

Business Plan 2011/12

Version 1.5, 10 June 2011





a world class African city



Company Information:

Registration Number: 2001/005101/07

Parent Municipality: City of Johannesburg Metropolitan Municipality

Directors: T T Mendrew (Acting Chief Executive Officer)
L Vutula (Chairman)
D Lewis
N Lila
P Masilo
L W Mathape
D Naidu
A R Roriston

Registered Address: The Bus Factory, 3 President Street, Newtown, Johannesburg, 2000

Postal Address: PO Box 61877, Marshalltown, 2107

Telephone Number: + 27 11 688-7850

Fax number: +27 11 688-7899

Website: www.jda.org.za

Bankers: ABSA Bank Limited

Auditors: Auditor-General

Company Secretary: Adam Goldsmith

Sign Off:

Acting CEO: Thanduxolo Mendrew

Signature of CEO:

Signature of MMC:

Date:.....

Receipt & Review:

Signature of Finance Officer:

Signature of CSU Representative:

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1. INTRODUCTION

For ten years, the JDA has invested capital funding in strategic areas around the City of Johannesburg that have the potential to halt urban decline and regenerate local economies. The JDA's focus was initially on inner city upgrading, with a subsequent shift to key nodes in marginalised areas including Soweto, Orange Farm and Diepsloot. More recently, the JDA constructed the dedicated busways, bus stations and depots that make up the Rea Vaya Bus Rapid Transit service.

The urban regeneration mandate has provided a solid foundation for the JDA to become a well-capacitated institution, with a skilled team of professionals who are able to manage complex capital projects and facilitate developments with a diverse range of stakeholders. JDA has also established sound governance, supply chain, project management, finance management and performance monitoring systems, demonstrated by the unqualified audits that the company has received every year for the last 10 years.

Now the JDA is positioned to take on a broader role as a city development agency, focusing on development areas selected for their potential to satisfy strategic objectives such as settlement restructuring, balanced and shared growth or quality of life. There are opportunities for the scale of JDA operations to be extended: by increasing the number of development areas to strategic transit hubs; extending the types of developments undertaken by the JDA to include mixed use housing developments on municipal properties; and increasing the development facilitation role that the JDA plays in development areas.

1.1 Vision, mission and strategic objectives

The JDA's vision and mission have been restated to reflect this shift in focus from urban regeneration to city development.

1.1.1 Vision

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

1.1.2 Mission

JDA is a city development agency of the City of Johannesburg that manages and facilitates developments in efficient and innovative ways to build an equitable, sustainable and resilient city.

1.1.3 Objectives

The objectives of the JDA are to:

- Restructure the city by developing defined, strategic geographic areas around the city and the movement corridors that link them.
- Promote economic growth by creating efficient and competitive business environments that cluster industries and functions in these areas.
- Turn around declining investment trends in these areas by upgrading public space, generating shared visions for future development, and encouraging urban management partnerships.
- Develop local economic potential in marginalised areas to promote access to jobs and markets.
- Encourage sustainable energy consumption and land-use in the city by developing strategic transit nodes and corridors.
- Promote economic empowerment through the structuring and procurement of JDA developments.
- Support productive development partnerships and co-operation between all stakeholders in these areas.

1.2 Management and organisational structures

In order to implement its annual business plan, the JDA is required to secure and maintain adequate human resource capability. The specialist skills required to achieve the JDA mandate include technical skills like engineering, project management and financial management.

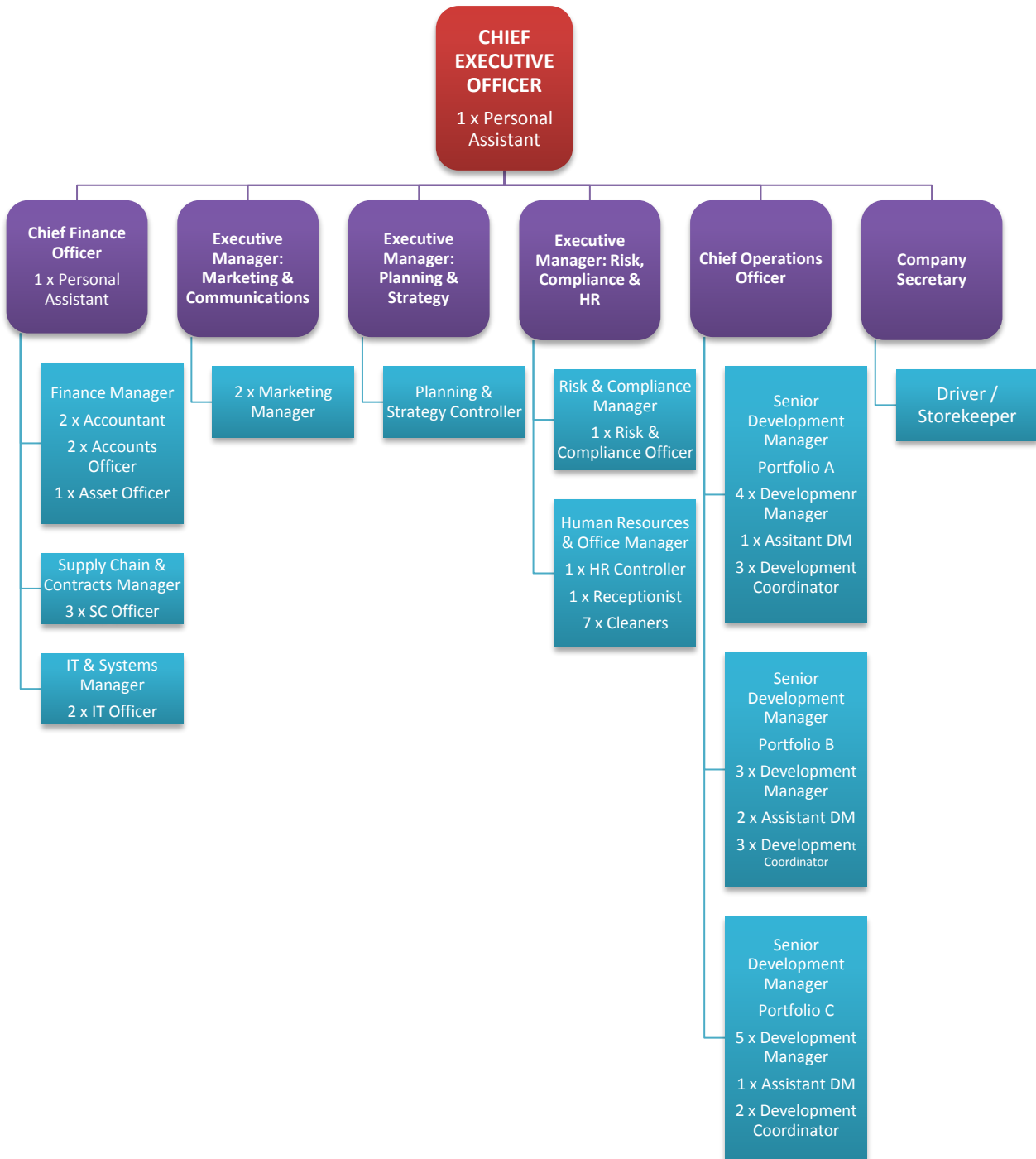
Since its inception in 2001/02 the JDA has had two CEOs, each serving a term of approximately 5 years. The organisational and staffing structure has evolved through these two terms: starting as a small technical team that focussed on development facilitation in the early years; and growing into a medium sized public entity (with just over 60 staff members in 2008/09). Since then, operational expenditure limits have been managed by not filling posts when they become vacant. The JDA is currently staffed by 51 people, most of whom work in the three development teams that manage the capital projects implemented by the JDA.

The JDA's organisational structure is based on the following principles:

- An executive management committee made up of the Chief Operating Officer (CEO), Chief Financial Officer (CFO), Chief Operating Officer (COO) and three other executive managers.
- Three specialist teams focusing on developments, each with a Senior Development Manager (SDM) who is responsible for overseeing Development Managers (DMs), Assistant Development Managers (ADMs) and Development Coordinators.
- The SDM is fully accountable for all aspects of developments, while the COO is responsible for strategic guidance, transverse and cross-cutting operating issues, stakeholder relations, operating systems and monitoring and quality control over development projects.
- Support staff handle functions such as supply chain management, finance, human resources, risk and compliance, marketing and communications and planning and strategy.
- Some tasks and functions, such as internal audit, are outsourced, although JDA retains responsibility and full accountability for these outsourced functions.

In 2011/12 there are 65 approved positions, of which 51 are filled posts; 10 are unfunded vacant positions; and 4 are funded vacant posts.

Figure 1: JDA Functional departments and staffing



2. EXECUTIVE SUMMARY

The restructuring of the space economy in Johannesburg will depend on achieving the following development outcomes:

- a) The regeneration of key economic nodes such as the Johannesburg inner city, and the Randburg and Roodepoort CBDs to enable these areas to accommodate a greater agglomeration of economic activity and more intensity of land use.
- b) The development of selected nodes in marginalised areas to stimulate local economies, increase competitiveness, and broaden access to markets and jobs.
- c) The development of high-density movement corridors anchored by transit nodes to restructure city form, promote efficient land use and transport energy consumption.

Table 1 IDP Programmes and Delivery Agenda

5-year IDP Programme	Key programme output 2011/12	Medium term programme output 2012/13 to 2013/14
Inner city regeneration programme	Johannesburg inner city upgrading projects	Johannesburg inner city upgrading projects
	Randburg CBD regeneration	Randburg CBD regeneration
		Roodepoort CBD regeneration
Upgrading of marginalised areas programme	Kliptown Development	Kliptown Development
	Orlando East Station precinct upgrading	Orlando East Station precinct upgrading
	Stretford Station precinct upgrading in Orange Farm	Stretford Station precinct upgrading in Orange Farm
	Diepsloot Development	Diepsloot Development
	Township retail partnership programme (Diepsloot)	Township retail partnership programme (Diepsloot, Orange Farm and Ivory Park)
	Ivory Park Development	
Transit-oriented development programme	Rea Vaya BRT infrastructure for trunk route 1B	Rea Vaya BRT infrastructure for trunk route 2
	Westgate Station precinct upgrade	Westgate Station precinct upgrade
	Johannesburg Art Gallery Rea Vaya station precinct upgrade	Johannesburg Art Gallery Rea Vaya station precinct upgrade
	Randburg Transit Junction and Rea Vaya trunk route	Randburg Transit Junction and Rea Vaya trunk route
	Kazerne transit hub development	Kazerne transit hub development
	Soweto commuter railway station precinct developments	

In 2011/12 the JDA will continue to implement the Rea Vaya BRT infrastructure on behalf of Transportation. We will also continue the Stretford Station precinct upgrade and the Diepsloot Development on behalf of DPUM (funded through the Neighbourhood Development Partnership Grant). The inner city upgrading allocation on the DPUM budget will be spent on public environment upgrading in the Commuter Links precinct, Westgate Station precinct, the core inner city and Newtown; and a small amount will be used to extend the Europa House refurbishment for social housing. Finally, the JDA capital grant from the City of Joburg will be spent on public environment upgrading projects in Kliptown and Orlando East in Soweto.

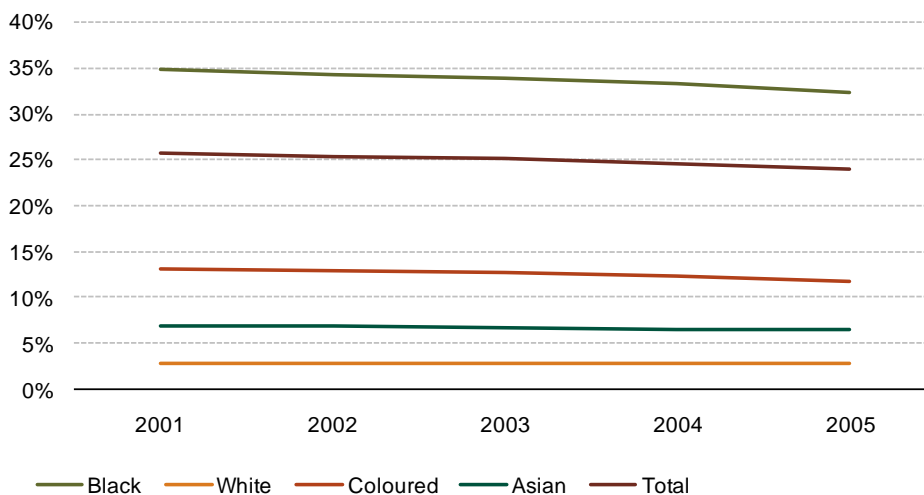
3. STRATEGIC ANALYSIS

3.1. Key challenges

The overriding development challenges confronting South Africa immediately are high levels of unemployment, pervasive poverty and stubborn inequality. These same problems are prevalent in Johannesburg and clearly inform the core principles of the City's Growth and Development Strategy. Large numbers of citizens remain in poverty and without jobs.

There is a racial dimension to this poverty, with a disproportionate percentage of black people still living below the poverty line.

Figure 2: Percentage of people in Johannesburg living in poverty



Source: City of Johannesburg (2008), based on Global Insight data

The Gini Coefficient is the key measure of inequality. This is a ratio of income inequality where 0 represents the smallest variation in incomes and 1 represents absolute inequality. In 2005, South African cities were the most unequal in the world, with Gini co-efficients higher even than the South American cities. In Johannesburg this indicator has declined only slightly from 0.65 in 2005 to 0.63 in 2009, despite strategies to promote shared growth and more equitable distribution of wealth. By comparison, Bogota (0.61) faces similar inequalities while Beijing (0.22) is one of the most equal cities in the world. Source: Global insight for Joburg, UN-Habitat Global Urban Observatory for other cities as benchmarks

One implication of this inequality is that a large proportion of the Johannesburg population is vulnerable to shocks in the urban system. For example, poor households in Soweto were less equipped to cope with the flooding in 2010. The 2011 Growth and Development Strategy emphasises resilience as a key outcome for the new Mayoral term (2011 – 2016).

