assessments completed	13	1 (cumulative)	1	1	-		Target achieved.	



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 Performance Indicator	Baseline 2017/18 ⁷	2019/20 Annual Target	2019/20 Q4 Target	2019/20 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2020	Variations and steps to be taken to improve performance
Increasing forensic investigative capability and controls	8) Percentage resolution of Internal Audit findings	84%	100%	100%	89%	+20%		Target Partially achieved.	Majority of the findings are currently in progress. The resolution of the findings will be continuously monitored and reported on by both the JDA Executive Committee and the JDAs Operational Clean Audit Committee that is currently chaired by the CFO.
	9) Percentage resolution of Auditor General's findings ⁸	Clean Audit Opinion	100%	25%	92%	+67%		Target achieved.	

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



⁸ 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 ⁹	2019/20 Annual Target	2019/20 Q4 Target	2019/20 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2020	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%	75% (cumulative)	75%	70.07%	4,93%		Target achieved.		
	11) Percentage of valid invoices paid within 30 days of the invoice date	New KPI	100%	100%	96%	4%		Target achieved.		

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


Day-to-day Programme

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 ¹⁰	2019/20 Annual Target	2019/20 Q4 Target	2019/20 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2020	Variations and steps to be taken to improve performance	
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%	104%	+4%		Target achieved.		
	13) Number of Expanded Public Works Programmes (EPWP) work opportunities created City-wide	805	400 (cumulative)	400	339	61		Target Partially achieved.	The Enterprise Manager at the JDA has been appointed as the EPWP Champion. This will address the poor EPWP performance and timeous compliance with reporting, 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 is provided. Besides, the JDA is amending the contract governing the construction contracts, which hold the service provider to account	

¹⁰ 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 ¹⁰	2019/20 Annual Target	2019/20 Q4 Target	2019/20 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2020	Variations and steps to be taken to improve performance
									on their contractual EPWP commitments.
	14) Percentage of SMME expenditure as a share of total expenditure	26%	30%	30%	32%	+2%		Target achieved.	
	15) Percentage spend on JDA operating budget against approved operating budget	96%	80% (cumulative)	80%	99.69%	+19.69%		Target achieved.	
	16) Percentage implementation of the strategic risk management action plan findings resolved	77%	95% ¹¹ (cumulative)	95%	73%	22%		<p>Target was not achieved.</p> <p>Delays are primarily attributable to COVID-19 National Lockdown restrictions. Key delayed committed action plans are as follows:</p> <ul style="list-style-type: none"> - Job Profiling and benchmarking which is highly dependent on the completion of the Organisational Design (OD) process. 	Implementation of rescheduled activities will be closely monitored and progress reported upon a monthly basis to ensure that the control environment is strengthened and risk management operates effectively.

¹¹ 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 ¹⁰	2019/20 Annual Target	2019/20 Q4 Target	2019/20 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2020	Variations and steps to be taken to improve performance	
								<ul style="list-style-type: none"> - Revision of the JDA's Financial Model to address financial sustainability risk. - Implementation of a Records Management System (Manual & Automated) - Appointing Panels of Professional Service Providers to ensure efficient and effective procurement processes. - Filling of key vacant posts especially within the Development Implementation Office - Case Study (Benchmark to similar entities) on the JDA SCM Risk Tolerance Framework <p>Committed Actions that were not possible to be implemented within scheduled timeframes have been revised to the first and second quarter of 2020/21 financial year. .</p>		
	17) Percentage of predetermined objectives targets achieved	New KPI	85%	85%	59%	26%		<p>Target was not achieved.</p> <p>The following KPIs were not achieved:</p> <ul style="list-style-type: none"> - #3 No. of projects reaching contracts awarded stage 		

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 ¹⁰	2019/20 Annual Target	2019/20 Q4 Target	2019/20 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2020	Variations and steps to be taken to improve performance	
								<ul style="list-style-type: none"> - #4 No. of projects reaching practical completion stage - #16 Percentage implementation of the strategic risk management action plan findings resolved - #17 Percentage of predetermined objectives targets achieved <p>The following KPIs were partially achieved:</p> <ul style="list-style-type: none"> - #2 No. of pre-feasibility plans or studies produced, reviewed or updated - #8 Percentage resolution of Internal Audit findings - #13 No. of Expanded Public Works Programmes (EPWP) work opportunities created City-wide 		

6.1 PROGRAMME EXPENDITURE

For the period ended 30 June 2020

TABLE 20: EXPENDITURE BY FUNDING SOURCE

	CAPEX FOR JUNE 2020				CAPEX FOR THE YEAR				Annual Budget	
	Actual	Budget	Variance	Variance	Actual	Budget	Variance	Variance	Budget	Used
	R	R	R	%	R	R	R	%	R	%
PUBLIC TRANSPORT CORRIDOR DEVELOPMENT										
Patterson Park: Work Package 3 - Multipurpose Centre and Sports Facilities	R 9 047 588	R 30 281 250	(R 21 233 662)	29.88%	R 90 566 385	R 91 500 000	(R 933 615)	(1.02%)	R 91 500 000	98.98%
Brixton Social Cluster: Work Package 1 New multipurpose sports and recreation	0	12 468 750	(12 468 750)	0.00%	25 823 378	38 500 000	(12 676 622)	(32.93%)	38 500 000	67.07%
Test Eco District Prototypes TOD corridors	0	1 425 000	(1 425 000)	0.00%	393 424	4 000 000	(3 606 576)	(90.16%)	4 000 000	9.84%
Sub-total	9 047 588	44 175 000	(35 127 412)	20.48%	116 783 187	134 000 000	(17 216 813)	(12.85%)	134 000 000	87.15%
JDA ON BUDGET										
Inner City Eastern Gateway_TOD and Movement Corridors	6 151 178	4 114 688	2 036 490	149.49%	8 169 355	11 550 000	(3 380 645)	(29.27%)	11 550 000	70.73%
Regeneration of Lenasia CBD and Anchorville Industrial Hub – Region G	611 014	7 125 000	(6 513 986)	8.58%	5 058 482	10 000 000	(4 941 518)	(49.42%)	10 000 000	50.58%

	CAPEX FOR JUNE 2020				CAPEX FOR THE YEAR				Annual Budget	
	Actual	Budget	Variance	Variance	Actual	Budget	Variance	Variance	Budget	Used
	R	R	R	%	R	R	R	%	R	%
Inner City Managed Lanes	0	427 500	(427 500)	0.00%	1 152 534	1 200 000	(47 466)	(3.96%)	1 200 000	96.04%
Orlando East Station Precinct	0	89 063	(89 063)	0.00%	0	250 000	(250 000)	(100.00%)	250 000	0.00%
Pennyville Precinct Renewal	88 747	267 188	(178 441)	33.22%	379 001	750 000	(370 999)	(49.47%)	750 000	50.53%
Randburg CBD Regeneration Renewal	225 750	178 125	47 625	126.74%	494 500	500 000	(5 500)	(1.10%)	500 000	98.90%
Balfour Park Transit Precinct Development	0	178 125	(178 125)	0.00%	445 533	500 000	(54 467)	(10.89%)	500 000	89.11%
Melville Activity Street	0	178 125	(178 125)	0.00%	0	2 500 000	(2 500 000)	(100.00%)	2 500 000	0.00%
Revitalisation of Pageview and Vrededorp	291 971	267 188	24 783	109.28%	291 971	750 000	(458 029)	(61.07%)	750 000	38.93%
CORR - Perth Empire Corridor of Freedom Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction: Phase 2	0	4 626 863	(4 626 863)	0.00%	1 408 250	15 987 687	(14 579 437)	(91.19%)	15 987 687	8.81%
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	8 000 852	8 906 250	(905 398)	89.83%	24 663 397	25 000 000	(336 603)	(1.35%)	25 000 000	98.65%
Ivory Park UDF_ Development_Catalytic Node infrastructure projects	2 504 257	4 738 125	(2 233 868)	52.85%	6 187 141	13 300 000	(7 112 859)	(53.48%)	13 300 000	46.52%

