



Johannesburg Development Agency 2016/17 Business Plan



Final Draft Submission
17 May 2016

Approval

Zandile Mafata _____ Name & Surname Chief Financial Officer	_____ Signature	Date of approval:
Thanduxolo Mendrew _____ Name & Surname Chief Executive Officer/MD	_____ Signature	Date of approval:
Cassim Coovadia _____ Name & Surname Chairperson of the Board	_____ Signature	Date of approval:
Councillor Ros Greeff _____ Name & Surname MMC:	_____ Signature	Date of approval:

Confirmation of Receipt:

_____ Name & Surname Group Governance	_____ Signature	Date of approval:
---	--------------------	-------------------

Document control	
Prepared By	The Johannesburg Development Agency (JDA)
Authorised By	Executive Manager: Planning and Strategy
Source Location	J:\Planning and Strategy\A003 Business Plan\2016.17
Published Location	http://www.jda.org.za
Other documents referenced	Draft SDF2040
Related documents	

Version control			
Version Number	Date issued	Author	Update information
V1.0	25 January 2016	Douglas Cohen	First draft version
V1.2	22 February 2016	Douglas Cohen	Second draft version
V2.2	24 February 2016	Douglas Cohen	Revised Second draft version (post meeting with Group Strategy)
V2.3	25 February 2016	Douglas Cohen	Update of Clean Audit KPI
V2.4	29 February 2016	Douglas Cohen	Updated with written comments from JDA Board
V2.5	1 March 2016	Douglas Cohen	Updated with SDM input for A, C and D
V3.0	5 April 2016	Douglas Cohen	Update with project information
V3.1	6 April 2016	Douglas Cohen	Internal Edit Yasmeen Dinath
V4.0	29 April 2016	Douglas Cohen	Updated with Board and CM Comments
V5.0	17 May 2016	Douglas Cohen	Inclusion of good governance KPIs

1	EXECUTIVE SUMMARY	5
2	STRATEGIC ANALYSES	16
3	COMMUNICATION AND STAKEHOLDER MANAGEMENT	25
4	IMPLEMENTATION AND PERFORMANCE OVERVIEW FOR 2016/17	28
5	FINANCIAL IMPACT	59
6	RISK MANAGEMENT	61
7	MANAGEMENT AND ORGANISATIONAL STRUCTURES.....	65
8	APPENDICES	70

1 Executive Summary

1.1 Strategic Intent¹

Vision:

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

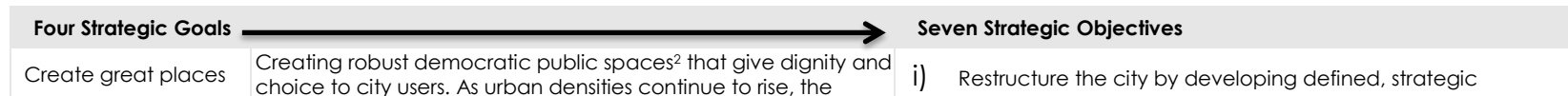
Mission:

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

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

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

The JDA has set itself four strategic principles and seven strategic objectives for the medium term:



¹ The mission statement describes what the JDA wants to do now, a vision statement outlines what the JDA wants to be in the future. The Mission Statement concentrates on the present; it defines the customer(s), critical processes and it informs you about the desired level of performance. The Vision Statement focuses on the future; it is a source of inspiration and motivation. Often it describes not just the future of the organization but the future of the industry or society in which the organization hopes to effect change.

Four Strategic Goals		Seven Strategic Objectives	
	public spaces in cities are becoming increasingly important for meeting citizens' social needs. The quality of space is just as important as the quantity. Given the increasing demand for open space, public spaces need to be creatively designed, moving towards greater adaptability and multiplicity of use to ensure their longer-term sustainability.		geographic areas around the city and the movement corridors that link them. ii) Encourage sustainable energy consumption and land-use in the city by developing strategic transit nodes and corridors.
Catalyse growth and investment	Catalysing growth in areas with latent investment potential. Catalytic intervention and strategic capital investments in areas that have been previously marginalised or have failed to attract private investment can unlock development potential, stimulate local economies and boost job creation and entrepreneurial development.		iii) Promote economic growth by creating efficient and competitive business environments that cluster industries and functions in these areas. iv) Turn around declining investment trends in these areas by upgrading public space, generating shared visions for future development, and encouraging urban management partnerships.
Connect people to opportunities	Connecting people with opportunities to live, work, play, learn, and be healthy in the city. Efficient mass public transport networks and connections, transit-oriented multi-use precincts, together with strategic land-use planning and zoning regimes, are essential in realising these connections.		v) Develop local economic potential in marginalised areas to promote access to jobs and markets. vi) Promote economic empowerment through the structuring and procurement of JDA developments.
Co-produce solutions	Co-producing solutions in partnership with local communities and stakeholders to meet local needs and mitigate challenges. This is an essential component of development intervention in cities. Since 1994, the state has made concerted efforts to engage communities in the development of local solutions. Unfortunately this has not always been successful and often simply takes the form of decision-makers telling communities about their strategies. A more responsible and effective approach is to work with local stakeholders to produce solutions, drawing on their knowledge of the development context. This can cultivate a much more sustainable sense of ownership, civic pride and citizenship.		vii) Support productive development partnerships and co-operation between all stakeholders in these areas.