The South African State of the Cities Report for 2011 defines the resilient city as one that is able to chart a different path in solving complex and unanticipated problems. It involves adapting and shaping development in order to improve the City's position through structural change. Creative and innovative development strategies are required.

If we are to promote resilience through structural change that achieves greater equality in Johannesburg, then the restructuring of city form must be a priority for Johannesburg.

The State of World Cities Report for 2010-11 identifies access to equal opportunities and improvements in the quality of life of the poor as being key to the creation of an inclusive or equitable city. By building a more robust network of sustainable and competitive economic nodes and high density movement corridors that are well served by public transport it will be possible to increase access to markets and jobs for more people, and ensure optimal use of land and energy resources. It

is also important to create new activity nodes in marginalised areas in order to bring markets, services and employment opportunities to these under-developed parts of the city. The second key reason for restructuring the city is to achieve reduced energy consumption and greenhouse gas emissions.

The spatial form of the city is important because private car use is a significant driver of energy consumption and greenhouse gas emissions in South Africa, and 80% of the variance in private car energy use is due to urban density. For example, in the South African context, if 10% of households shift to energy efficient lighting it will reduce energy consumption by 0.1%; and if 10% of low income houses have ceilings retrofitted another reduction of 0.1% can be achieved. But, if 10% of private car users shift to public transport for their daily commute, this will result in an 8% reduction in energy consumption.

Table 2: Comparison showing transport modal split in 9 cities

MODAL SPLIT				
	PUBLIC TRANSPORT	WALKING	CYCLING	PRIVATE MOTORISED
ISTANBUL	41%	45%	n/a	14%
NEW YORK	56%	11%	1%	30%
SHANGHAI	19%	29%	25%	22%
LONDON	37%	20%	2%	40%
MEXICO CITY	79%	n/a	n/a	16%
JOHANNESBURG	32%	31%	<1%	37%
BERLIN	27%	25%	10%	37%
MUMBAI	36%	56%	1%	5%
SÃO PAULO	32%	33%	1%	29%

The most efficient urban form is compact, mixed land-use with an extensive public transport network that includes high intensity movement corridors and with attractive environments for walking and cycling. Energy efficiency is not the only reason for promoting compact cities: There are also social and economic sustainability reasons, including access, inclusion, health, social cohesion, vibrancy, economy, household savings, and air quality.

These strategic objectives are echoed in the sector plan for Spatial Planning and Urban Management for the new Mayoral term:

- Promote and facilitate development along road, rail and non-motorised mass public transit routes
- Create well serviced and spatially integrated urban environments, with safe urban spaces to live, work and play
- Prioritised area based interventions to renew and regenerate the built environment

3.2. The role of the JDA

The Johannesburg Development Agency (JDA) was established in April 2001 to initiate, stimulate and support development projects and rejuvenate economic activity throughout the Johannesburg metropolitan area. In its first phase of operation, the JDA's aim was to create an environment that will attract new investment, increase occupancy levels, and enhance the City's cultural and tourism potential within defined areas. This was done by coordinating private and public sector interventions and managing capital investment into area-based economic development initiatives throughout the Johannesburg metropolitan area.

The specific and agreed objectives of the JDA were to:

- promote economic growth through the development and promotion of efficient business environments in defined geographic areas.
- regenerate decaying areas of the city so as to enhance their ability to contribute to the economic development of the city and the quality of life of its residents.
- promote economic empowerment through the structuring and procurement of JDA developments.
- promote productive partnerships and cooperation between all relevant stakeholders on area-based initiatives.
- develop best practice and organisational expertise in respect of area-based development management.

In general, the JDA's interventions were directed at the urban and economic regeneration of large-scale, multi-faceted areas. The Agency intentionally avoided small-scale or piecemeal interventions in favour of bold and integrated developments. The JDA also drew on the history of the city to create new symbols of the city, such as the Nelson Mandela Bridge and Constitution Hill, that are significant to all its residents.

In the second phase of operations (between 2006 and 2011) the JDA continued to focus on developing strategic areas across the city, but also developed the dedicated busways and bus stations for the new Rea Vaya Bus Rapid Transit system.

The JDA's strategic objectives also shifted, taking on a more holistic response to the Mayoral priorities.

Table 3: Comparison between Mayoral priorities and JDA objectives 2006 - 2011

1. Economic growth and job creation	<p>The JDA promotes economic growth through the development and promotion of efficient business environments in defined geographic areas. The JDA seeks to regenerate decaying areas of the city so as to enhance their ability to contribute to the economic development of the city and the quality of life of its residents.</p> <p>The JDA also promotes economic empowerment through the structuring and procurement of JDA developments, and promotes productive partnerships and cooperation between all relevant stakeholders on area-based initiatives.</p>
2 Health and community development	<p>By developing city owned properties to accommodate community facilities such as recreation halls, parks, libraries and temporary housing, the JDA supports this Mayoral priority.</p>
3 Housing and services	<p>Housing is included in all development plans for the JDA development areas. In the inner city, the JDA has also developed city-owned properties in collaboration with Joshco for transitional housing.</p>
4 Safe, clean and green city	<p>JDA's emphasis on area-based development allows for a focus on the development of a quality built and natural environment within the areas in which it works. In carrying out this mandate, the JDA seeks to ensure that the areas in which it works are safe and secure, thereby contributing to overall safety and security in the city.</p>
5 Well-governed and managed city	<p>In addressing this priority, the JDA actively promotes productive partnerships and cooperation between all relevant stakeholders on area-based initiatives, and develops best practice and organisational expertise in respect of area-based development management. The JDA seeks to develop this best practice over the long term.</p>

3.3. Past Performance on Key Areas:

The JDA has implemented approximately 50 projects in 5 regions of the City in 10 years of operation. This has resulted in capital expenditure amounting to about R5.1 billion at an operating cost of R418 million.

R1.5 billion of the capital funding has come from the City of Johannesburg in the form of an annual capital grant for urban regeneration projects in the inner city and in other strategic areas across Johannesburg (especially in marginalised areas). The majority of capital expenditure is funded by intergovernmental grants from National and Provincial government, key sources include the Public Transport Infrastructure and Systems grant from the National Department of Transport (R3.4 billion) and the Neighbourhood Development Partnership grant from National Treasury (R146 million).

Table 4: Summary of JDA expenditure from 2001/02 to 2010/11

	Outcome										Total
	Audited	Audited	Audited	Audited	Audited	Audited	Audited	Audited	Audited	Estimate	
R Thousand	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	
Expenses											
Operating Expenditure	11 420	18 800	23 200	50 017	26 068	37 418	47 266	81 517	68 195	54 193	418 094
Percentage	26	18	15	18	13	13	6	5	6	7	
Capital Expenditure	32 729	86 277	130 683	221 629	180 441	249 793	773 330	1 492 552	1 132 631	749 690	5 049 755
Percentage	74	82	85	82	87	87	94	95	94	93	
Total expenses	44 149	105 077	153 883	271 646	206 509	287 211	820 596	1 574 069	1 200 826	803 883	5 467 849

These projects extend across all aspects of city development – from the construction of transport infrastructure to the upgrading of parks and squares. In some cases, the JDA facilitates all funding and manages the projects directly, and in others, it works as an active partner with other public or private sector investors.

Projects can be categorised by their development objective and by their location in the city. In the first five years, most of JDA's projects were for the purpose of developing economic nodes. Examples include Newtown, Braamfontein, Kliptown and the Ellis Park Sports Precinct.

In the second phase of JDA's operations, there was a marked shift towards transit-oriented development driven by the funding for the Rea Vaya Bus Rapid Transit system. Because of the scale of funding, the ten-year average is also weighted towards transit-oriented development. Beyond the BRT projects, the JDA has also implemented precinct developments such as commuter railway station precinct developments at Faraday, Jeppe, Park Station, Stretford in Orange Farm, and Orlando East; and precinct developments around the new bus stations starting with the Art Gallery and Westgate bus stations.

The public service delivery projects that JDA has completed include upgrading of parks, refurbishment of municipal-owned buildings that accommodate transitional housing, recreation centres, libraries, municipal administration functions or health services.

Table 5: JDA capital expenditure by development objective from 2001/02 to 2010/11

Expenditure	2001/02 to 2005/06		2006/07 to 2010/11		2001/02 to 2010/11	
	R'000	%	R'000	%	R'000	%
Total	R 681 759		R 4 505 399		R 5 187 157	
Of which						
Economic node development	R 497 535	73	R 1 076 243	24	R 1 573 778	30
Transit oriented development	R 139 200	20	R 3 154 161	70	R 3 293 361	63
Public service delivery	R 45 011	7	R 147 307	3	R 192 318	4
Other	R 13	0	R 118 858	3	R 118 870	2

When JDA's capital expenditure is analysed in terms of the location of projects it is clear that the portfolio is equally balanced between inner city regeneration and upgrading of marginalised areas. From 2006/07 the dominance of the Rea Vaya Bus Rapid Transit project has introduced the concept of movement corridors or links to the spatial logic that JDA applies.

Table 6: JDA capital expenditure by location from 2001/02 to 2010/11

Expenditure	2001/02 to 2005/06		2006/07 to 2010/11		2001/02 to 2010/11	
	R'000	%	R'000	%	R'000	%
Total	R 681 759		R 4 505 399		R 5 187 157	
Of which						
Johannesburg inner city	R 218 215	32	R 1 212 342	27	R 1 430 557	28
Other CBDs	R 16 151	2	R 28 337	1	R 44 488	1
Marginalised areas	R 447 078	66	R 1 114 879	25	R 1 561 957	30
Rea Vaya BRT infrastructure	R 314	0	R 2 149 841	48	R 2 150 155	41

In an analysis of the JDA's strategic plan for the previous Mayoral Term (2006 - 2011) it is clear that this plan did not foresee the emphasis on public transport infrastructure construction. Overall the JDA delivered significantly more than intended between 2006 and 2011.

Table 7: Comparison between projects planned and actually delivered 2006-2011

JDA #	Project Name	2006/07	2007/08	2008/09	2009/10	2010/11
R 1	Constitution Hill plan					
	Constitution Hill actual					
R 2	Greater Newtown plan					
	Greater Newtown actual					
R 3	Greater Ellis Park plan					
	Greater Ellis Park Actual					
R 6	Braamfontein Regeneration plan					
	Braamfontein Regeneration actual					
R 9	Fashion District plan					
	Fashion District actual					
R 10	Greater Kiptown plan					
	Greater Kiptown actual					
R 13	Jewel City plan					
	Jewel City actual					
R 14	Hillbrow Regeneration plan					
	Hillbrow Regeneration actual					
R 15	Hillbrow Health Precinct plan					
	Hillbrow Health Precinct actual					
R 17	Gautrain Park City Precinct plan					
	Gautrain Park City Precinct actual					
R 18	Baralink plan					
	Baralink actual					
019/01	Randburg CBD Development plan					
	Randburg CBD Development actual					
R 22	NASREC plan					
	NASREC actual					
023/01	High Streets: Rocky / Raleigh plan					
	High Streets: Rocky / Raleigh actual					
R 28	Soweto Empowerment Zone * plan					
	Soweto Empowerment Zone actual					
R 24	High Court Precinct plan					
	High Court Precinct actual					
R 31	Cosmo City plan					
	Cosmo City actual					
R 30	Lenasia Public Transport Facility (LPTF) plan					
	Lenasia Public Transport Facility actual					
R 29	Strategic Public Transport Network (SPTN) plan					
	Rea Vaya BRT actual					
R 32	Inner City Distribution System plan					
	Rea Vaya Inner City Distribution System actual					
	Vilakazi street Precinct plan					
	Vilakazi street Precinct actual					
	2010 Training venues plan					
	2010 Training venues actual					
	Inner city core public environment plan					
	Inner city core public environment actual					
	Diagonal street upgrading plan					

JDA #	Project Name	2006/07	2007/08	2008/09	2009/10	2010/11
	Diagonal street upgrading actual					
	Doornfontein /New doornfontein plan					
	Doornfontein /New doornfontein actual					
	Fordsburg plan					
	Fordsburg actual					
	Moth Building plan					
	Moth Building actual					
	Orange Farm Stretford station plan					
	Orange Farm Stretford station actual					
	Diepsloot plan					
	Diepsloot actual					
	China town Chancellor house plan					
	China town Chancellor house actual					

It is not possible to describe in detail the full range of JDA activities and achievements over the last ten years, but the following section provides a summary of what the JDA has contributed against the two key objectives of promoting growth and regenerating areas in decline.

3.3.1. Promoting growth and development

The JDA has facilitated and managed investment into critical commercial and cultural infrastructure projects in order to stimulate the growth and development of business and tourism in specific urban localities. This includes support to specific sectors of historical importance to Johannesburg – such as the fashion and jewellery industries - as well as landmark initiatives such as the substantial Constitutional Hill development. The JDA has also provided cross-cutting support to a wider spectrum of city residents through investment in the city's logistics infrastructure - forging connections between the City's various nodes and building effective transport and telecommunications linkages in JDA developments.

Table 8: Summary of JDA investment in social, commercial and cultural infrastructure 2006/07 – 2010/11

JDA #	Project Name	2006/07	2007/08	2008/09	2009/10	2010/11
001	Constitution Hill					
009	Fashion District					
010	Greater Kliptown Development					
013/1	Jewel City					
017/1	Park station precinct					
023/1	Yeoville public environment upgrading					

JDA001: Constitution Hill

Constitution Hill is located between Braamfontein and Hillbrow and comprises 95 000 m² of publicly owned land and properties. It hosts important heritage buildings, including the Old Fort, Section 4 and 5 ("Native Gaol") and the Women's Prison, and the Constitutional Court of South Africa. The broad goal was to bring this major national and international heritage site into viable, sustainable economic use, to create employment, increase the rates base and promote economic growth through the development of visitor attractions. The commercialisation of the development via the release of development parcels to the private sector, and continued programming and support to the Heritage, Education and Training component remains a priority for the project partners: JDA and Blue IQ.