	CAPEX FOR JUNE 2020				CAPEX FOR THE YEAR				Annual Budget	
	Actual	Budget	Variance	Variance	Actual	Budget	Variance	Variance	Budget	Used
	R	R	R	%	R	R	R	%	R	%
Alexandra Sports and Youth Development: SAFA Safe Hub Facility	0	4 275 000	(4 275 000)	0.00%	7 034 284	16 000 000	(8 965 716)	(56.04%)	16 000 000	43.96%
Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional	1 644 429	5 343 750	(3 699 321)	30.77%	11 406 735	15 000 000	(3 593 265)	(23.96%)	15 000 000	76.04%
Banakekelen Hospice New Clinic ALEXANDRA EXT.38 E Ward	9 143 828	7 125 000	2 018 828	128.33%	13 573 313	10 000 000	3 573 313	35.73%	10 000 000	135.73%
Operational Capex New Operational Capex NEWTOWN F City Wide	0	356 250	(356 250)	0.00%	1 000 000	1 000 000	0	0.00%	1 000 000	100.00%
Orchards Clinic	0	3 562 500	(3 562 500)	0.00%	1 107 155	10 000 000	(8 892 845)	(88.93%)	10 000 000	11.07%
Roodeport CBD regeneration Renewal Precinct Redevelopment REGION C	271 901	7 125 000	(6 853 099)	3.82%	1 051 463	13 000 000	(11 948 537)	(91.91%)	13 000 000	8.09%
Sub-total	28 933 927	58 883 740	(29 949 813)	49.14%	83 423 114	147 287 687	(63 864 573)	(43.36%)	147 287 687	56.64%
COMMUNITY DEVELOPMENT (ComDev)										
Lehae MPC New Construction LEHAE G	2 012 403	3 562 500	(1 550 097)	56.49%	2 598 909	10 000 000	(7 401 091)	(74.01%)	10 000 000	25.99%
Johannesburg Library F	747 616	1 068 750	(321 134)	69.95%	749 551	3 000 000	(2 250 449)	(75.01%)	3 000 000	24.99%
Kaalfontein MPC New Construction	3 341 241	5 700 000	(2 358 759)	58.62%	13 417 881	16 000 000	(2 582 119)	(16.14%)	16 000 000	83.86%
Public Art Fountains	1 161 000	745 000	416 000	155.84%	3 374 688	745 000	2 629 688	352.98%	745 000	452.98%

	CAPEX FOR JUNE 2020				CAPEX FOR THE YEAR				Annual Budget	
	Actual	Budget	Variance	Variance	Actual	Budget	Variance	Variance	Budget	Used
	R	R	R	%	R	R	R	%	R	%
Ivory Park Swimming Pool	34 851	6 412 500	(6 377 649)	0.54%	8 985 036	18 000 000	(9 014 964)	(50.08%)	18 000 000	49.92%
MPC Mathohlesville	9 712 222	6 056 250	3 655 972	160.37%	17 389 703	17 000 000	389 703	2.29%	17 000 000	102.29%
Drieziek MPC	1 892 305	7 837 500	(5 945 195)	24.14%	14 841 299	22 000 000	(7 158 701)	(32.54%)	22 000 000	67.46%
Minor works at various facilities	4 170 725	2 850 000	1 320 725	146.34%	4 385 120	8 000 000	(3 614 880)	(45.19%)	8 000 000	54.81%
Sub-total	23 072 363	34 232 500	(11 160 137)	67.40%	65 742 187	94 745 000	(29 002 813)	(30.61%)	94 745 000	69.39%
INTERGRATED CITY DEVELOPMENT GRANT										
Conceptualisation and Development Inner City Spatial Scenario Planning	12 113	890 625	(878 512)	1.36%	185 725	2 500 000	(2 314 275)	(92.57%)	2 500 000	7.43%
Ghandi Square East	3 204 360	7 125 000	(3 920 640)	44.97%	15 423 102	18 000 000	(2 576 898)	(14.32%)	18 000 000	85.68%
Sub-total	3 216 473	8 015 625	(4 799 152)	40.13%	15 608 827	20 500 000	(4 891 173)	(23.86%)	20 500 000	76.14%
EMERGENCY MANAGEMENT SERVICES (EMS)										
Central Fire Station	98 049	3 097 826	(2 999 777)	3.17%	558 450	8 695 652	(8 137 202)	(93.58%)	8 695 652	6.42%
Sub-total	98 049	3 097 826	(2 999 777)	3.17%	558 450	8 695 652	(8 137 202)	(93.58%)	8 695 652	6.42%
HEALTH DEPARTMENT										
Florida Clinic New Clinic FLORIDA EXT C Ward	454 850	7 125 000	(6 670 150)	6.38%	19 917 176	20 000 000	(82 824)	(0.41%)	20 000 000	99.59%
Turffontein Clinic	139 580	350 625	(211 045)	39.81%	773 728	1 000 000	(226 272)	(22.63%)	1 000 000	77.37%
Orchards Clinic Health	0	1 282 500	(1 282 500)	0.00%	0	3 600 000	(3 600 000)	(100.00%)	3 600 000	0.00%
Bophelong Clinic	16 451 163	10 687 500	5 763 663	153.93%	37 971 421	30 000 000	7 971 421	26.57%	30 000 000	126.57%

	CAPEX FOR JUNE 2020				CAPEX FOR THE YEAR				Annual Budget	
	Actual	Budget	Variance	Variance	Actual	Budget	Variance	Variance	Budget	Used
	R	R	R	%	R	R	R	%	R	%
Naledi Clinic	29 491	2 493 750	(2 464 259)	1.18%	559 335	7 000 000	(6 440 665)	(92.01%)	7 000 000	7.99%
Sub-total	17 075 084	21 939 375	(4 864 291)	77.83%	59 221 660	61 600 000	(2 378 340)	(3.86%)	61 600 000	96.14%
DEP OF HOUSING::										
Braamfischerville Ext 12&13:Roads and Stormwater Management Systems including a Pedestrian Bridge New Bulk Infrastructure BRAAMFISCHERVILLE EXT.13 C Ward	4 448 472	5 521 875	(1 073 403)	80.56%	22 531 609	24 847 460	(2 315 851)	(9.32%)	24 847 460	90.68%
Sub-total	4 448 472	5 521 875	(1 073 403)	80.56%	22 531 609	24 847 460	(2 315 851)	(9.32%)	24 847 460	90.68%
INNER CITY FUND (ICF)										
Inner City Partnership Fund	1 935 816	7 125 000	(5 189 184)	27.17%	8 160 223	18 000 000	(9 839 777)	(54.67%)	18 000 000	45.33%
Sub-total	1 935 816	7 125 000	(5 189 184)	27.17%	8 160 223	18 000 000	(9 839 777)	(54.67%)	18 000 000	45.33%
NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT (NDPG)										
Jabulani TOD: Phase 6a - Safe Hub	16 104 279	23 156 250	(7 051 971)	69.55%	55 478 296	65 000 000	(9 521 704)	(14.65%)	65 000 000	85.35%
Sub-total	16 104 279	23 156 250	(7 051 971)	69.55%	55 478 296	65 000 000	(9 521 704)	(14.65%)	65 000 000	85.35%