The purpose / value add of the JDA is in its ability to create:

² Democratization is undoubtedly an uneven process and the transformations in the urban space and in the public sphere in general bear the marks of this unevenness and the various contradictions and perversities they generate (<http://www.publicspace.org/en/text-library/eng/a015-democracy-and-enclosed-spaces-from-social-movements-to-fortified-enclaves-to-hip-hop-in-s-o-paulo>)

Integrated, sustainable and well-managed area-based capital investments in strategic locations within the City of Joburg:**The JDA has aligned its activities and efforts to achieve expected results through the following log frame, which structures the main elements of our work and highlights the logical linkages between them:**

JDA: Building a Better City

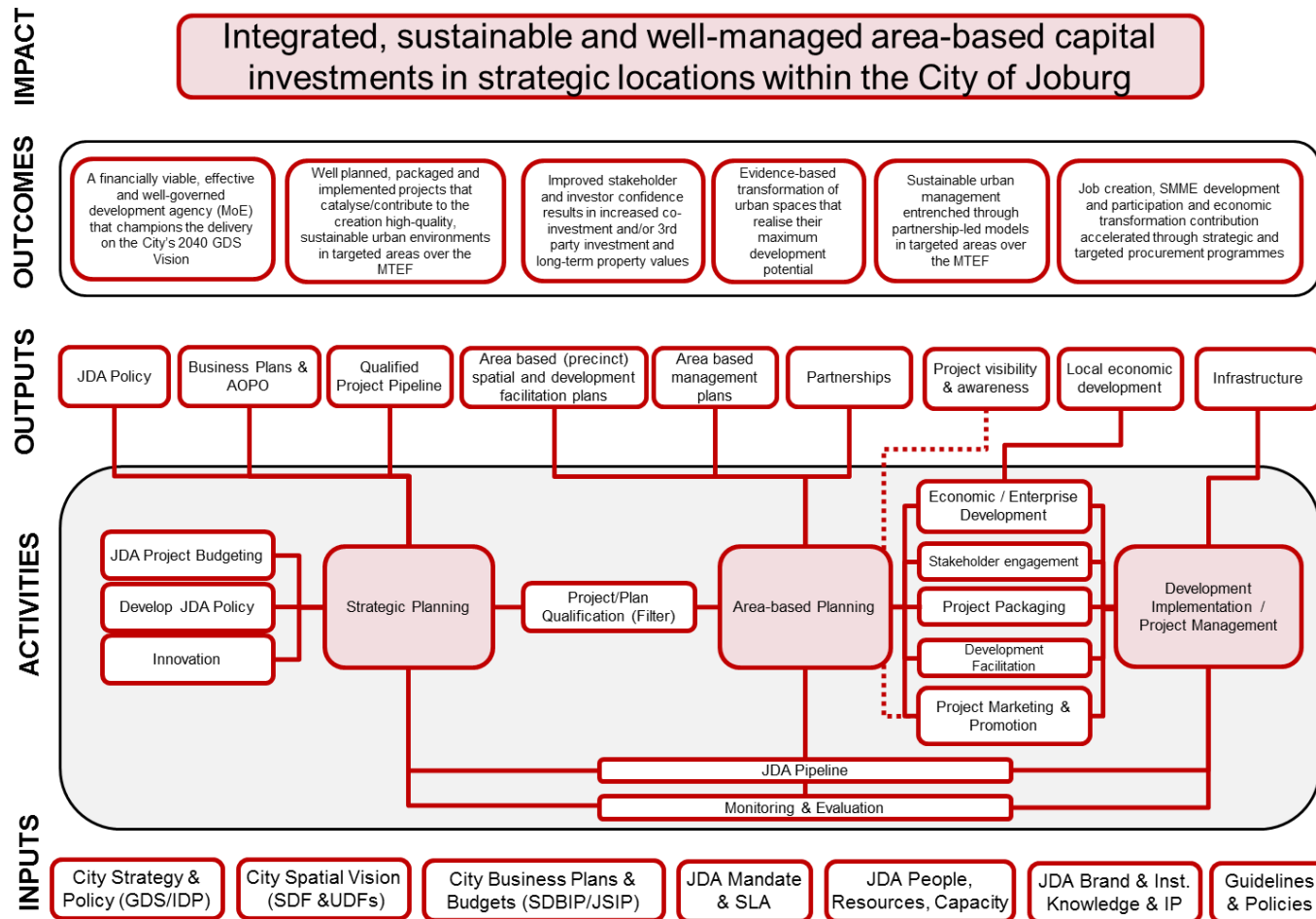
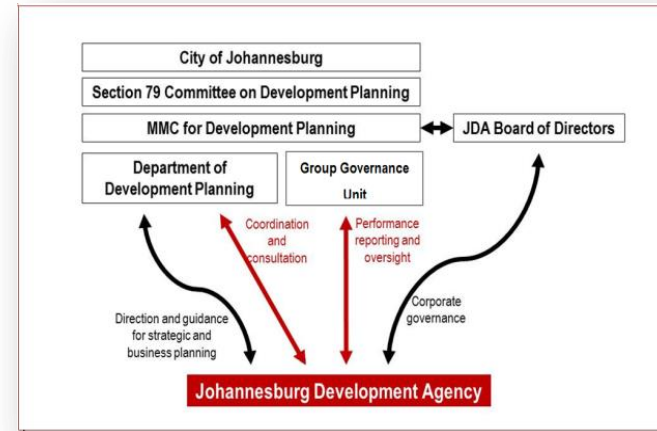