JDA009: Fashion District

The Fashion District is located in the eastern sector of the Johannesburg inner city. Approximately 800 SME's involved in the garment industry have clustered in this area. The goal of the development was to create a viable, distinctive and sustainable Fashion District that addresses the growth of SME's and the growth of value-added manufacturing in this sub-sector, currently characterised by a large number of survivalist enterprises who are unable to compete successfully in a re-structured garment and textile sector. The Fashion District Institute has been established and the construction of Fashion Square as the core public sector initiative in the heart of the district is where development efforts are focused.

JDA013/01: Jewel City Development

The Jewel City development covers six city blocks in Johannesburg bounded by Commissioner Street, the M2 Heidelberg Road off-ramp, Main Street and the M2 Siemert Street on-ramp. Together with the private sector, the JDA developed Jewel City as the premier beneficiation centre for the diamond and jewellery industries in Southern Africa. The development addressed the decaying public environment and service delivery issues; stimulated the property market; developed the jewellery sub-sector; increased the retailing potential and tourism demand for jewellery. The project took the form of improved lighting, road maintenance and upgrading of sidewalks, cleaning of columns and soffits on the elevated highway, as well as a general clean-up of the area.

JDA017/01: Park City Precinct

Gauteng's public transport system will significantly improve with the introduction of the Gautrain Rapid Rail Link. The JDA acted as development manager for the precinct around the station in Park City. This development focused on intermodal transport facilities in the Joubert Park area in order to establish an efficient and effective transport campus that addresses congestion and contestation of space issues experienced in this hub of transportation activity. Development outputs included upgrading of sidewalks and lighting around Park Station. This initial intervention is extended through the implementation of the Art Gallery Rea Vaya station precinct and commuter links upgrades in later years.

JDA023/01: Yeoville public environment upgrade

The need to reinstate the Rokeby-Raleigh street in Yeoville as a functioning and effective neighbourhood high street was addressed through a public environment upgrade that includes the creation of a civic node around the local park and upgrading of street frontages to ensure a safe and secure built environment where economic activity can grow. JDA undertook an upgrade of the road, specifically focusing on street lighting, a reconfiguration of parking, construction of a library in a renovated heritage building, refurbishment of the recreation centre, and upgrading of the park.

JDA 028: Soweto Empowerment Zone

The Soweto Empowerment Zone (SEZ) which is situated within Soweto and involves the development of a multi-purpose business centre comprising business units which will be let to BEE businesses or entities. The Empowerment Zone will include an incubator facility to support, promote and formalise Soweto-based businesses through shared secretarial and administrative functions, linkages to national support services and incentives, as well as procurement opportunities.

JDA054: Inner City Shelters and transitional housing

The Inner City sees a large concentration of extremely vulnerable groups. These include street children, the aged, orphans and vulnerable children (including child headed households), the destitute and homeless, abused women, and the severely physically challenged. The social support needs of these vulnerable groups are diverse, but there are also certain needs in common. In particular, the primary need of many of the individuals in these groups is for some form of shelter. Formal shelters, and support programmes run through these shelters, are a key need. While many shelters do exist, run by churches, NGOs and other public-benefit organisations, they need a sustained support well above the levels currently being provided.

Table 9: Summary of JDA investment in transport and logistics infrastructure 2006/06 – 2010/11

JDA #	Project Name	2006/07	2007/08	2008/09	2009/10	2010/11
018	Baralink					
022/1	NASREC precinct development					
022/2	NASREC BRT link					
029	BRT SPTN					
045	BRT routes and stations					
030	Lenasia Public Transport Facility (LPTF)					
032	Inner City Distribution System (BRT)					
033	Westgate Station Precinct					
036	Stretford Station I and II					
055	Commuter links upgrade					

JDA 018: Baralink

This development aims to stabilise, consolidate and promote economic development in the Baralink node focusing around an inter-modal transport and trading hub. The development sought to integrate Soweto and Johannesburg and improve access and employment opportunities through mixed use development. The Baralink development comprised a number of individual projects, namely the Baragwanath Public Transport Facility, Soweto Empowerment Zone (in which the JDA is directly involved) and the Orlando Ekhaya Development and Elias Motsoaledi Housing project, which are been undertaken by JPC and CoJ Housing respectively.

JDA 030: Lenasia Public Transport Facility (LPTF)

Lenasia CBD is the most developed node situated between Soweto and Deep South. The City's approved Integrated Transport Plan (ITP) proposed to restructure the current public transport system into a seamless system throughout the City. The Lenasia public transport facility is located along the Orange Farm – Ennerdale – Lenasia – Protea Glen route. The project was successfully completed and handed over to MTC in November 2007. The location of this facility in the Lenasia CBD has made a significant contribution to the proper integration of the various modes of transport operating in the area.

JDA 022/1: NASREC transport hub

This development aimed to facilitate economic growth and development through spatial and economic development and appropriate density and land-use interventions that reinforce the economies of urbanisation. The NASREC development focused on growing and enhancing business opportunities in conferences and exhibitions, sporting (and especially the role of Soccer City in the 2010 World Cup) housing and mixed use development of publicly and privately owned land. The area incorporates nationally, and internationally significant businesses (including the Nasrec Expo Centre – the largest expo centre in Africa, and Soccer City - a world class, 80 000 seat stadium, and the under-utilised Crown Mines golf course).

JDA 029: Rea Vaya Bus Rapid Transit system (formerly the Strategic Public Transport Network (SPTN))

The City of Johannesburg has received funding from the National Department of Transport to fund the implementation of the Strategic Public Transportation Network and the JDA is implementing this multi-year project on behalf of the CoJ's Department of Transportation. The SPTN was intended to consist of special public transport lanes and intersections, running north and south of the city, and west and east. Transport interchange nodes will be created, where commuters can switch from one form of transport to another. They will eventually be able to buy a single ticket, making travel via the different means of transport; rail, bus, taxi a seamless journey. The network was intended to comprise the proposed "Flagship Project" of two public transport priority corridors stretching east west from Alexandra to Roodepoort and north-south from Sunninghill to Soweto. The first phase of the network, took the form of the Rea Vaya Bus Rapid Transit system with dedicated trunk bus ways constructed from Thokoza Park in Soweto to Ellis Park, with an inner city distribution system of dedicated lanes and bus stations.

JDA 045: Trunk Routes 1A and 1B

BRT is the idea of creating a rail-like mass transit service using road-based technologies that are more affordable than new railway lines. It refers to a high quality bus-based transit system that delivers fast, comfortable, and cost-effective urban mobility through the provision of segregated right-of-way infrastructure, rapid and frequent operations, and excellence in marketing and customer service. Specifically, the *Rea Vaya* proposal calls for a total of 94 kilometres of trunk corridors encompassing a total routing length of approximately 148 kilometres. even routes have been selected in order to give the customer maximum flexibility with a minimum of cumbersome transfer. The City of Johannesburg has received funding from the National Department of Transport to fund the implementation of the *Rea Vaya* infrastructure and system. Trunk route 1A runs from Thokoza Park in Soweto, enters the inner city near Westgate Station and ends at Ellis Park on the Eastern side of the inner city. This section was completed and buses began running in August 2009. Up to 34 000 people use the service every day. Trunk route 1B runs from Soweto, through the institutional spine where hospitals and universities are clustered, and enters the inner city near the Metro centre. The infrastructure on this route should be complete by October 2011.

JDA 032: Inner City Distribution System

In response to the need for a reliable, frequent and low cost service to allow people to move efficiently around the city, the Inner City Distribution System was proposed to be included in the BRT. The system serves to reduce congestion, promote economic growth in the city and popularise public transport. The 16 kilometres of new bus routes through the inner city are an integral part of the BRT trunk route to Soweto. The service has begun to popularise public transport and provides an attractive and cheaper alternative for many private car and taxi commuters.

JDA 036/2: Orange Farm: Stretford Station

Stretford Station is situated in Orange Farm on the Johannesburg-Vereeniging boundary, approximately 40km to the south of the Johannesburg CBD. It falls under Region G as per RSDF and Stretford is classified as a District Node. The node is envisaged as a transportation-based node to be developed in line with the principles of transport-oriented development. The overall purpose for the development of this node is to create an environment that will allow the station to efficiently function as a public transport inter-modal facility and to support the development of a local economic node. A walkway across the ridge leading to the station has been upgraded, turning it into a key community amenity with public art and a play park as an integral part of the design. A new stormwater drainage system has been installed to ensure that any new infrastructure is protected, and the public environment surrounding the existing and proposed facilities in the node will be addressed with focus enhancing the linkages between facilities and ensuring comfortable and safe pedestrian movement.

3.3.2. Regenerating decaying areas

In addition to new investments into buildings and infrastructure of strategic, commercial and social importance – the JDA aims to turn back urban decay in some of Johannesburg’s more established urban nodes and streets. Johannesburg is experiencing intense pressure for commercial development in response to urban sprawl and the emergence of suburban malls, and in places this has resulted in degradation, changed land use activities and economic dysfunction along major arterials and mobility spines. The redevelopment and regeneration of these areas requires a balance between residential and non-residential development as well as socio-economic support. The JDA’s efforts thus far have focused on restoring the inner city and its surrounds, as well as parts of Soweto and Randburg.

Table 10: Summary of JDA initiatives to restore the inner city 2006/07 – 2010/11

JDA #	Project Name	2006/07	2007/08	2008/09	2009/10	2010/11
002	Greater Newtown					
003	Greater Ellis Park					
035/5	Doornfontein / New Doornfontein					
047	Bertrams Neighbourhood Development Programme					
006	Braamfontein Regeneration					
014	Hillbrow public environment upgrading					
015/1	Hillbrow Health Precinct - Hillbrow					
015/2	Berea public environment upgrading					
035/2	HBV sanitary lane rehabilitation					
035/1	Ekhaya neighbourhood park					
024	High Court Precinct					
052	Fordsburg Public Environment Upgrade					
033/3	Diagonal Street					
035/2	Beyers Naude Square					
051	Chinatown – Chancellor House					
035/7	Chancellor House					
056	Art Gallery precinct					
057	Gandhi Square					

JDA002: Greater Newtown

The Newtown Development is located in the western sector of the Johannesburg central business district. The re-development of Newtown is a major regeneration development within the inner city, and aims to attract major investment, particularly in the creative industries, culture and tourism; create a vibrant mixed-use area, a destination centre for visitors to and residents of the City, tourism opportunities and a creative industries cluster. The attraction of new private sector investment to complement and enhance the facilities and programme already available in the cultural quarter as a destination centre and desired location for the creative industries is reaching fruition through the release of the Central Place land parcels for commercial and retail uses, and the construction of the Brickfields social housing development. Initial construction work focused on improving transport access through the construction of the Nelson Mandela bridge and Carr Street with on-ramps to the M1 South. Mary Fitzgerald Square was improved, and heritage buildings owned by the City of Joburg were refurbished including the Bus Factory, Kippies, the Workers' Museum and Library, and transport house. New buildings were also constructed for Moving into Dance and the Market Theatre Laboratory (in the Bus Factory). The promotion of a guaranteed, developing and focused cultural programme remains a focus of activities, while the provision of high quality management of the Cultural Quarter is gaining certainty through the establishment of the Newtown Improvement District to ensure sustainable development.

JDA003: Greater Ellis Park

The Greater Ellis Park development, which focuses on the areas of Bertrams, Ellis Park Sport Precinct, New Doornfontein and Doornfontein, aims to stabilise the area, address the collapse of the housing areas and promote new housing development, promote economic development, and to strengthen and promote the area as a major destination focusing on sports and related entertainment. Ellis Park was a key venue for the staging of the 2010 Soccer World Cup. Work included the upgrading of public spaces as the Ellis Park Square and gateways to the precinct, refurbishment of heritage houses and celebration of the history of the area through public art. Upgrading of community facilities in the form of the Maurice Freeman cricket grounds and clubhouse, and parks including Bertrams and David Webster parks.

JDA047: Bertrams Neighbourhood Development Programme

The aim of this part of the Greater Ellis Park project was to stabilise the Bertrams area and promote new housing development, promote economic development, and to strengthen and promote the area as a major destination focusing on sports and related entertainment. The JDA purchased houses on a strategically located block in Bertrams and intends to use this priority block as a mechanism to catalyse private investment in the area.

JDA006: Braamfontein

Braamfontein is a satellite economic node of the Johannesburg CBD, encompassing a range of land uses including cultural and creative activities, retail, residential, offices, education facilities, entertainment and local government. It is the fourth largest node for office space in the City of Johannesburg, offering 428 000 m² of office space. The development included public environment upgrading along key streets and parks with the installation of public art throughout the neighbourhood, the establishment of a CID, and the upgrade of the Metro centre and construction of the new Metro link reception building (a green building). Continued physical upgrade of the public environment in the southern section of Braamfontein is being undertaken through the commuter links project to integrate related redevelopment efforts of the private sector.

JDA 014: Hillbrow Berea and Yeoville

The City of Joburg wanted to take action to make Hillbrow, Berea and Yeoville more economically self-sustaining, with increased employment potential and improved quality of life for residents. The need to create holistic and integrated neighbourhoods of choice and inclusion was seen as critical to turn around the trend of decline. There have been a variety of interventions undertaken by JDA since 2006/07 (including public environment upgrading, parks development, and the installation of public art) the focus has been on developing a Hillbrow Health Precinct, supporting the Ekhaya Neighbourhood, and Yeoville's high street.