	CAPEX FOR JUNE 2020				CAPEX FOR THE YEAR				Annual Budget	
	Actual	Budget	Variance	Variance	Actual	Budget	Variance	Variance	Budget	Used
	R	R	R	%	R	R	R	%	R	%
ECONOMIC DEVELOPMENT DEP										
Safe spaces programme	0	3 000 000	(3 000 000)	0.00%	115 000	3 000 000	(2 885 000)	(96.17%)	3 000 000	3.83%
Sub-total	0	3 000 000	(3 000 000)	0.00%	115 000	3 000 000	(2 885 000)	(96.17%)	3 000 000	3.83%
TRANSPORTATION PTIS FUNDING:										
Phase 1C Stations	25 813 184	12 967 500	12 845 684	199.06%	40 554 647	38 584 000	1 970 647	5.11%	38 584 000	105.11%
Selby Depot	1 257 130	35 625 000	(34 367 870)	3.53%	44 769 661	106 000 000	(61 230 339)	(57.76%)	106 000 000	42.24%
ITS (Fibre Loop and CCTV)	1 750 712	1 500 000	250 712	116.71%	14 530 080	26 500 000	(11 969 920)	(45.17%)	26 500 000	54.83%
Alexandra Depot	7 794 115	7 695 000	99 115	101.29%	37 456 144	38 796 000	(1 339 856)	(3.45%)	38 796 000	96.55%
Section 15K (Watt Interchange Station Road Works and Bridges)	2 148 728	53 437 500	(51 288 772)	4.02%	91 732 582	159 000 000	(67 267 418)	(42.31%)	159 000 000	57.69%
OTHER Passenger Information Signage at Stations (at Totem, strip maps, "you are here" etc.)	0	356 250	(356 250)	0.00%	0	1 060 000	(1 060 000)	(100.00%)	1 060 000	0.00%
OTHER: Heritage Bus Rehab	282 241	0	282 241	0.00%	606 726	0	606 726	0.00%	0	0.00%
OTHER: ICT	2 375 069	2 671 875	(296 806)	88.89%	7 196 624	7 950 000	(753 376)	(9.48%)	7 950 000	90.52%
OTHER: Land	452 450	1 781 250	(1 328 800)	25.40%	2 137 705	5 300 000	(3 162 295)	(59.67%)	5 300 000	40.33%
Greenstone Terminal	2 297 084	7 125 000	(4 827 916)	32.24%	4 012 144	21 200 000	(17 187 856)	(81.07%)	21 200 000	18.93%
Bus Monitoring and Contract Management	0	8 059 803	(8 059 803)	0.00%	0	17 986 086	(17 986 086)	(100.00%)	17 986 086	0.00%
Guard Houses and Customer centres	829 080	2 493 750	(1 664 670)	33.25%	4 985 011	7 420 000	(2 434 989)	(32.82%)	7 420 000	67.18%

	CAPEX FOR JUNE 2020				CAPEX FOR THE YEAR				Annual Budget	
	Actual	Budget	Variance	Variance	Actual	Budget	Variance	Variance	Budget	Used
	R	R	R	%	R	R	R	%	R	%
Soweto Phase 2A vs Ivory Park route	0	890 625	(890 625)	0.00%	0	2 650 000	(2 650 000)	(100.00%)	2 650 000	0.00%
Selby Depot 2C	9 765 407	19 593 750	(9 828 343)	49.84%	56 909 791	58 300 000	(1 390 209)	(2.38%)	58 300 000	97.62%
Heritage Bridge Landscaping	5 696 668	6 412 500	(715 832)	88.84%	11 636 547	19 080 000	(7 443 453)	(39.01%)	19 080 000	60.99%
OTHER: Passenger Information Signage(Finger boards - "on Street)	0	0	0	0.00%	160 711	0	160 711	0.00%	0	0.00%
Sub-total	60 461 868	160 609 803	(100 147 935)	37.65%	316 688 373	509 826 086	(193 137 713)	(37.88%)	509 826 086	62.12%
DEPARTMENT OF SOCIAL DEVELOPMENT (SoC DEV)										
EISD										
Jukskei River upgrading	0	85 000	(85 000)	0.00%	0	85 000	(85 000)	(100.00%)	85 000	0.00%
Sub-total	0	85 000	(85 000)	0.00%	0	85 000	(85 000)	(100.00%)	85 000	0.00%
TRANSPORTATION COJ FUNDING:										
Kazerne Public Transport Facility	12 407 500	42 750 000	(30 342 500)	29.02%	116 294 187	120 000 000	(3 705 813)	(3.09%)	120 000 000	96.91%
Complete Streets: (KFW - German Development Bank); Orlando East to UJ Soweto Route	0	1 781 250	(1 781 250)	0.00%	369 675	5 000 000	(4 630 325)	(92.61%)	5 000 000	7.39%
Park and Ride Facility: Design and Construction of a Park n Ride in Greenside Region E	3 393 860	2 493 750	900 110	136.09%	5 121 347	7 000 000	(1 878 653)	(26.84%)	7 000 000	73.16%

	CAPEX FOR JUNE 2020				CAPEX FOR THE YEAR				Annual Budget	
	Actual	Budget	Variance	Variance	Actual	Budget	Variance	Variance	Budget	Used
	R	R	R	%	R	R	R	%	R	%
PTF: Small Public Transport Facilities: Tshepisoong:	0	1 781 250	(1 781 250)	0.00%	589 435	5 000 000	(4 410 565)	(88.21%)	5 000 000	11.79%
Complete Streets: NMT Facilities Linking Railway stations New Dube CHIAWELO D City Wide:	0	605 625	(605 625)	0.00%	143 812	1 700 000	(1 556 188)	(91.54%)	1 700 000	8.46%
PTF: Small Public Transport Facility Design Kya Sand New Nodal Transport Facilities KYA SAND:	0	534 375	(534 375)	0.00%	346 198	1 500 000	(1 153 802)	(76.92%)	1 500 000	23.08%
PTF: Small Public Transport Facilities: DRIEZIEK EXT.3	7 876 882	9 547 500	(1 670 618)	82.50%	26 117 232	26 800 000	(682 768)	(2.55%)	26 800 000	97.45%
Complete Streets: NMT Facilities Linking Railway stations Dube D Region	(818 186)	3 612 375	(4 430 561)	(22.65%)	9 533 145	10 140 000	(606 855)	(5.98%)	10 140 000	94.02%
PTF Small Public Transport Facility Design and Construction of Zola Public Transport Facility New Nodal Transport Facilities ZOLA D Regional	0	1 781 250	(1 781 250)	0.00%	415 925	5 000 000	(4 584 075)	(91.68%)	5 000 000	8.32%
PTF: Small Public Transport Facilities: Orange Farm Ext 7 (Region G)	0	1 781 250	(1 781 250)	0.00%	120 991	5 000 000	(4 879 009)	(97.58%)	5 000 000	2.42%
Small: Public Transport Facility in Zakariya Park Region G	0	1 781 250	(1 781 250)	0.00%	147 491	5 000 000	(4 852 509)	(97.05%)	5 000 000	2.95%
PTF Public Transport Facility Sandton	52 202	850 000	(797 798)	6.14%	167 697	2 000 000	(1 832 303)	(91.62%)	2 000 000	8.38%
Complete Streets Deep South	0	356 250	(356 250)	0.00%	0	1 000 000	(1 000 000)	(100.00%)	1 000 000	0.00%

	CAPEX FOR JUNE 2020				CAPEX FOR THE YEAR				Annual Budget	
	Actual	Budget	Variance	Variance	Actual	Budget	Variance	Variance	Budget	Used
	R	R	R	%	R	R	R	%	R	%
Complete Streets Turffontein	0	356 250	(356 250)	0.00%	0	1 000 000	(1 000 000)	(100.00%)	1 000 000	0.00%
NR Nodal Regeneration Braamfontein	0	534 375	(534 375)	0.00%	365 310	1 500 000	(1 134 690)	(75.65%)	1 500 000	24.35%
PTF: Redevelopment of Inner City Ranks	599 397	3 028 125	(2 428 728)	19.79%	1 581 486	8 500 000	(6 918 514)	(81.39%)	8 500 000	18.61%
Inner City Transport Masterplan	0	1 048 912	(1 048 912)	0.00%	5 652 125	6 086 957	(434 832)	(7.14%)	6 086 957	92.86%
Parking Management	0	371 739	(371 739)	0.00%	736 793	1 043 478	(306 685)	(29.39%)	1 043 478	70.61%
Feasibility Study Integrated Corridor Management	131 023	169 465	(38 442)	77.32%	561 691	695 652	(133 961)	(19.26%)	695 652	80.74%
Lenasia Scholar Transport Masterplan	71 321	374 729	(303 408)	19.03%	419 479	1 130 435	(710 956)	(62.89%)	1 130 435	37.11%
Roodepoort CBD Transport Masterplan	556 672	464 674	91 998	119.80%	764 455	1 304 348	(539 893)	(41.39%)	1 304 348	58.61%
Sub-total	24 270 671	76 004 394	(51 733 723)	31.93%	169 448 474	216 400 870	(46 952 396)	(21.70%)	216 400 870	78.30%
TOTAL	188 664 590	445 846 388	(257 181 798)	42.32%	913 759 400	1303 987 755	(390 228 355)	(29.93%)	1303 987 755	70.07%

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 JDA’s managing contractor development programme.

TABLE 21: EPWP PERFORMANCE

JDA Programme	Quarter 1 EPWP Opportunities created in 2019/20	Quarter 2 EPWP Opportunities created in 2019/20	Quarter 3 EPWP Opportunities created in 2019/20	Quarter 4 EPWP Opportunities created in 2019/20	YTD EPWP Opportunities created in 2019/20
Programme 1	4	19	0	3	26
Programme 2	96	5	90	35	226
Programme 3	20	28	25	14	87
Programme 4	0	0	0		0
TOTAL	120	52	115	52	339

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 / Legal Advisor
- **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 93 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 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 to review the current structure of the organisation to ensure that the JDA is able 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 22: COST OF SICK LEAVE – EMPLOYEES ONLY ON JDA PAYROLL ONLY (1 JULY 2019 – 30 JUNE 2020)

Salary band	Total sick leave	The proportion of sick leave without a medical certificate	Employees using sick leave	Total employees in post^[1]	Average sick leave per employee	Estimated cost
	Days	%	No.	No.	Days	R 000
Top management	0	0	0	1	0	0
Executive management (including chief audit executive)	5	0	7	6	0.83	32 151,60
Senior management	45	0	18	17	2.64	345 950,88
Middle management	53	0	34	33	1.65	69 441.16
Skilled technical/junior management	48	0	23	28	1.71	84 612.56
Semi-skilled	0	0	0	3	0	0

^[1] The total of 98 excludes ARP staff, leave management administered by the Col

Salary band	Total sick leave	The proportion of sick leave without a medical certificate	Employees using sick leave	Total employees in post ⁽¹⁾	Average sick leave per employee	Estimated cost
	Days	%	No.	No.	Days	R 000
Unskilled	19	0	10	5	3.8	41 928.56
TOTAL	170	0%	92	93	10.63	574 084,76

SECTION 2: EMPLOYEE REMUNERATION (TOTAL COSTS INCLUDING EXECUTIVES)

The total remuneration costs for the fourth quarter was R 16 222 561.75. 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 85,748.

SECTION 3: KEY VACANCIES

During the period under review, the key positions that remain unfilled were the recruitment for CEO and EM: Marketing and Communications.

Below is a list of all vacancies.

TABLE 23: KEY VACANCIES

Open Vacancies	Progress
Executive Manager: Development Facilitation	Pending OD Process/ Candidate in Acting Capacity
Executive Manager: Marketing and Communications	Pending OD Process/ Candidate in Acting Capacity
Senior Development Manager	Recruitment Stage
Senior Development Administrator	Recruitment Stage
Development Managers	Recruitment Stage
Records Management Officer	Recruitment Stage

TABLE 24: STAFF ESTABLISHMENT

Description	Approved no. of posts per approved organogram	No. of employees at end of 2019/20 FY	No. of vacancies	% of vacancies
Top management level	1	1	0	0%
Executive management	8	6	2	25%
Senior management	17	17	0	0%
Middle management	49	33	16	32%
Skilled technical/junior management	27	28	-1	0%
Semi-skilled	4	3	1	25%
Unskilled housekeepers/cleaners	6	5	1	16%
Total	112	93	19	

The basis for turnover rates is annual, to give an accurate indicator of the turnover rates, year on year. In the current period under review, staff turnover is 14% due to resignations and death.

TABLE 25: TURNOVER RATE

Details	Total active employees at the beginning of 2019/20 financial year		Terminations during the financial year (YTD)		Turnover rate	
	No.		No.		%	
2019/20		98		14		14%

As at the beginning of the financial year of 2019/20, the JDA had 98 employees and there have been 14 terminations.

TABLE 26: TERMINATIONS FOR 2019/20

Position	Male				Female				Non-South African		Total
	A	C	I	W	A	C	I	W	Male	Female	
	Human Resources Officer	0	0	0	0	2	0	0	0	0	
Development Manager	0	0	0	0	2	0	1	1	0	0	4
Housekeeper	0	0	0	0	1	0	0	0	0	0	1
ICT Officer	1	0	0	0	0	0	0	0	0	0	1
Internal Auditor	0	0	0	0	1	0	0	0	0	0	1
Risk and Compliance	0	0	0	0	1	0	0	0	0	0	1
Development Facilitation Coordinator	1	0	0	0	1	0	0	0	0	0	2
Stakeholder Relations Officer	1	0	0	0	0	0	0	0	0	0	1
Marketing Receptionist	0	0	0	0	1	0	0	0	0	0	1
Totals	3	0	0	0	9	0	1	1	0	0	14

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.
- Organizational development and Job profiling programs.
- 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 aim 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. Structures such as an Employment Equity Committee and Nominated Shop Stewards have been put in place to coordinate and monitor employment equity implementation across the organisation.

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

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

TABLE 27: 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	1	0	0	0	0	0	0	0	0	0	1
Executive Management	2	0	0	1	2	0	1	0	0	0	6
Senior Management	7	1	0	1	7	0	1	0	0	0	17
Professionally qualified and experienced specialists and mid-management	18	0	0	0	13	1	0	1	0	0	33
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	3	0	0	0	0	0	5
Total Permanent	34	1	0	2	50	2	3	1	0	0	93

The JDA status for the period under review:

- 90% of employees are African
- 60% of employees are Female
- 37% of employees in senior management positions are black females
- The JDA has employees with physical disabilities which exceed the CoJ’s strategic target of 2% by 0.3% The JDA is committed to improving the percentage representation of people from designated groups across all occupational categories.

TABLE 28: STAFF MOVEMENTS

Staff movements	African		Coloured		Indian		White		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Appointments	3	7	0	0	0	0	0	0	10
Deceased	0	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	1	1
Retirements	0	1	0	0	0	0	0	0	1
Absenteeism	0	0	0	0	0	0	0	0	0
Resignations	3	9	0	0	0	1	0	0	13
Total	6	17	0	0	0	1	0	1	25

SECTION 5: SKILLS DEVELOPMENT AND TRAINING

The JDA is committed to employee training and development, ensuring a 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.

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 R 367 239.41^[12]. The JDA supports the attainment of further educational qualifications by employees to improve their productivity. All training interventions were provided as part and parcel of the approved individual learning plans.

^[12] The total of training expenditure still to be updated until 30th June 2020

SECTION 6: PERFORMANCE MANAGEMENT

The JDA views performance management as an integral part of the JDA’s business strategy which ensures 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 2019/20 and performance bonuses were paid out in December 2019.