JDA015: Medical Precincts: Hillbrow Health Precinct

This development aims to stabilize, consolidate and promote economic development in the Medical precinct north and south of the Constitutional Hill area. The founding vision of the Johannesburg Medical Quarter (JMQ) was to create an environment that enables delivery of excellent, affordable, comprehensive health services, research and development through partnerships between public, private, not-for-profit organisations and academic institutions. The JDA's strategy has been to support the achievement of the Hillbrow Health precinct vision with an emphasis on strengthening and growing economic activities in the health sector primary economy and giving impetus to the development of a range of viable secondary supportive economic activities. The upgrading of the public environment including construction of new parking facilities, the clustering of NGOs and other primary health care facilities in the High Solomon Building and facilitation support to the Esselen Street Centre of Excellence have been completed.

JDA035: Inner City Core Projects

Despite many successes the Johannesburg Inner City has not yet been fully stabilised and urban decline continues in some areas. This manifests in a number of symptoms including deteriorated public environments; poorly supported and controlled informal activities; hijacked buildings and continued levels of petty crime. However there is increasing evidence that the City's interventions are revitalising the Inner City and leading to increased private sector confidence and investment. In support of the Inner City Charter the CoJ has committed money to the Inner City Fund in order to undertake key infrastructure and other projects that will continue to promote the redevelopment of the Inner City and attract private investors. The challenge going forward is to scale up regeneration efforts to ensure more rapid, even and sustained positive impacts on the entire inner city, without having a detrimental effect on inner city communities.

The inner city core has been the focus of a range of interventions. Since 2007 these have been defined through the Inner City Charter, but early projects include the High Court Precinct, Gauteng Province Precinct and others.

JDA 024: High Court Precinct

The High Court Precinct Development was a public private initiative involving the Central Johannesburg Partnership (CJP), private property owners, the Judiciary and Public Works. The boundaries of the precinct are determined as Von Brandis, Pritchard and Von Wielleigh Streets. The intention of the project was to recreate the space using the High Court and the activities related as the main driver to development. This included ensuring greater and more secure public space, more suitable public facilities and traffic controls that cater for the large volume of pedestrians in the area.

JDA 033/2: Ernest Oppenheimer Park

This public space, located directly east of the Rissik Street Post Office was a degraded sinkhole that compromises further private sector investment in the vicinity. With moves ahead for redevelopment by the private sector, directly to the north, and the Government Precinct initiative gaining ground to the west, the park was upgraded as an sculpture park, offering a well-managed public space that serves as an interesting public space for use by office workers and residents.

JDA 033/3: GPG Precinct

The JDA invested in public environment upgrading projects in this precinct including the upgrading of Beyers Naude Square, and facilitated development initiatives driven by the Provincial and National Government partners. The Risik Street Post Office refurbishment to be undertaken by JPC remains a priority for the precinct.

Diagonal street, Joubert Street and Kerk Street have also been upgraded with the provision of pedestrian infrastructure, linear traders market structures and greening as key priorities.

JDA052: Fordsburg Public Environment Upgrade

Public environment upgrading has been completed in this area to acknowledge and enhance the private investment that is underway and to simulate further upgrading of this historic and vibrant inner

city precinct. The focus of investment is in the walkable core of Fordsborg which attracts a large number of locals and visitors to the area and accommodates entertainment and a cultural experience. The enhancement of the public environment to provide attractive, safe and well lit pedestrian linkages supports the continued regeneration of this unique precinct.

JDA051: Chancellor House (incorporating JDA035/7: Chinatown Precinct Upgrade)

Chancellor House was the site of the law offices from which former President Nelson Mandela and Oliver Tambo practiced. It is a historic site which has fallen into disrepair, has been vandalised and is currently illegally occupied. The need to conserve and enhance heritage development as well as to harness the developmental and potential tourist opportunities of the site motivated this development. The JDA has investigated the potential presented by the historic Chinatown in terms of area-based regeneration. This project included a public environment upgrade with public art, lighting and greening as key components.

Table 11: JDA interventions to restore greater Johannesburg 2006/07 – 2010/11

JDA #	Project Name	2006/07	2007/08	2008/09	2009/10	2010/11
010/1	Kilptown renewal precinct					
019/1	Randburg CBD Development					
034/1	Vilakazi Street					
046	Diepsloot renewal precinct					
048	Orlando East					

JDA010: Greater Kliptown

The Greater Kliptown Development continues to be a major urban regeneration initiative in a commercially important and historically significant area of Soweto. The project involves the re-development of Kliptown, with the Walter Sisulu Square of Dedication as the anchor project. The goal of the development is creation of a prosperous, desirable, well-managed residential and commercial area and a major national and international heritage and tourism site. This was supported by the extension of access roads in Kliptown, Soweto and Eldorado Park, the building of the parking facility on the WSSD to serve the hotel and accommodate parking needs of the area based facilities such as the museum, community centre and visitor centre. The development of a series of crossroads across the golf course to link the communities of Pimville and Eldorado Park previously separated by Apartheid planning, in line with the Kliptown Urban Design Framework. Economic development in the node has been depressed despite these significant public investments, and the need for subsidized housing remains a community priority. In 2010 a new phase of public environment upgrading was initiated to provide community infrastructure beyond the square. A pedestrian link to the Kliptown railway station has been initiated including the refurbishment of the pedestrian bridge over the railway line.

JDA019/01: Randburg CBD Development

The Randburg CDB development sought to (a) improve connectivity and transportation; (b) position Randburg as a destination; (c) stabilise the existing economic node and provide opportunities for economic growth and job creation in retail and other identified sectors as identified in an economic assessment of the area; (d) address service delivery issues and infrastructure requirements; (e) package development opportunities to lever private sector investment and re-investment into the area; (f) improve urban form and activity in the public realm; and (g) enhance and diversify residential market. Specific projects included a traffic alleviation and road upgrades project, the erection of an informal traders market at the Taxi Rank site, and a street re-naming project. Since JDA's involvement in Randburg, there has been the establishment of the Randburg Management District, which has contributed to the cleanliness and improved overall perception of the area. Through the CID initiatives there has been increased awareness of JDA's projects and much interest by developers. There are a number of new middle to upper income residential developments within the vicinity of the CBD. The civic node property in Randburg is now targeted for redevelopment, potentially as part of the new BRT service to Alexandra.

JDA034: Soweto Projects

The erstwhile EDU had put in an application for funding from the IDC in 2006 for a grant amount of R 800 000,00 (eight hundred thousand rand) in respect of the facilitation of township economic project

development, for the “pre-establishment phase” of a programme that aims to support the growth of economic nodes. These nodes are: the Soweto Empowerment Zone; the Vilakazi Street Precinct; Bara Central, the Orlando eKhaya Office Precinct; and the Zola Kwaito and Entertainment Node.

JDA034/1: Vilakazi Street Precinct

The Vilakazi Street Precinct in Soweto has been identified as a potentially important cultural, heritage, education and economic node in Soweto. The street itself is unique in that on it are located the homes of two Nobel Peace Prize winners: Archbishop Desmond Tutu and Nelson Mandela. Halfway down the street Hector Pieterse was shot and fell, on 16 June 1976, and the spot is now commemorated with a stark stone memorial to the 12-year-old boy. The Morris Isaacson High School and the Sisulu house are also located here. Many of the sights on the potential heritage route therefore have political significance. The main themes of the Vilakazi Street project are improved arrival points, new places and attractions, and a coherent movement system. The precinct's user groups are international and domestic tourists, visitors to local commercial premises and residences; local workers and residents.

JDA048: Orlando East Station Precinct

An urban development framework completed for Orlando East and Noordgesig established a number of intervention areas to improve community spaces and increase efficiency, density and rationalise development. A first intervention is the upgrading of the Orlando station node which hosts the Orlando railway station and a number of civic uses as well as two BRT stations. The node is a critical transit interchange point, an important pedestrian environment and a crucial institutional node in Orlando East. It is also the point of arrival for visitors to Orlando stadium. A number of improvements are also recommended for Noordgesig.

JDA046: Diepsloot Development Project

Diepsloot is situated in a transition zone between Johannesburg and Tshwane. The Diepsloot project falls within the City's marginalised areas programmes and is focused on improving the public environment in Diepsloot as well as promoting private sector investment in the area. The overall objectives of the development plans are to establish Diepsloot as a socially, economically and environmentally sustainable human settlement that is spatially integrated into the City of Johannesburg. A number of interventions in Diepsloot have been undertaken, including the formalisation of Ngonyama Road, upgrading of the taxi rank, the establishment of traders facilities, and the construction of bridges and pedestrian links.

3.5. Contextual Analysis:

The development priorities of restructuring the urban form in order to create a more equitable and inclusive city remain. Future JDA activities should be more assertive about concentrated public investment to create sustainable and economically competitive nodes and the links between them. The key challenge is that capital funding is constrained across all spheres of government, which means that the JDA will have to do more with less.

There is also an opportunity to improve institutional efficiencies and links in the overall City of Joburg administration to achieve more effective development facilitation outcomes.

3.5.1. SWOT Analysis:

Table 12: SWOT analysis of JDA experience

Internal	Strengths	Weaknesses
	<ul style="list-style-type: none"> ● The JDA is a well-skilled and capacitated institution, with a sound reputation and effective systems. ● The JDA is able to implement capital projects on behalf of the City of Joburg within time and budget, and at a cost of 5% of the capital value of these projects. ● A pipeline of potential projects has been developed through rigorous urban and spatial development planning 	<ul style="list-style-type: none"> ● The JDA must secure a capital budget allocation of at least R1.2 billion per year to cover all operating costs through the 5% development fee, without requiring an additional operating grant from the City of Joburg. ● The JDA's capacity will be under-utilised in 2011/12 as the capital budget allocation is only R0.47 billion. ● The sustainability of the impact of JDA's projects depends on adequate maintenance, upkeep and management by other City departments and agencies.
External	Opportunities	Threats
	<ul style="list-style-type: none"> ● National policy requires a sustained investment in new infrastructure (a) to support economic growth; and (b) to eradicate service backlogs. ● The Inner City Charter facilitates collective regeneration action in this strategically important part of the city. ● There are many areas in the inner city, townships and informal settlements that require urban regeneration interventions to unlock private investment potential. 	<ul style="list-style-type: none"> ● Decreased property investor activity due to the economic downturn ● Increasing migration pressures, specifically in the Inner City ● Declining national and municipal tax revenue will limit capital budgets in the medium term

4. STRATEGIC FOCUS AREA

The JDA's strategic objectives must be aligned with overall strategy for the City of Joburg and in particular with the sector plans for the Spatial Planning and Urban Management and Transportation sectors in the integrated development plan. Promoting resilient city strategies by restructuring spatial logic is the primary objective towards which the JDA will work in the medium term. This will be achieved by:

- **The continued strengthening of the position of the inner city as a critical business and residential node and the primary gateway to transit networks for the city, the city region, the country and the continent.**

The JDA will continue to implement a phased plan to strengthen inner city nodes, address movement challenges, and improve the quality of the built environment across the inner city.

In 2011/12 the focus will be on the commuter links precinct (focused especially around the Johannesburg Art Gallery Rea Vaya bus station); the Westgate Station precinct; the core inner city; and Newtown. There is some building refurbishment that will be carried out at Constitution Hill on behalf of Blue IQ.



- **Urban regeneration in other key economic nodes that are in decline.**

There are a number of business districts in areas like Randburg, Roodepoort, Rosettenville, Newlands that are not stagnant or declining in terms of economic growth, property investment, and the quality of the built environment. The JDA will continue to implement selected node developments that seek to turn this decline around. Projects will include public environment upgrading and development facilitation to stimulate city improvement partnerships and private property developments.

In 2011/12 there is no grant funding for public environment upgrading in declining nodes, but the JDA will continue to work on assembling and procuring a significant development on the Randburg Civic Property as a public-private partnership, and to implement public environment upgrading projects in partnership with local property owners. The JDA has also been appointed as the development manager for the Bruma Lake refurbishment on behalf of the Department of Environment.



- **The ongoing prioritisation of key activity nodes in marginalised areas that will create new economic opportunities, accommodate employment opportunities, and provide access to markets.**

Led by urban development frameworks prepared in partnership with DPUM, JDA will continue to implement multi-year township development projects that include the creation of high streets and activity nodes, and the construction and upgrading of strategic amenities such as transit facilities (including taxi ranks), trading infrastructure, libraries, recreation centres, multi-purpose centres, public open spaces and green spaces. Wherever possible, development facilitation by the JDA will seek to establish community development partnerships, and to stimulate private property development including through partnerships in the retail and housing sectors.



In 2011/12, the JDA will focus on public environment upgrading projects in the Stretford Station precinct in Orange Farm, the Regional Node in Diepsloot, Orlando East Station precinct and Kliptown in Soweto. The Orange Farm and Diepsloot projects will be funded through the Neighbourhood Development Partnership Grant, and the Soweto projects will be funded through the JDA's capital grant from the City of Joburg. A small scale retail partnership programme will also be introduced for implementation in Diepsloot starting in 2011/12.

- **Targeted investment in prioritised transit nodes (including Gautrain stations, commuter rail stations, Rea Vaya bus stations and key taxi facilities).**

In addition to public investment, these nodes require substantial development facilitation to re-orientate property values and land uses towards agglomerated and high intensity uses and functions (including high density affordable housing and suitable office and retail activities).

This is a medium-term programme with only planning and facilitation actions in 2011/12.



- **The establishment of new mobility systems that promote non-motorised transport and mass public transport.**

The JDA will seek to incorporate pathways, cycleways and pedestrian infrastructure such as shelters and lighting into all public environment upgrading projects, and will continue to construct Rea Vaya bus ways.

In 2011/12 JDA will continue to implement the Rea Vaya BRT infrastructure on behalf of the Department of Transportation and funded through the Public Transport Infrastructure and Systems Grant from the National Department of Transport. Work on Trunk Route 1B will be completed and work will begin on Trunk route 2 from the Metro Centre towards Rosebank.

These programmes are summarised in the table overleaf. It should be noted that this table represents a comprehensive overview of all capital allocations that are identified for implementation by the JDA. However, some of these allocations are channeled through the budgets of the Departments of DPUM and Transportation. The detailed financial information in section 6 is therefore limited to the core capital grant from the City of Joburg and the operating budget of the JDA.

They are paid for by the following sources of capital funding:

Table 13: Summary of capital funding sources for JDA programmes over the medium term

Source of funding	Total 3 Year Budget	Allocation per year of MTEF		
		2011/12	2012/13	2013/14
JDA Capex funding	R54 500 000	R15 000 000	R18 000 000	R22 500 000
ICF allocation on DPUM budget	R185 000 000	R50 000 000	R60 000 000	R75 000 000
Neighbourhood Development Partnership Grant allocation on DPUM budget	R69 500 000	R24 000 000	R45 500 000	
Public Transport Infrastructure and Systems Grant allocation on Transportation budget	R1 630 000 000	R500 000 000	R600 000 000	R650 000 000
EPWP incentive grant for NMT infrastructure on Transportation budget	R8 000 000	R4 000 000	R4 000 000	
Blue IQ grant for Constitutional Hill	R2 350 000	R2 350 000		
Department of Environment capex for Bruma Lake	R4 000 000	R 4 000 000		
Total		R599 350 000	R727 500 000	R747 500 000

Table 14: Details of JDA programmes and projects for the medium term

5 Year Strategic Objective	5 Year Programme	Projects	Delivery baseline	3 Year Target	Source of funding	Total 3 Year Budget	Delivery Agenda			
							2011/12	2012/13	2013/14	
Inner city regeneration	Inner city charter implementation	Inner city core	R26 000 000 in 2010/11	Upgrade streets and parks in inner city core in a phased way	ICF	R50 000 000		R20 000 000 Noord Str precinct	R30 000 000 Parking solutions	
		Chancellor House	R10 m in 2010/11	Complete refurbishment	ICF	R1 000 000	R1 000 000 Parking solution			
		Commuter links zone (JAG BRT precinct)	R36 million in 2010/11	Upgrade streets and parks and taxi facilities	ICF	R25 000 000	R15 000 000 Joubert park BRT precinct	R10 000 000 Joubert park BRT precinct		
		Kazerne transit hub	PPP feasibility work in 2010/11	Kazerne site is redeveloped as a transit hub	ICF	R6 000 000	R1 000 000 Complete feasibility and procurement	R5 000 000 Public contribution to PPP		
		Westgate Station Precinct	UDF in 2009/10 Detailed designs in 2010/11	Westgate station precinct is upgraded	ICF	R80 000 000	R20 000 000 1st phase of pub environment upgrading	R20 000 000 Second phase	R40 000 000 Third phase	
		Metro park development	Design competition in 2009/10	Large scale inner city park developed on Transnet Land	ICF	R23 000 000	R13 000 000	R5 000 000 First stage completed	R5 000 000 Second stage completed	
		Constitutional Hill refurbishment work	Last phase of ConHill development completed in 2007	Sequenced upgrading	Blue IQ	R2 350 000	R2 350 000			
		Sub-total for inner city upgrading (inner city)						R187 350 000	R50 000 000	R60 000 000
	Randburg CBD regeneration	Gateways project	-	Partnership with private sector and public art team	JDA capex			Signage, public art and branding		
		Civic precinct redevelopment	-	PPP to develop civic node property	JDA capex			Feasibility and assembly of PPP	Procurement of PPP	
CBD public environment		2006/07 upgrading project	Hill street mall and office node environment	JDA capex	R4 500 000		R2 000 000	R2 500 000		

5 Year Strategic Objective	5 Year Programme	Projects	Delivery baseline	3 Year Target	Source of funding	Total 3 Year Budget	Delivery Agenda		
							2011/12	2012/13	2013/14
		upgrading		upgrades					Office node upgrade
		Sub-total for inner city upgrading (Randburg CBD)				R4 500 000	R	R2 000 000	R2 500 000
Bruma Lake refurbishment		Refurbishment and upgrading of Bruma Lake	None	Completion of infrastructure refurbishment for Bruma Lake	JDA capex (Environment)	R4 000 000	R 4 000 000		
		Sub-total for Bruma Lake refurbishment				R4 000 000	R4 000 000		
Upgrading of marginalised areas	Soweto: Orlando East		Parking and public square upgraded in 2010/11	Public environment upgrading	JDA capex	R20 000 000	R5 000 000 Walkway from rail station to Mooki	R6 000 000 Completion of walkway from rail station to Mooki	R10 000 000 Mooki street crossing solutions
	Soweto: Kliptown		Bridge and walkway completed in 2010/11	Public environment upgrading	JDA capex	R30 000 000	R10 000 000 Union street upgrade	R10 000 000 Union street upgrade	R10 000 000 Link to police station
		Sub total for upgrading of marginalised areas (Soweto)				R50 000 000	R15 000 000	R16 000 000	R20 000 000
	Diepsloot	Public environment upgrading	Ngonyama road and bridges completed in 2010/11	Public environment upgrading to create government and business nodes	NDPG	R43 000 000	R10 000 000 Regional node upgrade	R23 000 000 Ndimatsheloni street upgrade	
		NMT infrastructure	R6.3 million spent on NMT in 2010/11	1.5 km of NMT infrastructure constructed	EPWP	R8 000 000	R4 000 000 Walkway linking bridges and Ngonyama Rd	R4 000 000 Walkway linking bridges and Ngonyama Rd	
		Traders PPP	-	Small scale retail PPP implemented	NDPG	R10 000 000		R10 000 000 Public contribution to PPP	
		Sub-total for upgrading of marginalised areas (Diepsloot)				R51 000 000	R14 000 000	R37 000 000	R

5 Year Strategic Objective	5 Year Programme	Projects	Delivery baseline	3 Year Target	Source of funding	Total 3 Year Budget	Delivery Agenda			
							2011/12	2012/13	2013/14	
	Orange Farm	Public environment upgrading	Stormwater system constructed and street upgrade in 2010/11	New phase of public environment upgrading including traders space	NDPG	R22 500 000	R10 000 000	R12 500 000		
		Traders PPP	-	Small scale retail PPP implemented	NDPG	R10 000 000			R10 000 000 Public contribution to PPP	
		Sub-total for upgrading of marginalised areas (Orange Farm)					R32 500 000	R10 000 000	R12 500 000	R10 000 000
5 Year Strategic Objective	5 Year Programme	Projects	Delivery baseline	3 Year Target	Source of funding	Total 3 Year Budget	Delivery Agenda			
							2011/12	2012/13	2013/14	
Transit oriented development	Rea Vaya BRT construction	Bus way construction	Sections in Trunk route 1b and ICDS constructed in 2010/11	Dedicated bus ways constructed	PTIS grant	R850 000 000	R200 000 000	R300 000 000	R350 000 000	
		Bus stations and depots	Civil works done for Dobsonville depot and 9 stations completed in 2010/11		PTIS grant	R900 000 000	R300 000 000	R300 000 000	R300 000 000	
	Sub total for transit oriented development (BRT)					R1 630 000 000	R380 000 000	R600 000 000	R650 000 000	
	Commuter rail station precinct development	Soweto rail station precinct development	-	Public environment upgrading	Unfunded	R			Nancefield, Merafi, Meadowlands developments	
	Sub total for transit oriented development (Soweto)					R	R	R	R	

5. RISK ASSESSMENT

Although the scope, type and frequency of the internal and external risks faced by the JDA have reduced as a result of the completion of the construction and delivery of the Bus Rapid Transit (BRT) system and the sport precincts required for the FIFA 2010 Soccer World Cup, JDA's risk profile will not change as the delivery expectations by the JDA in previously marginalised areas will increase. The JDA has adopted a comprehensive enterprise-wide risk management system (ERM) that enables regular tracking of key risks and management responses. The ERM system enables the JDA to continuously adapt its business strategies and operations to meet its new challenges by introducing new initiatives. Accordingly, ERM is about identifying and assessing risks that may affect the JDA's achievement of its business plan and service delivery imperatives and then designing and implementing actions and systems of internal control so that those risk can be managed to a acceptable levels. JDA's ERM is focused on strategic, business, development-specific and operational levels.

The JDA has established a unit which is responsible for the implementation and monitoring it's the ERM throughout the organisation. This unit works very close with the internal auditors and other departments in ensuring the monitoring and implantation of risk management by the various professional and construction teams appointed by the JDA in its various developments. Over and above the risk and compliance team, risk management has been made the responsibility of each and every senior or development manager and head of department of the JDA. Each manager and head of department is obliged to assess, identify and monitor all risks pertaining to their areas of responsibility to as part of an integrated ERM process.

Further, the Risk and Compliance Unit assesses the implementation of risk management processes and provide assurances to the CEO and the Board. In regard to development-based risks the JDA ensures that, as part of the professional team for each development, risk assessments are undertaken per specific project and development and occupational and health risk officers are appointed to provide risk and compliance assurance to the JDA as an employer in the developments.

The JDA undertook a comprehensive risk assessment of key strategic risks in 2010.

5.1. Accountability for Risk

The JDA Board monitors risks through a Development & Risk Committee. The Committee is responsible for evaluating development proposals and examining risks associated with the proposed projects. The Committee bears overall responsibility for evaluating the effectiveness of the risk management process in the organisation. It recommends to the Board risk strategies and policies that need to be set to ensure proper and effective risk management processes.

An assessment of the key risks identified and monitored is set out below.

Table 15 Risks, mitigating actions and financial impact

	RC	Risk Description	Cause	Consequence	IR	Progress Made to mitigate the Risk to an acceptable level	CE	Residual risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
KPA- Economic Development & Job Creation												
1.	SD	Failure to create adequate number of short term jobs	<ul style="list-style-type: none"> Non labour intensive projects Delay in implementation of capital projects. 	<ul style="list-style-type: none"> Failure to meet IDP goals of job creation. Negative publicity 	Amber (8)	<ul style="list-style-type: none"> The Consultation with the City EPWP was done and the guideline which clearly defines what is a short term jobs were provide to all development manager. 	Good (0.40)	Green (3.2)	COO	Continue monitor number of short terms jobs create by contractors in line with EPWP	Risk and Audit Officer	30-Jan-11
2.	Fin	Failure to meet the BBE/SMME procurement targets.	<ul style="list-style-type: none"> Limited BEE business within the industry with skill and experience for big projects. Failure to identify PDI with specialized skills within the industry Restrictive Regulatory environment (CIDB,MFMA) 	<ul style="list-style-type: none"> Future funding might be jeopardised. Failure to create opportunity for small contractors leading to distrust by the community. 	Red (16)	<ul style="list-style-type: none"> Small percentage 10% or less depending on the total transaction amounts or the tender amount must be allocated or sub-contract to SMME. This clause had been included in the bid specification that is issued from October 2010. 	Good (0.40)	Amber (6.4)	CFO	<ul style="list-style-type: none"> Working closely with the SMME forum and City SCM unit on the implementation of new guideline from the City. Closely Monitor work allocated to SMME/BEE sub-contractors. 	Supply Chain Manager	On-going
KPA - Effective Financial Management												
3.	Fin	Inadequate financial management systems.	<ul style="list-style-type: none"> Inadequate and ineffective business processes (Policy and procedures) Lack of skills to effectively apply and implement the established business process. 	<ul style="list-style-type: none"> Negative audit opinion. Financial loss Overspending of the budget 	Red (20)	<ul style="list-style-type: none"> The Supply Chain Management policy is currently been reviewed to incorporate new guideline from National Treasury and matter raised by the Auditor General 	Good	Amber (8)	CEO	The review of all financial policies will complete before the end of the current financial year.	CFO	On-going

	RC	Risk Description	Cause	Consequence	IR	Progress Made to mitigate the Risk to an acceptable level	CE	Residual risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
4.	6 Fin	Reduction of Capital budget by CoJ.	<ul style="list-style-type: none"> • CoJ not having sufficient funds. • Recession and reduced city and national revenue. • Change in city priorities 	<ul style="list-style-type: none"> • Failure to pay for operating expenditure including salaries. • Loss of expertise 	Red (20)	<ul style="list-style-type: none"> • A reviewed annual budget was submitted to the City for more money to cover operational cost. • Plan was development for new project. • Memo for PPP Randburg development has be submitted to mayoral Committee for approval 	Fair	Amber (8)	CEO	<ul style="list-style-type: none"> • Undertake feasibility studies to build a pipeline of PPPs • Explore other national grant funding for Randburg development on condition the memo is approve by Mayoral Committee 	EM: Planning & Strategy.	30 June 2011
5.	8 F&C	Fraudulent and corrupt activities.	<ul style="list-style-type: none"> • Weak internal control procedures • Colluding in tender fraud with service providers • Ineffective hotline reporting system • Failure to properly declare business interests • Submission of false supporting tender document by service provider 	<ul style="list-style-type: none"> • Financial Loss to the organisation • Receiving poor quality goods and services • Legal challenge from unsuccessful service provider • Negative publicity for the organisation • Adverse audit finding. • Appointment of unsuitable service provider. 	Red (20)	<ul style="list-style-type: none"> • A new declaration form which required more information had been developed and the appointment of the service provider for fraud hotline is in the final stage. 	Fair	Red (15)	CEO	<ul style="list-style-type: none"> • Improved our fraud and corruption strategy by Appointment of independent fraud hotline service provider • The review of the supply chain management policy will be finalised during the next quarter and this will improve the detection fraudulent transactions. All tender documents will include the fraud hotline number in order to assist member of staff and public to report fraudulent related transacti' 	Manager: Risk & Compliance (internal audit)	30 June 2011