SECTION 7: DISCIPLINARY MATTERS AND OUTCOMES

The following table summarises the outcome of disciplinary hearings conducted within the entity for the period under review:

TABLE 29: TYPES OF MISCONDUCT ADDRESSED AT DISCIPLINARY HEARINGS FINALISED

Type of misconduct	Number	% of Total
Dishonesty	0	0
Absenteeism	0	0
Insubordination	0	0
Negligence	0	0
Poor performance other than incapacity	0	0
Improper behaviour	0	0
Theft	0	0
Misuse of state vehicle	0	0
Suspension	1	100%
Total	1	100%

SECTION 8: LEAVE AND PRODUCTIVITY MANAGEMENT

The JDA is committed to the effective management of leave for its employees, and all Line Managers must 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 1118 days, with Sick Leave being the second most utilised leave type, with a total of 170 days, Family Responsibility Leave being the third most utilised leave type, with a total of 63 days and Study Leave being the least utilised leave type, with a total of 57 days.

TABLE 30: LEAVE ANALYSIS PERFORMANCE FOR 2019/20

Type of Leave	Jul 2019	Aug 2019	Sept 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	April 2020	May 2020	June 2020	Total
Annual Leave	110.5	98.5	139	71	90	139	363	38	45	13	7	4	1118
Sick Leave	22	41	15	28	22	7	8	13	13	0	1	0	170

Type of Leave	Jul 2019	Aug 2019	Sept 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	April 2020	May 2020	June 2020	Total
Family Responsibility	19	5	1	9	14	5	0	6	4	0	0	0	63
Study Leave	8	9	4	14	5	2	0	2	13	0	0	0	57
TOTAL	159.5	153.5	159	122	131	153	371	59	75	13	8	4	1408

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 Life EHS, offers behavioural risk management, free trauma counselling and free legal and financial advice for all employees. Life EHS 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 professionally and confidentially 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 following 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 provide free condoms, shares videos and offer 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 Life EHS had scheduled a wellness day, where HIV/AIDS awareness was to be prioritized through testing and counselling to all JDA staff, this was however cancelled due to the Covid19 emergency.

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 the 2019/20 financial year. These audits identify risks and cases of non-compliance 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 the period under review estimated that the JDA's compliance rate for the period under review was 94.77%. 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.

COVID-19 Workplace Readiness

As the employer, JDA must ensure compliance with COVID-19 Occupational Health and Safety Measures in Workplaces (C19 OHS) and Disaster Management Act, 2002. To ensure compliance with the above-mentioned regulations, the JDA has adopted a Phased-In-Approach on returning to work to avoid congestion and ensured workplace readiness.

The OHS service provider, Ubomi Safety Consulting has conducted a safety audit assessment and provided a COVID-19 Health Guideline on ensuring that the Bus Factory complies with the new safety regulations. Facilities Unit has ensured workplace readiness by ensuring the environment is disinfected and deeply sanitised, there is the availability of PPE i.e. sanitizers, cloth masks, gloves and temperature screening tool on site.

A compliance manual informed by OHS COVID-19 regulations has been communicated to all staff, which states health and safety protocols and social distancing measures to ensure compliance. As per paragraph 47 of regulations, a COVID-19 compliance manager has been appointed, to among other things, oversee the implementation of the plan (return to work) and adherence to the standards of hygiene, safety and health protocols relating to COVID-19 at the workplace. The JDA has further been submitting compliance reports to the City of Johannesburg as required.

CHAPTER 5: FINANCIAL PERFORMANCE

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

STATEMENT OF FINANCIAL POSITION FOR THE YEAR TO DATE ENDING 30 JUNE 2020

ASSETS	Year to date			Notes
	Actual	Budget	Variance	
	R'000	R'000	R'000	
Non-current Assets	30 351	27 635	2 716	
Property plant and equipment	6 341	5 800	541	1
Deferred tax	2 349	835	1 514	
Intangible assets	21 661	21 000	661	
Current Assets	622 901	577 979	44 922	
Trade and other receivables	412 825	400 000	12 825	2
Vat Receivable	210 072	177 977	32 095	3
Cash and cash equivalents	4	2	2	
Total Assets	<u>653 252</u>	<u>605 614</u>	<u>47 638</u>	
EQUITY AND LIABILITIES				
Capital and Reserves	77 439	69 278	8 161	
Contribution from owner	16 278	16 278	(0)	
Accumulated surplus/(deficit)	61 161	53 000	8 161	

	Year to date			
ASSETS	Actual	Budget	Variance	Notes
	R'000	R'000	R'000	
Non-current Liabilities	54 030	39 413	14 617	
Finance lease obligation	1 920	1 950	(30)	
Deferred taxation	18 313	5 581	12 732	
Project funds payable	33 797	31 882	1 915	4
Current Liabilities	521 783	511 437	10 347	
Loans from shareholders	281 000	300 000	(19 000)	5
Trade and other payables	235 339	207 456	27 883	6
Project funds payable	-	-	0	
Finance lease obligation	-	141	(141)	
Bank Overdraft	-	0	1	
Provisions – bonus	5 444	3 840	1 604	
Total Equity and Liabilities	<u>653 252</u>	<u>620 128</u>	<u>33 125</u>	

Notes	
1	The increases in the property plant and equipment are due to laptops that were purchased in the current financial year.
2	Balance includes claims from the previous financial that are still not settled in the current year. Although the majority of the claims have been received from the various client departments, there are a few of the claims that are currently under review.
3	SARS VAT refunds are still currently outstanding, however, the JDA is currently in discussion with SARS for the refunds to be processed.
4	Included in the project funds payable is the BRT land funds that are currently being held for the purchase of BRT land which relates to the majority of these funds and funds that were transferred when the dissolution of the Greater Newtown Development Company for the management of the Newtown Precinct.
5	The variance is below the target overdraft of R300 million. This is mainly due to increases in cash receipt and increases in the operational grant. However, 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.
6	The increases on the Trade and other payables is due to invoices that were received in June which will be paid within 30 days.

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

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR TO DATE ENDING 30 JUNE 2020

	Original Approved	Adjusted Approved	Year to date			Notes
	Budget	Budget	Actual	Budget	Variance	
	R'000	R'000	R'000	R'000	R'000	
Gross revenue	116 473	108 217	116 283	108 217	8 066	7
Operating costs	(109 104)	(100 848)	(89 126)	(100 848)	11 722	8
Gross surplus/(deficit)	7 369	7 369	27 157	7 369	19 788	
Other operating income and expenditure	(7 369)	(7 369)	(18 755)	(7 369)	(11 386)	
Interest expense	(7 369)	(7 369)	(18 755)	(7 369)	(11 386)	9
Interest income	0		0	0	0	
Profit before tax	0	0	8 402	0	8 402	
Taxation	0	0	0	0	0	10
Surplus/(Deficit) after tax	0	0	8 402	0	8 402	

Notes	
7	The favourable variance is mainly due to increases on the operational grant from R37 million to R60 million, this due to COVID-19 which affected project implementation.
8	The unfavourable variance is due to delay in the procurement of goods and due to COVID-19.
9	The JDA is not a revenue-generating entity and its funding model depends largely on the organization being reimbursed timeously for all capital expenditure incurred. While on the one hand, the organization has an obligation towards service providers and suppliers to pay invoices for work done within the mandatory 30 days, on the other hand, it is expected to maintain a favourable sweeping account balance. The long lead time from payment of supplier invoices to reimbursement by the City of capital expenditure results in interest being charged on the sweeping account.
10	The tax expense/ credit will be shown on the finalization of the financial statements.