	RC	Risk Description	Cause	Consequence	IR	Progress Made to mitigate the Risk to an acceptable level	CE	Residual risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
KPA - Good corporate governance												
6.	Com	Non-compliance with applicable laws and regulations	<ul style="list-style-type: none"> Ineffective compliance monitoring Lack of awareness of new laws or amendments Lack of understating of the requirement of the relevant law. 	<ul style="list-style-type: none"> Financial penalties Criminal liability Negative Publicity Adverse audit opinion Legal breaches 	Red (15)	<ul style="list-style-type: none"> The terms of reference for the procurement of compliance system are been finalised as this will assist with the tracking/monitoring of compliance with key legislations. 	Good	Amber (6)	Manager: Risk & Compliance	<ul style="list-style-type: none"> The Risk and Compliance unit will be procurement a compliance software in order to assist with monitoring A risk awareness workshop for all managers. 	All managers	30 June 2011
7.	KIM	Inadequate business management information.	<ul style="list-style-type: none"> Inappropriate IT governance model. Lack of information reporting framework. Lack of quality assurance review 	<ul style="list-style-type: none"> Incorrect decision may be based on unreliable / incomplete information (financial loss / reputational damage). Adverse audit finding 	Red (12)	<ul style="list-style-type: none"> The organisation performance management framework a been developed and it is current been circulated to management for comment 	Fair	Amber (9)	EM: Planning & Strategy	To finalise the organisation performance management framework and thereafter implement the framework.	All managers	30 June 2011
8.	KIM	Collapse of ICT environment.	<ul style="list-style-type: none"> Internal / External disaster (Natural. Hackers having access on JDA IT environment 	<ul style="list-style-type: none"> Disruption of JDA business activities. Loss of vital information 	Red (12)	Offsite backup, disaster recovery policy, IT security policy had been approved by EXCO.	Fair	Amber (9)	CFO	<ul style="list-style-type: none"> The IT Unit will be providing training to all staff about the approved policy. Backup test will be done. 	Manager: IT	On-going

	RC	Risk Description	Cause	Consequence	IR	Progress Made to mitigate the Risk to an acceptable level	CE	Residual risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
9.	SD	Inability to delivery on Capital projects.	<ul style="list-style-type: none"> Downward budget adjustments Inadequate project management Inadequate project management Lack of co-operation by stakeholders (e.g. MOE's). Inappropriate project plan Losing critical staff at crucial points of the project. Unanticipated development manager workload Change in CoJ priorities. 	<ul style="list-style-type: none"> Reduced scope of projects. Over/under expenditure on budget. Overrun on project time frames. Negative publicity Poor service delivery. 	Red (12)	<ul style="list-style-type: none"> The JDA had developed Memorandum of agreement which we want to sign with key stakeholder. This will improve the co-operation from other stakeholders. Two SDM and one Development Manager have been appointed and they will assist with the delivery of BTR projects. Six Development Managers attend GCC and JBCC course 	Good	Green (4.8)	COO	<ul style="list-style-type: none"> Streamlined the monitoring and Reporting Systems to ensure effective implementation of projects. Monitor DMIS controls on Variation orders. Continues improve current control 	SDM	30 June 2011
Human Resources												
10.	HR	Inability to attract and retain skilled employees.	<ul style="list-style-type: none"> Inability to offer attractive and market related salaries (Upper limits). Poor relationships between managers and subordinates Lack of sufficient skilled people in the market. 	<ul style="list-style-type: none"> Failure to deliver on the mandate. Delay in completion of capital project. High staff turnover High recruitment and development cost 	Red (12)	<ul style="list-style-type: none"> Two employees were appointed within the development Division (Senior Development Manager and Development Manager). 	Good	Green (4.8)	CEO	The current controls in place are effective and no additional control will be added.	manager: HR	On-going
		Average Strategic Risk Rating			Red (15)	High (Red)-Unacceptable		yellow (7.42)	Low (yellow)-Acceptable			

5.2. Dependency Matrix

Indicated below are the key overarching dependencies that have been identified in respect of the JDA's work.

It should be noted that each project has a number of dependencies in respect of other Departments and ME's in the City – these are all actively managed as part of ongoing project and risk management activities.

Table 16 Dependency matrix

No	Inter-Departmental Dependency Description	Department/ME & Individuals Assigned Responsibility	Departmental Response
1	Planning and strategic direction	DPUM Transportation Housing	DPUM Transportation and Housing Business and Sector Plans
		CSU	Growth and Development Strategy
2	Business plan approvals and budget allocation	Budget Office and SHU	Standard approval procedures
3	Precinct and project level planning approvals	DPUM Transportation Regions	UDFs developed jointly Development Coordination Committees Project consultations and steering or technical committees
4	Construction related approvals	JRA, City Power, Joburg Water, City Parks, Provincial Heritage and Environmental regulators , Building control	EIA and Heritage approvals Building plan approvals Project design approvals Handover sign offs
5	Client – agency agreements and approvals	DPUM Transportation Community Development Arts Culture and Heritage Economic Development Housing	Service Level Agreements Project design approvals Handover sign offs
6	Land release and property transactions	JPC	Project level cooperation

6. FINANCIAL IMPACT

JDA's finances are structured in terms of development (capital) financing and operating (non-capital) financing.

JDA draws its development-based capital budgets from:

- The City of Johannesburg (in respect of City-defined developments)
- Other innovative (both public and private) options defined in respect of specific development initiatives.

JDA draws its operating budget from:

- JDA charges a 5% development management fee on all projects including on the capital budget of the City of Johannesburg. With regard to the BRT projects, a 4% fee has been agreed with the City's Transportation Department. The NDPG does not make allowance for a development management fee, but does allow JDA to recover the equivalent of one salary per project per year at a rate in 2010 of R650 000 per project.
- An operating transfer received from the City to accommodate JDA's non-development based operations

The JDA does not take on speculative risk nor charge a transaction or brokerage fee for its services. The JDA is structured to ensure its sustainability, core to which is its ability to re-assign development managers across developments, and to buy in skills required to meet expanding demand. As such, once a development is secured, and the JDA's role clearly defined, new capacity against new income is secured to implement the development.

The intention is for JDA to be financially self-sustainable in future such that the development management fees cover all operating expenses. This is dependent on the quantum of developments offered by the City to JDA to implement, as there is a direct correlation between the size of capital project budgets managed and fees earned. In the current public finance environment, where capital budgets are declining, there remains a need for the city to fund JDA operations over the medium term.

The proposed operating expenditure is R57.6 million in 2011/12. This represents a small increase on the operating budget of R56.3 million in 2010/11. Within this budget, R29.897 million is for salaries and other employee costs.

Table 17: Summary of JDA's projected operating revenue over the medium term

R'000	2010/11	2011/12	2012/13	2013/14
Agency services (development management fees)	30 755	24 950	23 588	25 616
Other revenue (operating grant)	25 517	32 630	37 154	38 412
Operating revenue	56 272	57 580	60 742	64 028

The JDA anticipates that it will be possible to raise almost R25 million through development management fees in 2011/12. These are calculated as 4 or 5% of the capital funding that will be channelled through the JDA. This means that the operating grant required by the JDA in 2011/12 is R32.6 million.

The budget office has adjusted the JDA's revenue estimate from R25 million as proposed to R30.8 million (that would require capital funding of over R750 million to achieve).

While we acknowledge the fiscal prudence involved in limiting JDA's operating grant from the City to an increase of 5.7% between 2010/11 and 2011/12, this does not take the implications of declining capital budgets into account. If the revenue the JDA raises through development fees is constrained, and operating costs are fixed, then it is essential that the City should increase the operating grant to the JDA to cover the shortfall. There is very little room to reduce operating costs further as the JDA has already implemented aggressive savings to deal with the in year operating budget cuts in 2008/09 and the lower than inflation growth in the operating grant since then.

The indicative capital allocations are also disappointing and the extent to which JDA's capital grant baseline has been cut since the 2010 budget was gazetted. In the 2010/11 medium term budget the JDA was allocated R46 million for 2011/12 and R70 million in 2012/13. We responded to the call for prudence in the CIMS process and our capital grant request was limited to the baseline of R46 million in 2011/12 and rose to R100 million in 2012/13 and R110 million in 2013/14 (to accommodate significant new projects such as the commuter rail precinct developments). The indicative capital grant allocation provided by the City of Joburg is R15 million in 2011/12. This equates to a medium term budget cut of 67% and only 33% of our carefully defined request.

While we recognise the capital funding limitations that we face as a City, we are most concerned that this approach undermines the medium-term budgeting process to the extent that the project planning and assembly work we have done is now of no value.

Table 18: Summary income statement

	Current year 2010/11			Medium Term Revenue and Expenditure Budget					
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year	Variance	Estimates	Estimates	Estimates	Estimates
	R 000	R 000	R 000	2011/12 R 000	%	2012/13 R 000	2013/14 R 000	2014/15 R 000	2015/16 R 000
REVENUE									
Agency services	32,111	(1,356)	30,755	30,827	-2373.4%	33,859	36,452	38,476	40,664
Operating grants & subsidies									
Other Revenue	979	(99)	880	950	-1059.6%	1,100	1,250	1,300	1,300
Gain on Disposal of PPE									
DIRECT OPERATING REVENUE	33,090	(1,455)	31,635	31,777	-2284.0%	34,959	37,702	39,776	41,964
Internal Transfers									
Interest Income (Sweeping Account)		3,000	3,000		-100.0%				
Operating Grants & Subsidies from (COJ)	21,637		21,637	22,866		23,986	25,062	26,465	27,949
Total Internal Transfers	21,637	3,000	24,637	22,866	662.2%	23,986	25,062	26,465	27,949
TOTAL OPERATING REVENUE	54,727	1,545	56,272	54,643	3436.8%	58,945	62,764	66,241	69,913
EXPENDITURE									
Employee related costs	30,335	(3,666)	26,669	27,607	-853.1%	29,484	31,106	32,817	34,622
Depreciation & asset impairment	1,084		1,084	1,340		1,204	1,270	1,340	1,414
Repairs and maintenance	800		800	816		878	944	1,015	1,091
Contracted services	935	470	1,405	1,427	203.6%	1,507	1,590	1,677	1,770
General expenses	19,105	1,816	20,921	22,039	1113.6%	24,378	26,279	27,730	29,262
Loss on disposal of PPE	225	(75)	150	100	-233.3%	106	111	117	124
DIRECT OPERATING EXPENDITURE	52,484	(1,455)	51,029	53,329	-3765.2%	57,557	61,300	64,696	68,283
Internal Transfers									
Interest Expense (Sweeping Account)	1,000		1,000	814		888	964	1,045	1,130
Internal Charges (ME's / Core)	1,243		1,243	500		500	500	500	500
Total Internal Transfers	2,243		2,243	1,314		1,388	1,464	1,545	1,630
TOTAL OPERATING EXPENDITURE	54,727	(1,455)	53,272	54,643	-3855.5%	58,945	62,764	66,241	69,913
OPERATING DEFICIT/ (SURPLUS)		(3,000)	(3,000)		-100.0%				
Transfers Recognised									
Capital Grants									
Capital Contributions									
OPERATING DEFICIT/ (SURPLUS)		(3,000)	(3,000)		-100.0%				
Less Tax									
OPERATING DEFICIT/ (SURPLUS) - after tax		(3,000)	(3,000)		-100.0%				
Changes in Net Assets									
Transfers to/from Other Reserves									
Prior year Adjustments									
TOTAL		(3,000)	(3,000)						

6.1 Key Operations by general cost category

Table 19: Operational Expenditure

	Current year 2010/11			Medium Term Revenue and Expenditure Budget					
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year	Variance	Estimates	Estimates	Estimates	Estimates
	R 000	R 000	R 000	2011/12 R 000	%	2012/13 R 000	2013/14 R 000	2014/15 R 000	2015/16 R 000
EXPENDITURE									
Employee related costs	30,335	(3,666)	26,669	27,607	-853.1%	29,484	31,106	32,817	34,622
Depreciation & asset impairment	1,084		1,084	1,340		1,204	1,270	1,340	1,414
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Loss on disposal of PPE	225	(75)	150	100	-233.3%	106	111	117	124
DIRECT OPERATING EXPENDITURE	52,484	(1,455)	51,029	53,329	-3765.2%	57,557	61,300	64,696	68,283
Internal Transfers									
Interest Expense (Sweeping Account)	1,000		1,000	814		888	964	1,045	1,130
Internal Charges (ME's / Core)	1,243		1,243	500		500	500	500	500
Total Internal Transfers	2,243		2,243	1,314		1,388	1,464	1,545	1,630
TOTAL OPERATING EXPENDITURE	54,727	(1,455)	53,272	54,643	-3855.5%	58,945	62,764	66,241	69,913

6.2 Capital Expenditure

While the JDA is anticipating that capital projects to the value of R473 million will be implemented during 2011/12, the capital grant received from the City of Joburg amounts to only R15 million, and will be spent as follows:

- This phase of the Kliptown Development is also a multi-year project that will seek to ensure that economic development gains are extended to the communities living around the Walter Sisulu Square of Dedication. There is a need to improve stormwater drainage in the neighbourhood and the public environment upgrading project will focus on Union Street and beyond, and community facilities such as a study centre will be constructed. In 2011/12 R10 million will be spent on this project.
- The Orland East Station Precinct will be further improved with a walkway leading from the station to Mooki street with traders facilities at a cost of R5 million in 2011/12.