SECTION 3: CASH FLOW STATEMENT

CASH FLOW STATEMENT FOR THE YEAR TO DATE ENDING 30 JUNE 2020

	Year to date			Notes
	Actual	Budget	Variance	
	R'000	R'000	R'000	
Cash flows from operating activities	1 113	(134 057)	135 170	
<i>Receipts</i>				
Grants	60 571	39 006	21 565	11
Interest received	0	0	0	
Cash receipts from CAPEX funding	809 062	975 000	(165 938)	12
Other receipts	1 237	1 200	37	
<i>Payments</i>				
Employee cost	(69 590)	(75 739)	6 149	13
Suppliers	(800 167)	(800 000)	(167)	
Interest paid	0	0	0	
Cash flows from investing activities	(1 102)	(4 500)	3 398	
<i>Expenditure to maintain operating capacity</i>				
Property, plant and equipment acquired	(1 102)	(400)	(702)	14
Proceeds from sale of property, plant and equipment				
Purchase of intangible assets	0		0	
Cash flows from financing activities	(11)	137 918	(137 929)	

	Year to date			Notes
	Actual	Budget	Variance	
	R'000	R'000	R'000	
Movement in project funds payable	0	0	0	
Proceeds from Shareholders' loan	(11)	(15)	4	
Repayments of Shareholders' loan	0	0	0	
Finance lease repayments	0	0	0	
Net increase/(decrease) in cash and cash equivalents	0	(639)	639	
Cash and cash equivalents at beginning of the year	3	639	(636)	
Cash and cash equivalents at the end of the year	<u>3</u>	<u>0</u>	<u>3</u>	

Notes	
11	The increases on the operational grant are due to the impact of COVID-19 Lockdown where there were stoppages of sites since JDA is heavily reliant of management fees which based on Capex spent.
12	The decreases on Cash receipts is due to COVID-19 Lockdown since all sites were closed.
13	The variance is due to savings due to delayed appointments of some key positions within the organisations. The JDA is currently finalising the Organisational Design and most positions were put on hold until this project was finalised.
14	The increased on Process on the investing it's due to computers and servers that were purchased in the current financial year.

SECTION 4: NET ASSETS

STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR TO DATE ENDING 30 JUNE 2020

	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
Balance at 01 July 2018	60	16 278	16 278	52 759	68 331
Changes in net assets					
Surplus for the year	0	0	0	706	706
Total changes	0	0	0	706	706
Balance at 01 July 2019	60	16 278	16 278	52 759	69 037
Changes in net assets					
Deficit for the year	0	0	0	8 402	8 402
Total changes	60	16 278	16 278	61 161	77 439
Balance at 30 June 2020	60	16 278	16 278	61 161	77 439

SECTION 5: RATIO ANALYSIS

Key Performance Area	Target	Actual 30 June 2019	Actual 30 June 2020	Note
Current ratio	Above 1 : 1	1.11 : 1	1.19 : 1	1
Solvency ratio	Above 1 : 1	1.09 : 1	1.13 : 1	2
Salaries to expenditure ratio based on the above including finance charges.	Below 60%	62%	65%	3
Revenue	R 104.98 million	R101million	R116 million	
Expenditure (including taxation)	R 104.98 million	R112 million	R107 million	
Surplus / (Deficit)	Rnil	(R10.8 million)	R8.4 million	
Total net assets	R47.4 million	R42.7 million	R77.4 million	
Capital expenditure	75%	85.42%	70.07%	

Notes	
1	Current ratio exceeds target and is higher than the fourth quarter of the previous year due to higher in the trade receivables and decreases on the shareholders' loan in the current financial year.
2	Solvency ratio is higher than the target and higher than the fourth quarter of the previous year mainly due to the higher on the receivables balance and decreases of the shareholders' loan.
3	Remuneration to expenditure ratio is higher than the fourth quarter of the previous financial year and 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 June, there was an under expenditure against the employee costs budget.

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 purely technical.

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 purely technical.

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 July 2019 to 30 June 2020 there were 18 service providers appointed where less than three quotations were returned or obtained to a combined value of R 3 295 356.05 (Excluding 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 1st July 2019 to 30 June 2020 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 1st July 2019 to 30th June 2020, the overall BBBEE share of expenditure was R 924 345 147.00. This translates into the achievement of 104% BBBEE claimed against quarterly expenditure.

TABLE 31: SUMMARY OF BBBEE EXPENDITURE¹²

Description	Year To Date 2019/20		
	Total Expenditure	BBBEE Claimed	BBBEE %
Capex	R 817 186 367.02	R 878 228 808.00	107%
Opex	R 73 737 569.10	R 46 116 338.00	63%
Consolidated Opex and Capex	R 890 923 936.12	R 924 345 147.00	104%

The JDA uses various criteria for calculating the BBBEE claimed. Each service provider’s 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 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%.

¹² 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 5: BBBEE CONTRIBUTION TABLE

Enterprise/ SMME 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 addressing the challenges facing previously disadvantaged enterprises.

The enterprise development programme is made up of the following components:

- **Emerging contractor development** for SMMEs working on JDA projects (both subcontractors and those contracted directly by the JDA). This includes general training.
- Training on **winning business** for SMMEs (with a focus on unsuccessful bidders identified through the JDA tender process).

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 R 289,250,899.00 for the period 1st July 2019 to 30th June 2020. This constitutes achievement of 32% for the period under review.

TABLE 32: SUMMARY OF SMME EXPENDITURE¹³

Description	Year To Date for 2019/20	
	SMME Expenditure	SMME %
Capex	R 277 278 924.00	25%
Opex	R 11 971 975.04	16%
Consolidated Opex and Capex	R 289 250 899.00	32%

¹³ 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.

A report in Irregular, Fruitless and Wasteful Expenditure and Due Process

During the 2019/20 financial year, the JDA has incurred an irregular and fruitless expenditure of R40, 415.61, which related to the continuation of the Avis Fleet contract from the prior year.

SECTION 7: PENDING LITIGATIONS AND POSSIBLE LIABILITIES

TABLE 33: 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 a summons. The summons relates 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 has handed over the matter to the insurer’s 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 whether they still intend pursuing this matter.</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
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 an agreement without protracted litigation processes.	On-going	Good
Grayston Bridge Collapse (scaffolding)		2015	<p>The scaffolding supporting the bridge collapsed in 2015 resulting in 2 fatalities and an additional 9 people injured as a result of the collapse.</p> <p>The matter was investigated by the Department of Labour and a hearing commenced in 2016 and concluded in July 2018.</p>	<p>The outcome from the Department of Labour was received on 19 November 2019.</p> <p>The Presiding Officer has issued findings against various parties in this matter including the JDA. The findings against the JDA relate to the contravention of the construction regulations. The JDA has since sought legal advice on the outcome of the Department of Labour's findings.</p> <p>The JDA has been advised that there has been an 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 has addressed a letter to the Chief Presiding inspector indicating its intention to appeal the matter, first with the Department of Labour as dictated by the rules, failing which the matter will be taken on review or appeal in court.</p>	Not yet determined at this stage.	Not yet determined at this stage.