6.3 Service Delivery Budget Implementation Programme

DEPARTMENT / ME TOTAL		WITHIN PARAMETERS SECTION														
DEPARTMENT / ME	Johannesburg Development Agency	2010/11	2011/12	%	Analysis of Budget 2011/12					2012/13	%	2013/14	2014/15	2015/16		
		R 000	R 000		S & W R 000	R & M R 000	CS R 000	G & SUB R 000	GE R 000	R 000		R 000	R 000	R 000		
TOTAL ->		51,175	51,889	1.4%	27,607	816	1,427		22,039	56,247	8.4%	59,919	63,239	66,745		

BUDGET MOTIVATION BY FUNCTIONAL AREA	DEPARTMENT / ME	Johannesburg Development Agency	FUNCTIONAL AREA	Johannesburg Development Agency
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Projects planned for 2011/12				WITHIN PARAMETERS SECTION														
Programmes as per Departmental Objectives	Delivery agenda / Detail	Projects 2011/12 Measurable Outcomes	Cost category	2010/11	2011/12	%	Analysis of Budget 2011/12					2012/13	%	2013/14	2014/15	2015/16		
				R 000	R 000		S & W R 000	R & M R 000	CS R 000	G & SUB R 000	GE R 000	R 000		R 000	R 000	R 000		
1	Inner city regeneration	Johannesburg Inner City Charter Implementation	Non Recur	20,327		-100.0%												
2	Inner city regeneration	Randburg CBD regeneration	Non Recur															
3	Inner city regeneration	Roodepoort CBD regeneration	Non Recur															
4	Upgrading of marginalised areas	Soweto: Orlando East Station Precinct development	Non Recur	10,761	17,296	60.7%	33%	33%	33%		33%	18,749	8.4%	19,973	21,080	22,248		
5	Upgrading of marginalised areas	Soweto: Greater Kiptown development	Non Recur	15,544	34,593	122.5%	67%	67%	67%		67%	37,498	8.4%	39,946	42,159	44,497		
6	Upgrading of marginalised areas	Diepsloot development	Non Recur															
7	Upgrading of marginalised areas	Orange Farm development	Non Recur	4,544		-100.0%												
8	Upgrading of marginalised areas	Ivory Park development	Non Recur															
11	Optimised public transport network	Rea Vaya BRT Infrastructure development	Non Recur															
12	Optimised public transport network	Sowelo commuter rail station precinct development	Non Recur															
15	Township retail development	Township retail facilitation and construction	Non Recur															

7. HUMAN CAPITAL

Table 20: Summary of HR performance indicators 2006/07 to 2010/11

	2006/07	2007/08	2008/09	2009/10
	Audited			
Expenditure on salaries and personnel costs (R'000)	17 847	21 604	26 786	25 357
Expenditure on internal training days for JDA staff (R'000)		256	257	309
Expenditure on tuition fees for JDA staff (R'000)	476	643	631	689
Expenditure on wellness programme for JDA staff (R'000)		366	487	282
Total spent on training, wellness and staff development (R'000)		1 265	1 375	1 280
<i>% of payroll spent on formal training</i>	2.7	3.0	2.4	2.7
<i>% of payroll spent on training, wellness and development</i>		5.9	5.1	5.0
	2006/07	2007/08	2008/09	2009/10
	Audited			
Total number of staff members	48	56	57	55
<i>Mean salary (R'000)</i>	372	386	470	461
Number of resignations		10	13	9
Number of dismissals		1	1	1
Number of internal promotions		1	1	1
<i>Staff turnover %</i>		20	25	18
Number of new appointments		18	15	3

7.1 Staff Establishment

Table 21 Staff estimates 2011/12

DESIGNATION	ESTABLISHMENT (No of posts)			
	Approved	Vacancies	Proposed	Variance
CEO	1	1	1	0
CFO	1	0	1	0
COO	1	0	1	0
Executive managers	4	1	4	0
Senior development managers	3	0	3	0
Middle management	26	6	26	0
Co-ordinator / administrator	22	4	22	0
Housekeepers / cleaners	7	1	7	0
TOTALS	65	14	65	0

Feb 2011

Note: 10 of the vacant posts are not funded

7.2 Human Capital Expenditure

Salary expenditure has been stable over the medium term, and is expected to rise to accommodate cost of living adjustments in 2010/11.

Table 22 Staff Expenditure

TOTAL STAFF EXPENDITURE				
Salaries and wages (R)	Previous financial year	Current financial year	Next financial year	Projected growth rate (%)
	2009/10	2010/11	2011/12	2010/11 to 2011/12
	26 976 772	30 834 864	31 552 000	2

31-Dec-10 Last update

Contracted services expenditure is on a downward trend, and is expected to fall to R6.5 million in 2010/11, a fall of 25% and stabilize at this level.

Table 23 Expenditure on Contracted Services

CONTRACTED SERVICES (Consultancy Services)				
SERVICES RENDERED	Previous Financial Year	Current Financial Year	Next Financial Year	Projected Percentage Growth/Decrease
	2009/10	2010/11	2011/12	2010/11 to 2011/12
	8 643 106	6 520 000	6 846 000	5

31-Dec-10 Updated

The ratio between staff expenditure and other operating expenditure is on a rising trend and is expected to reach 56% in 2010/11. This is largely due to successful cost-efficiency measures implemented in the face of declining budgets. Operating costs are expected to be reduced by 18% in 2010/11.

Table 24 Staff Expenditure vs. Operational Expenditure

RATIO OF STAFF TO OPERATING EXPENDITURE				
	Previous Fin Year	Current Fin Year	Next Fin Year	Projected % growth
	2009/10	2010/11	2011/12	2010/11 to 2011/12
STAFF EXPENDITURE	26 976 772	30 834 864	31 552 000	2
OPERATING EXP	66 824 666	54 727 564	60 427 000	10
RATIO	40	56	52	

31-Dec-10 Updated

7.3 Employment Equity

The JDA is committed to the principles of equity, anti-discrimination and diversity as enshrined in the Constitution and the Employment Equity Act, 1998. JDA seeks to create an institution that reflects the demographic diversity of South African society, and contributes to maximising the human resource potential of all our people. In line with this, the JDA has an Employment Equity Plan in place and annually adjusts its employment equity targets and planning.

JDA submitted its EE Report to the Department of Labour on 1 October 2010 covering the years 2008 to 2010. As part of this process JDA identified new employment equity targets and affirmative action requirements for the organisation going forward

JDA includes the costs of implementing its Employment Equity and Affirmative Action activities adequately within its employee budgeted costs.

Youth employment is a national government priority. JDA has a relatively young staff complement, with 32% of employees younger than 35, we will seek to maintain this ratio over the 5-year period.

Table 24 Employment Equity

Categories	Male				Female				Total
	A	C	I	W	A	C	I	W	
Senior / Executive Management	3			2	5			2	12
Middle Management	6			1	6	3	1	1	18
Co-ordination/ Administration	4				11	1	2		18
Housekeeping	1				6				7
TOTAL	14	0	0	3	28	4	3	3	55
<i>% of total</i>	26	0	0	6	51	7	6	6	

31-Dec-10 Updated

7.3.1. Training and Development

JDA is committed to sustaining a continuous programme of training and development for its management and staff in order to advance with changing times and technology, and thus ensure the ongoing professional delivery of developments. In this regard, the JDA developed and submitted its annual training report and a new Workplace Skills Plan (WSP) which identified its employee training and development needs on 1 July 2010. The WSP has ensured that all employee learning plans (ILP) talk to both the individual development aspirations of the employee and the JDA's business strategies and objectives.

JDA has adopted a resolution to continue to spend about 3 per cent of its payroll on training and development of staff.

7.3.2. Employee Performance Management

The JDA Performance Management System (PMS) is an essential communication link aimed to provide alignment between the strategies, goals and objectives of the organisation, and the work objectives of teams and individuals in the Company. The PMS also focuses on the development of soft skills, whilst managing employees towards the achievement of team and individual goals and objectives. The JDA PMS is central to ensuring that every one of its people is competent, motivated and empowered.

During 2007/08 financial year, the JDA reviewed its PMS to ensure that it is compatible with that of the CoJ in terms of content and implementation. The revised PMS informs the JDA's reward system to ensure that it is not only market related but that it will ensure the success of its retention strategy in line with the determinations and policies of the parent municipality. In terms of the PMS adopted in 2007/08, the JDA needs to review the implementation of the PMS, which will be undertaken in 2010/11.

8. APPENDICES

APPENDIX 1: STRATEGIC OBJECTIVES

Sector plans 5 year strategic objectives

Economic Development	Equitable sharing of value gains and geographic spread of economic growth (direct)	Diversifying the local economy (indirect)	Increasing business competitiveness (indirect)	Encouraging market for local goods and services (indirect)	Linking local economy to national, regional and global economy (indirect)
Community Development	Social inclusion among all communities (indirect)				
Housing	Housing as an asset (indirect)	Sustainable human settlements (indirect)	Adequate, affordable housing supply (indirect)		
Infrastructure and Services	Well-integrated and maintained networks (indirect)	Access to services (indirect)	Energy efficiency (indirect)		
Environment	Climate change and energy demand management (indirect)				
Spatial Form and Urban Management	Quality urban environments (direct)	Efficient, sustainable and accessible urban form (direct)	Enhance urban management capacity (indirect)		
Transportation	Improved access to transport (direct)	Safety, affordability, convenience and comfort on all transport infrastructure and services (indirect)	Restructured transport industry (indirect)		
Public Safety	An orderly and safe urban environment (direct)	A city free of fear of crime and violence (indirect)			
Corporate and Shared Services	Safe, clean and accessible CoJ buildings and public conveniences (direct)				
Legislature					
Financial Sustainability	Financial sustainability (of municipality) (direct)				
Governance	Financial sustainability (of municipality) (direct)	Citizen empowerment (indirect)	Strengthening intergovernmental relations (indirect)	Effective city marketing and communication (indirect)	

APPENDIX 2: IDP PROGRAMMES

1) IDP Sources

Sector plan	5 Year Strategic Objectives	IDP Programme	Ref	Delivery Agenda Detail	GDS
Spatial Form and Urban Management	Quality urban environments (direct)	Inner city regeneration	1	Johannesburg Inner City Charter implementation	Balanced and Shared Growth
Spatial Form and Urban Management	Quality urban environments (direct)	Inner city regeneration	2	Randburg CBD regeneration	Balanced and Shared Growth
Spatial Form and Urban Management	Quality urban environments (direct)	Upgrading of marginalised areas	3	Soweto: Orlando East Station Precinct development	Settlement Restructuring
Spatial Form and Urban Management	Quality urban environments (direct)	Upgrading of marginalised areas	4	Soweto: Greater Kliepfontein development	Balanced and Shared Growth
Spatial Form and Urban Management	Quality urban environments (direct)	Upgrading of marginalised areas	5	Diepsloot development	Balanced and Shared Growth
Spatial Form and Urban Management	Quality urban environments (direct)	Upgrading of marginalised areas	6	Orange Farm development	Settlement Restructuring
Spatial Form and Urban Management	Quality urban environments (direct)	Upgrading of marginalised areas	7	Ivory Park development	Balanced and Shared Growth
Spatial Form and Urban Management	Efficient, sustainable and accessible urban form (direct)	Inner city regeneration	8	Johannesburg inner city and Randburg CBD	Balanced and Shared Growth
Spatial Form and Urban Management	Efficient, sustainable and accessible urban form (direct)	Upgrading of marginalised areas	9	Soweto, Diepsloot, Orange Farm and Ivory Park	Balanced and Shared Growth
Spatial Form and Urban Management	Efficient, sustainable and accessible urban form (direct)	Optimised public transport network	10	Rea Vaya BRT infrastructure development	Settlement Restructuring
Spatial Form and Urban Management	Efficient, sustainable and accessible urban form (direct)	Optimised public transport network	11	Soweto commuter rail station precinct development	Settlement Restructuring
Economic Development	Equitable sharing of value gains and geographic spread of economic growth (direct)	Upgrading of marginalised areas	12	Soweto, Diepsloot, Orange Farm and Ivory Park	Balanced and Shared Growth

Economic Development	Equitable sharing of value gains and geographic spread of economic growth (direct)	Optimised public transport network	13	Rea Vaya and Soweto commuter rail station precinct development	Settlement restructuring
Economic Development	Equitable sharing of value gains and geographic spread of economic growth (direct)	Township retail development	14	Township retail facilitation and construction	Balanced and Shared Growth
Transportation	Improved access to transport (direct)	Optimised public transport network	15	Rea Vaya and Soweto rail station precincts	Settlement restructuring
Public Safety	An orderly and safe urban environment (direct)	Inner city regeneration	16	Joburg inner city and Randburg CBD	Balanced and Shared Growth
Public Safety	An orderly and safe urban environment (direct)	Upgrading of marginalised areas	17	Soweto, Diepsloot, Orange Farm and Ivory Park	Balanced and Shared Growth
Public Safety	An orderly and safe urban environment (direct)	Optimised public transport network	18	Rea Vaya and Soweto rail station precincts	Settlement restructuring
Corporate and Shared Services	Safe, clean and accessible CoJ buildings and public conveniences (direct)	Inner city regeneration	19	Joburg inner city and Randburg CBD	Balanced and Shared Growth
Corporate and Shared Services	Safe, clean and accessible CoJ buildings and public conveniences (direct)	Upgrading of marginalised areas	20	Soweto, Diepsloot, Orange Farm and Ivory Park	Balanced and Shared Growth
Financial Sustainability	Financial sustainability (of municipality) (direct)	Inner city regeneration	21	Joburg inner city and Randburg CBD	Balanced and Shared Growth
Financial Sustainability	Financial sustainability (of municipality) (direct)	Upgrading of marginalised areas	22	Soweto, Diepsloot, Orange Farm and Ivory Park	Balanced and Shared Growth
Financial Sustainability	Financial sustainability (of municipality) (direct)	Optimised public transport network	23	Rea Vaya and Soweto rail station precincts	Settlement restructuring
Financial Sustainability	Financial sustainability (of municipality) (direct)	Township retail development	24	Township retail facilitation and construction	Settlement restructuring