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

There no insurance claims done within the fourth quarter 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 34: AMOUNTS OWED BY GOVERNMENT DEPARTMENTS AND PUBLIC ENTITIES

Name of department	Current Claims	Balance at 30 June 2020	Comments
	R' 000	R' 000	
City of Johannesburg - CAM & USDG	34 731	34 731	Balance relates mainly to current claims which are not more than 60 days.
City of Johannesburg - Department of Transportation	176 339	227 664	A substantial payment was settled in the current financial year post-budget adjustment confirmation that was received. Balance relates mainly to current claims.
City of Johannesburg - Department of Planning	18 443	24 934	Balance relates mainly to current claims and some claims for 2019/20 financial year that are awaiting budget lift approval
City of Johannesburg - EMS	200	29 185	Balance mainly relates to amounts outstanding since the 2016/17 financial year. Although discussions have been held with the department, no payments have yet been received.
City of Johannesburg - Department of Health	18 098	26 491	Balance relates mainly to current claims.
City of Johannesburg - Economic Development	142	20 190	Balance mainly relates to amounts outstanding since the 2016/17 financial year and the remainder for the current claims. Although discussions have been held with the department, no payments have yet been received. The matter has been escalated to the ED: Economic Development.
City of Johannesburg - Housing	11 848	14 992	Balance includes amounts outstanding since 2019/20 financial year and the current claims. We had discussions with the department, and the majority of the opening balance was settled.
City of Johannesburg - GSPCR		3 850	Balance mainly relates to amounts outstanding since the 2016/17 financial year. Although discussions have been held with the department, no payments have yet been received.
City of Johannesburg - Other departments	6 500	20 521	Balance includes amounts outstanding since 2019/20 financial year and the current claims. We had discussions with the department, and the majority of the opening balance was settled.
Total	266 301	402 558	

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 the internal audit as at fourth quarter of 2019/20 financial year. On overall there were two (2) planned audits and four (4) probity audits completed in the period 1st April to 30th June 2020.

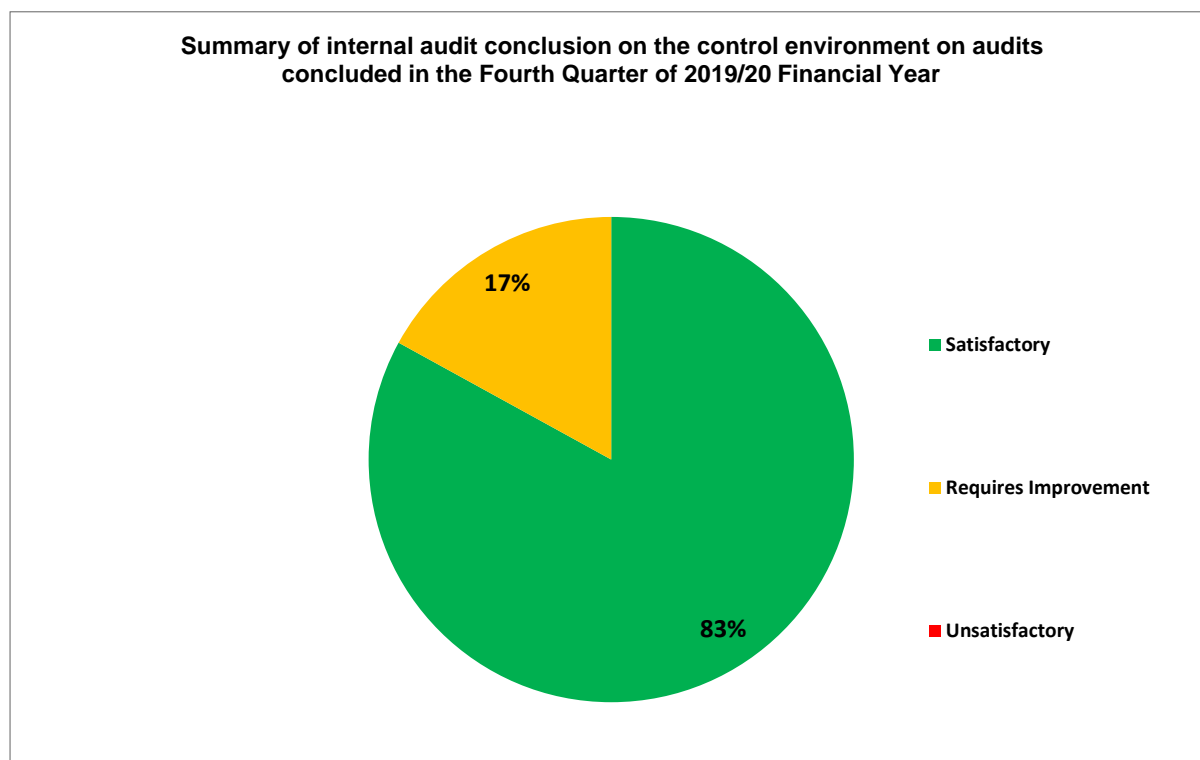


TABLE 35: PROGRESS AGAINST THE APPROVED 2019/20 ANNUAL INTERNAL AUDIT PLAN (1 APRIL TO 30 JUNE 2020)

No.	Audit Description	Status	Overall Conclusion
1	Third Quarter - Follow-up on internal and external audit findings	Completed	Requires Improvement
2	Third Quarter Performance Information Review (AOPO)	Completed	Satisfactory

TABLE 36: PROGRESS ON TENDER ABOVE R5 MILLION

No.	Audit Description	Status	Overall Conclusion on Control Environment
1	Final Appointment – Pre-qualification of contractors for the construction of Orange Farm and Zola Vlakfontein	Completed	Satisfactory
2	Appointment of main contractor – Empire Perth stormwater masterplan phase 3	Completed	Satisfactory
3	Appointment of the main contractor for Lenasia CBD	Completed	Satisfactory
4	Prequalification of Contractors: Roodepoort TOD	Completed	Satisfactory

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 37: CONTROL ENVIRONMENT CONCLUSION EXPLANATION

Control Environment	Definition	Indicator
Unsatisfactory	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"> • A breakdown in the overall management of a part of the business or the process being reviewed. • Primarily “Catastrophic” risk findings. • Actions are likely to bring JDA’s brand and reputation into disrepute. • A breakdown in accounting, reporting and other key financial and operating controls. • Non-existent financial and operating controls. • Non-compliance to laws and regulations.
Requires improvement	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"> • Primarily “Major or moderate” risk findings. • Inadequate compensating controls. • Overall control environment of the audited process/focus area is of a vulnerable standard. • Overall control environment for the audited process/focus area is of an adequate standard.
Satisfactory	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"> • Primarily “Minor or insignificant” risk findings. • Overall control environment for the audited process/focus area is of the required standard. • Adequate compensating controls in place.

SECTION 2: PROGRESS ON RESOLUTION OF INTERNAL AUDIT FINDINGS

TABLE 38: INTERNAL AUDIT FINDINGS

Financial Period	Total Unresolved Findings	Total Resolved	Total Findings
2013/14	0	2	2
2014/15	1	16	17
2015/16	1	44	45
2016/17	4	54	58
2017/18	6	34	40
2018/19	6	27	33
2019/20	5	2	7
Total	23	179	202
Percentage	11%	89%	100%

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

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

SECTION 3: PROGRESS ON RESOLUTION OF EXTERNAL AUDIT FINDINGS

The table below provides a summary of AG Findings raised in the 2014/2015 to 2019/20 financial period:

TABLE 39: AUDITOR GENERAL FINDINGS

Financial Period	Total Unresolved Findings	Total Resolved Findings	Total Findings
2014/15	2	9	11
2015/16	0	34	34
2016/17	0	6	6
2017/18	1	4	5
2018/19	2	3	5
Total	5	56	61
Percentage	8%	92%	100%

Every quarter, 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 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 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 take corrective measures where necessary.

Management is committed to addressing control weaknesses identified by internal and external audit through the 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 those 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

ACRONYM	Definition
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

ANNEXURE 2: AMENDED JDA SCORECARD

Number of pre-feasibility plans or studies produced, reviewed or updated

Number of pre-feasibility plans or studies produced, reviewed or updated	Quarter			
	Q2	Q3	Q4	Grand Total
Project Names				
High Court Precinct Study		1		1
Parking Management (Braamfontein west, Newtown, Yeoville) Parking Stress Survey			1	1
Orlando East Station Precinct New Precinct Redevelopment ORLANDO EAST D Ward				
Randburg CBD regeneration Renewal Precinct Redevelopment FERNDALE B Regional			1	1
Soweto Phase 2A vs Ivory Park Route			1	1
PTF: Upgrading of Sunning hill Public Transport Facilities				
Pennyville Precinct Renewal Precinct Redevelopment PENNYVILLE EXT.1 B City Wide			1	1
Grand Total		1	4	5

Number of projects at concept design phase

Number of projects at concept design phase	Quarter				
	Q1	Q2	Q3	Q4	Grand Total
Project Names					
Guard Houses and Customer centres					
PTF: Redevelopment of Inner City Ranks					
3877_09_New Turffontein Clinic & Multi-purpose centre				1	1
4003_06_Inner City Partnership Fund: Round 2		1			1
ACH - Joburg Art Gallery Upgrade JOHANNESBURG F					
Alex Depot 2: Planning				1	1
Aqua - Construction of a new Cosmo City swimming pool New Community Centre COSMO CITY EXT.3 C Ward					
Balfour Park Transit Precinct Development (Louis Botha Corridor) Renewal Precinct Redevelopment SAVOY ESTATE E City Wide					

Number of projects at concept design phase	Quarter				
	Q1	Q2	Q3	Q4	Grand Total
Project Names					
Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional: Phase 2	1				1
Emtongeni Terminal					
Heritage Bridge Landscaping					
Market of the Future B					
Melville Activity Street_Neighbourhood Development_CoF_Upgrade					
Naledi clinic New Building NALEDI D		1			1
NR: Nodal Regeneration: Braamfontein Precinct				1	1
Pennyville Precinct Renewal Precinct Redevelopment PENNYVILLE EXT.1 B City Wide					
PRINCESS Renewal Clinic PRINCESS C Ward					
PTF: Small Public Transport Facility Design and Construction of Kya Sand Superstop New Nodal Transport Facilities KYA SAND					
Rec - Construction of the new multipurpose centre (Library included) at Kaalfontein(Ebony Park) New Community Centre KAALFONTEIN EXT.4 A Ward					
Revitalisation of Pageview and Vrededorp				1	1
Soweto Phase 2A vs Ivory Park Route					
Upgrading of Midrand Public Transport Facility					
Zandspruit New Clinic ZANDSPRUIT EXT.4 C Ward 114 (Acquisition of land, layout and design and construction of buildings etc.)					
COMPL: Sidewalk Improvements: Chiawelo Metrorail Station Link: Mhlaba / C Hani New Nodal Transport Facilities CHIAWELO D City Wide				1	1
Grand Total	1	2	0	5	8

Number of contracts awarded

Number of contract awarded	Quarter				
	Q1	Q2	Q3	Q4	Grand Total
Project Names					
3877_01_Brixton Social Cluster: Work Package 2: Library, Pool and Related Facilities				1	1
4003_06_Inner City Partnership Fund: Round 2					
4003_11_Park Station to Civic Centre PEU (Park Station Regeneration)					

Number of contract awarded	Quarter				
	Q1	Q2	Q3	Q4	Grand Total
Project Names					
Aqua - Construction of a new Cosmo City swimming pool New Community Centre COSMO CITY EXT.3 C Ward					
Banakekelen Hospice New Clinic ALEXANDRA EXT.38 E Ward		1			1
COMPL: Sidewalk Improvements: Chiawelo Metrorail Station Link: Mhlaba / C Hani New Nodal Transport Facilities CHIAWELO D City Wide					
Complete Streets: (KFW - German Development Bank): Orlando East to UJ Soweto Route				1	1
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				1	1
Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional: Phase 2				1	1
Heritage Bridge Landscaping				1	1
Lehae MPC New Construction LEHAE G					
Park and Ride Facility: Design and Construction of a Park n Ride in Greenside Region E	1				1
PRINCESS Renewal Clinic PRINCESS C Ward					
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				1	1
Rec - Construction of the new multipurpose centre (Library included) at Kaalfontein(Ebony Park) New Community Centre KAALFONTEIN EXT.4 A Ward			1		1
Regeneration of Lenasia CBD and Anchorville Industrial Hub – Region G					
Roodeport CBD regeneration Renewal Precinct Redevelopment REGION C				1	1
Small: Public Transport Facility in Zakariya Park Region G					
Upgrading of Meadowlands Stadium Renewal Community Centre MEADOWLANDS D Ward					
Grand Total	1	1	1	7	10

Number of projects at practical completion

Number of projects at practical completion Project Names	Quarter			
	Q2	Q3	Q4	Grand Total
3877_01_Brixton Social Cluster: Work Package 1: New multi-purpose sports and recreation hall			1	1
3877_13_Paterson Park - stormwater & new social facilities, park and road upgrading			1	1
3879_02_Jabulani Precinct Upgrades: Phase 6b - Safe Hub				
3879_02_Jabulani Precinct Upgrades: Phase 7 – Bridge				
4003_03_Ghandi Square East				
4003_06_Inner City Partnership Fund: Round 1				
ACH - Joburg Art Gallery Upgrade JOHANNESBURG F				
ACH - Upgrading of Museum Africa and Precinct (Three houses, workers museum, Mary Fitzgerald Square)				
ACH - Upgrading of the June 16 Acre Memorial Renewal Heritage Area Upgrade JABAVU CENTRAL WESTERN D				
Alexandra Sports and Youth Development _SAFA Safe Hub Facility				
Aqua - Construction of a new Cosmo City swimming pool New Community Centre COSMO CITY EXT.3 C Ward				
Bophelong Clinic			1	1
Braamfischerville Ext 12&13: Roads and Stormwater Management Systems including a Pedestrian Bridge New Bulk Infrastructure BRAM FISCHERVILLE EXT.13 C Ward				
Bus Monitoring and Contract Management				
COMPL: Sidewalk Improvements: Dube NMT Links: DUBE D City Wide			1	1
Construction of a new MPC in Mathoeshville New Community Centre MATHOESHVILLE C Regional				
Florida Clinic			1	1
Greenstone to Watt and Alex NMT				
Heritage Bridge Landscaping				
Inner City Eastern Gateway_TOD and Movement Corridors				
ITS Redundancy Loop				
Large: Public Transport Facility Redevelopment of Kazerne, NEWTOWN EXT.1 Region F				
Lib.Johannesburg Library (Centre of Excellence) JOHANNESBURG F			1	1
Minor Upgrades of all Social Development Facilities in all the Regions JOHANNESBURG F				
Minor works at various Sport and Recreational facilities: Citywide (Aqua, stadiums recreational centres etc.)			1	1

Number of projects at practical completion	Quarter			
	Q2	Q3	Q4	Grand Total
Project Names				
Orchards Clinic				
Park and Ride Facility: Design and Construction of a Park n Ride in Greenside Region E			1	1
Phase 1C Stations (Sandton Station, Gandhi Square Station)				
PTF: Upgrading of Sunning hill Public Transport Facilities				
Rec - Construction of the new multipurpose centre (Library included) at Kaalfontein (Ebony Park) New Community Centre KAALFONTEIN EXT.4 A Ward				
Rec- Construction of Drieziek MPC (ACH and Sports and Recreation)				
Section 15K (Watt Interchange Station Road Works and Bridges)				
Selby Depot 2B				
Selby Depot 2C				
Signage, Demarcation blocks and related studies				
Grand Total	0	0	8	8

Number of Area-Based Precinct Management business plans/frameworks developed or Precinct Management business plans/frameworks programmes implemented

Number of Area-Based Precinct Management business plans/frameworks developed or Precinct Management business plans/frameworks programmes implemented	Quarter			
	Q2	Q3	Q4	Grand Total
Project Names				
Our City Our Block – Hillbrow Theatre Area Based Management Plan				
Our City Our Block – Indlulamithi Routes Partnership Area Based Management Plan				
Gandhi Square East MOU to support Area Based Management			1	1
Grand Total			1	1