APPENDIX 3: CONTRACTOR SERVICES AND GENERAL EXPENDITURE

Table SA1 Contractor services and general expenditure

R thousand	2007/08	2008/09	2009/10	Current year 2010/11			Medium Term Revenue and Expenditure Budget				
	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Contracted services											
Security	701	2,518	2,042	900		900	951	1,004	1,059	1,118	1,179
Hygiene services	343	381	339		470	470	476	503	531	559	591
Leasing charges				35		35					
Other Contracted Services											
Total Contracted Services	1,044	2,899	2,381	935	470	1,405	1,427	1,507	1,590	1,677	1,770
Other Expenditure <i>(List major general expenditure items)</i>											
Electricity Supply	298	1,662	762	500		500					
Insurance	463	1,702	869	900		900	951	1,005	1,060	1,118	1,180
Legal expenses	929	1,089	1,803	900		900	950	1,005	1,060	1,118	1,180
Auditors remuneration	401	1,146	931	1,100		1,100	1,150	1,214	1,281	1,352	1,426
Administration fees including	401	1,146	931	1,235	80	1,315	1,394	1,472	1,553	1,638	1,729
Computer expenses	3,379	2,361	1,865	1,750		1,750	1,851	1,955	2,062	2,176	2,295
Marketing	4,133	3,991	3,230	2,600	605	3,205	3,368	3,557	3,752	3,959	4,176
Operational expenditure	1,367	1,332	744	1,575	(455)	1,120	1,334	1,407	1,485	1,566	1,653
Planning and strategy	2,015	3,485	4,730	3,975		3,975	3,395	3,589	3,789	3,998	4,218
Specialist services	1,767	4,003	1,186	2,260	(450)	1,810	1,562	1,648	1,739	1,835	1,936
Constitution hill subsidy	6,069	2,168	2,883								
Printing and stationery	660	657	543	550	(150)	400	365	385	407	429	453
Urban management projects	2,729	3,468	1,001	200	1,550	1,750	100	106	111	118	124
Other general expenditure	7,936	18,402	8,170	1,560	636	2,196	5,619	7,035	7,980	8,423	8,892
Total Other Expenditure	32,547	46,612	29,648	19,105	1,816	20,921	22,039	24,378	26,279	27,730	29,262

APPENDIX4: SALARIES AND REMUNERATION

Table SA22 Salaries, board members and councillor remuneration

R thousand	2007/08	2008/09	2009/10	Current year 2010/11			Medium Term Revenue and Expenditure Budget					
	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16	
	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000	R 000	
Total - Total employee related cost												
Salary	21,137	26,022	23,522	29,574	(3,666)	25,908	26,797	28,619	30,194	31,854	33,606	
Board Fees	467	631	819	761		761	810	865	912	963	1,016	
Total - Employee Related Cost	21,604	26,653	24,341	30,335	(3,666)	26,669	27,607	29,484	31,106	32,817	34,622	
Board Members of Entities												
Board Fees	467	631	819	761		761	810	865	912	963	1,016	
Sub Total - Board Members	467	631	819	761		761	810	865	912	963	1,016	
Senior Managers of the Dept/ME's												
Salary	6,505	6,843	6,641	9,131	(2,432)	6,699	8,271	8,742	9,223	9,730	10,265	
Sub Total - Senior Managers	6,505	6,843	6,641	9,131	(2,432)	6,699	8,271	8,742	9,223	9,730	10,265	
Other Dept/ME's Staff												
Basic Salaries and Wages	14,632	19,179	16,881	20,443	(1,234)	19,209	18,526	19,877	20,971	22,124	23,341	
Sub Total - Other Dept/ME's Staff	14,632	19,179	16,881	20,443	(1,234)	19,209	18,526	19,877	20,971	22,124	23,341	
Total - Employee Related Cost (Incl. board members)	21,604	26,653	24,341	30,335	(3,666)	26,669	27,607	29,484	31,106	32,817	34,622	

APPENDIX 5: PERSONNEL NUMBERS

Table SA24 Summary of personnel numbers

Summary of Personnel Numbers Number	Ref	Previous year 2009/10			Current year 2010/11			2011/12 Medium Term Revenue and Expenditure Budget		
		Total Positions (as per structure)	Permanent employees (as per payroll)	Contract employees (as per payroll)	Total Positions (as per structure)	Permanent employees (as per payroll)	Contract employees (as per payroll)	Total Positions (as per structure)	Permanent employees (as per payroll)	Contract employees (as per payroll)
Municipal Council Councillors (Political Office Bearers plus Other Councillors)	3	7	7		7	7		7	7	
Municipal employees	4									
Municipal Manager and Senior Managers	2	8	8		9	8		9	8	
Other Managers	6	16	13		17	13		17	13	
Professionals		4	3		4	3		4	3	
<i>Finance</i>		2	2		2	2		2	2	
<i>Information Technology</i>		2	1		2	1		2	1	
<i>Other</i>		7	6		7	7		7	7	
Clerks (Clerical and administrative)		20	16		21	17		21	17	
Elementary Occupations		7	7		6	6		6	6	
TOTAL PERSONNEL NUMBERS		69	60		71	61		71	61	
% increase			-13.0%	-100.0%					-14.1%	-100.0%
Total municipal employees headcount	5									
Finance personnel headcount	7	7	7		7	7		7	7	
Human Resources personnel headcount	7	2	2		2	2		2	2	

APPENDIX 6: PERFORMANCE SCORECARD AND QUARTERLY TARGETS

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Evidence
1. Economic empowerment through the structuring and procurement of JDA projects	Number of short-term EPWP job opportunities created in JDA projects (number of people employed for 55 days)	3 538	2 089	796	148	582	563	Quarterly development progress reports
	Number of person-hours in construction work on JDA projects	na	919 309	350 156	65 154	256 284	247 715	Quarterly development progress reports
	BEE procurement spend as a % of total procurement	70%	70%	70%	70%	70%	70%	SCM quarterly performance reports
	SMME procurement spend as a % of total OPEX Procurement	40%	40%	40%	40%	40%	40%	SCM quarterly performance reports
2. Productive partnerships and cooperation between all relevant stakeholders	Positive media reports as a % of the total number of media reports on JDA development areas	na	>95% positive stories	>95%	>95%	>95%	>95%	Marketing and communications quarterly performance report
	Number of tours hosted by JDA to promote development areas	na	15	3	3	5	4	Marketing and communications quarterly performance report
	Number of development events hosted by the JDA or partners	na	5	3	0	0	2	Marketing and communications quarterly performance report
3. Human Resources	<i>Compliance in respect of the Employment Equity Plan:</i>	100%	100% compliance	100%	100%	100%	100%	HR reports
	% Black staff as % of total staff	80%	80%	80%	80%	80%	80%	HR reports
	% Female staff as % of total staff	45%	45%	45%	45%	45%	45%	HR reports
	% Black Female managers as % of total senior management	35%	35%	35%	35%	35%	35%	HR reports
	% Staff Turnover	<10%	<10%	<10%	<10%	<10%	<10%	HR reports
	Number of HIV and Aids VCT opportunities offered at JDA wellness days	na	2	0	1	0	1	HR reports
	Number of HIV and Aids information shots sent to JDA officials	na	4	1	1	1	1	HR reports
	Number of peer counsellor training sessions	na	2	0	1	0	1	HR reports
	% compliance with Occupational Health and Safety Act at the Bus Factory	100%	100%	100%				HR Quarterly reports
% pay roll invested in training (cumulative, annual)	3%	3%	0%	1%	2%	3%	Quarterly HR reports and Financial statements	

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Evidence
4. Financial management and corporate governance	Unqualified audit reports	100%	100%	100%				Audit report
	% Overspending against operating budget	0%	0%	0%	0%	0%	0%	Opex expenditure Report
	Written objections received to contract award as a % of all contracts awarded	na	<5%	<5%	<5%	<5%	<5%	SCM quarterly performance reports
	Fully GRAP-Compliant Asset Register	100%	100%	100%	100%	100%	100%	Compliant Asset Register
	IT network availability	na	70%	70%	70%	70%	70%	IT Quarterly report
5. Programme performance	% Capital budget spent:	100%	100%	39%	46%	73%	100%	Capital Expenditure Report
	<i>CoJ budget</i>	100%	100%	0%	25%	60%	100%	Capital Expenditure Report
	<i>ICF budget</i>	100%	100%	0%	20%	57%	100%	Capital Expenditure Report
	<i>NDPG budget</i>	100%	100%	0%	25%	60%	100%	Capital Expenditure Report
	<i>EPWP budget</i>	100%	100%	10%	30%	60%	100%	Capital Expenditure Report
	<i>Blue IQ budget</i>	na	100%	20%	50%	75%	100%	Capital Expenditure Report
	<i>Environment budget</i>	na	100%	10%	40%	70%	100%	Capital Expenditure Report
	<i>Transportation budget</i>	100%	100%	47%	50%	76%	100%	Capital Expenditure Report
	% Construction progress against target	100%	100%	0%	27%	59%	100%	Development quarterly reports
	<i>Inner city portfolio</i>	100%	100%	0%	20%	57%	100%	Development quarterly reports
	<i>Marginalised areas portfolio</i>	100%	100%	0%	30%	60%	100%	Development quarterly reports
	<i>Transportation portfolio</i>	100%	100%	0%	30%	60%	100%	Development quarterly reports

Details of construction progress targets								
Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Evidence
COJ FUNDED PROJECTS								
0%								
25%								
60%								
100%								
% progress achieved in project delivery against targets: JDA010/1: K्लीtown Development	Detailed design completed and construction tender awarded	100%	100%	80%	100%			Development quarterly reports
	Public environment upgrade in K्लीtown (Phase 2.2)	100% of Phase 2.1	100%	0%	25%	60%	100%	Development quarterly reports
% progress achieved in project delivery against targets: JDA048: Orlando East Phase 1	Detailed design completed and construction tender awarded	100%	100%	100%				Development quarterly reports
	Public environment upgrading in Orlando East Station precinct (Phase 3)	100% of Phase 2	100%	0%	25%	60%	100%	Development quarterly reports
INNER CTY FUND PROJECTS								
0%								
20%								
57%								
100%								
% progress achieved in project delivery against targets: JDA056 ICF4: Art Gallery (Rea Vaya) Station Precinct Upgrade	Detailed design completed and construction tender awarded	100%	100%	80%	100%			Development quarterly reports
	Public environment upgrading in the Commuter links (Art Gallery) precinct (Phase 2)	100% of phase 1	100%	0%	25%	60%	100%	Development quarterly reports
% progress achieved in project delivery against targets: JDA051 ICF4: Chinatown - Chancellor House	Detailed design completed and construction tender awarded	100%	100%	25%	60%	100%		Development quarterly reports
	Parking lease and construction work for parking	100% of building refurbishment	100%	0%	0%	40%	100%	Development quarterly reports
% progress achieved in project delivery against targets: JDA052: Kazerne site redevelopment	Feasibility study completed and development tender issued	na	100%	0%	0%	0%	100%	Development quarterly reports
	Hoarding, demolition or other construction works as required	na	100%	0%	0%	0%	100%	Development quarterly reports

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Evidence
% progress achieved in project delivery against targets: JDA058 ICF5: Westgate Station Precinct upgrade	Detailed design completed and construction tender awarded	na	100%	100%				Development quarterly reports
	Public environment upgrading (Phase 1)	na	100%	0%	25%	60%	100%	Development quarterly reports
% progress achieved in project delivery against targets: JDA059: Transnet land / Metro Park	Detailed design completed and construction tender awarded	na	100%	80%	100%			Development quarterly reports
	Taxi facilities and public environment upgrading (phase 1)	na	100%	0%	10%	55%	100%	Development quarterly reports
NDPG FUNDED PROJECTS				0%	25%	60%	100%	
% progress achieved in project delivery against targets: JDA037: Diepsloot Development	Detailed design completed and construction tender awarded	100%	100%	80%	100%			Development quarterly reports
	Completion of public space upgrading in district node in Diepsloot (phase 3)	100% of phase 2 completed	100%	0%	25%	60%	100%	Quarterly Reports
% progress achieved in project delivery against targets: JDA036/2: Stretford Station /	Detailed design completed and construction tender awarded	100%	100%	80%	100%			Development quarterly reports
	Completion of public space upgrading in Stretford Station Precinct (phase 3)	100% of phase 2 completed	100%	0%	25%	60%	100%	Quarterly Reports

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Evidence
TRANSPORTATION FUNDED PROJECTS				47%	50%	76%	100%	
% progress achieved in project delivery against targets: JDA045: Bus Rapid Transit	Section 2 (4.25 kms construction)	100%	100%	30%	45%	60%	100%	Quarterly Reports
	Section 4 (0.26 kms construction)	80% of previous busway complete	100%	100%	100%	100%	100%	Quarterly Reports
	Rissik and Harrison(0.50 kms construction)	100% of work in 2010/11	100%	80%	90%	100%	100%	Quarterly Reports
	Bus depot (Dobsonville construction phase 2)	100% of civil works on bus depot complete	100%	100%	100%	100%	100%	Quarterly Reports
	Pat Mbatha (2.12 kms construction)	100%	100%	70%	90%	100%	100%	Quarterly Reports
	Road Underpass (construction)	100%	100%	70%	90%	100%	100%	Quarterly Reports
	Booyens Reserve pedestrian bridge	100%	100%	100%	100%	100%	100%	Quarterly Reports
	Pennyville pedestrian bridge	100%	100%	80%	100%	100%	100%	Quarterly Reports
	Bus depot (Dobsonville construction phase 2)	100%	100%	0%	15%	50%	100%	Quarterly Reports
	4 bus stations	100%	100%	0%	25%	60%	100%	Quarterly Reports
	Section 6 and 8 design work	na	100%	0%	0%	50%	100%	Quarterly Reports

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Evidence
ENVIRONMENT FUNDED PROJECTS				0%	30%	60%	100%	
% progress achieved in project delivery against targets: JDA 059 Bruma Lake rehabilitation	Detailed design completed and construction tender awarded for Bruma lake rehabilitation	na	100%	100%				Development quarterly reports
	Construction work (phase 1)	na	100%	0%	30%	60%	100%	Quarterly Reports
EPWP funded projects				0%	30%	60%	100%	
% progress achieved in project delivery against targets: JDA037: Diepsloot Development	Detailed design completed and construction tender awarded for Diepsloot NMT	na	100%	100%				Development quarterly reports
	Construction work (phase 2)	100% of phase 1 NMT completed	100%	0%	30%	60%	100%	Quarterly Reports
Blue IQ budget				20%	40%	80%	100%	
% progress achieved in project delivery against targets: Constitution Hill								
	Construction work (phase 2)	na	100%	20%	40%	80%	100%	Quarterly Reports