Figure 1 JDA Log Frame

JDA's Governance Arrangements

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

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



1.2 Overview of the JDA

The JDA was established at a critical moment in Johannesburg's history as part of the iGoli 2002 re-engineering process. Since then, its role has evolved significantly. The JDA is guided by the overarching frameworks of the National Development Plan, the Gauteng 2055 vision, the CoJ's GDS 2040 and CoJ's SDF. In particular, the agency is led by the 2040 strategy's ideals of resilience, liveability and sustainability – driven by the conviction that a resilient city is flexible and strong enough to solve complex and unanticipated problems.

The agency has evolved with the changing requirements of Johannesburg and its people. It has also learnt from its experience over the years. During the course of this mayoral term, the JDA has shifted its focus from triple bottom line outcomes (economic, social and environmental) in the inner city and marginalised areas to an emphasis on resilient, sustainable and liveable urban areas in identified transit nodes and corridors.

Over the last 14 years (from 2001/02 to 2014/15) the JDA has implemented capital works projects to the value of R7.9 billion towards catalysing and achieving the City of Johannesburg's city development objectives. In 2014/15 JDA spent R1.4 billion, is expected to spend R1.76 billion in 2015/16 and there is a medium term budget commitment amounting to a further R1.78 billion for 2016/17. This means that by the end of the current Mayoral term, in 2016, the JDA will have spent R5.25 billion, over the 5-year period, to transform the space economy of the City of Johannesburg in order to make the city more resilient, equitable, liveable and sustainable in line with Joburg 2040 objectives.

Over the five year term:

- The JDA has grown by almost 100% from 50 employees to 90 employees in the last 5 years to meet its extended mandate of the Mayoral Term which included re-defining our role as Area Based Regeneration Agency of the City
- The Increased mandate of the JDA resulted in an increased capital budget and increased number of projects to implement on behalf of client departments. The Total capex allocation increased to just under R5 Billion over the last 5 years
- The Executive Mayor announced various priority programmes constituting “the House”
- MMC: Development Planning was selected as the Champion of Corridors of Freedom Programme. As the primary implementation entity the JDA is expected to play the leading role in the facilitation and management of the Corridors of Freedom
- Corridors of Freedom Programmes are required to be moved from plans to actual projects on the ground. The accelerated move from plan to “set in concrete” has increased the pace of implementation by the JDA and several projects have gained momentum on the Corridors of Freedom, including Paterson Park Development, Louis Botha and Katherine BRT Infrastructure, Westbury, Rotunda Park, Alexandra, Auckland Park etc.

1.2.1 The Transition of the JDA’s role over Mayoral Terms from 2001/02 to 2015/16:

Urban Development Agencies around the world operate on slightly different institutional models. In order to respond to the challenges, opportunities and local needs of the City of Johannesburg, the institutional model of the JDA is Area-Based Development. This means that we are more than just a project management agency or an economic development agency.

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

Table 1: Transition of the JDA's role over mayoral terms from 2001/02 to 2015/16

	First mayoral term 2001/02 to 2005/06	Second mayoral term 2006/07 to 2010/11	Third mayoral term 2011/12 to 2015/16
Strategic focus	Economic development outcomes	Triple bottom-line outcomes (economic, social and environmental objectives)	Resilient, sustainable, and liveable city outcomes
Funding sources	Opex grants from CoJ Capex grants from CoJ and Blue IQ	Development fees from a range of intergovernmental capital grants (and reduced Opex grants from CoJ) Capex grants from CoJ, National Treasury and National Department of Transport	Development fees to fund operations (further reductions in opex grants) Capex grants from National Treasury, and National Departments of Transport and Human Settlements
Priority development areas	Mostly inner city	Inner city and marginalised areas	Transit nodes and corridors
JDA area-based development offering	Development management	Development management and technical assistance (as capital project implementing agent)	Development management and development facilitation
Type of capital projects	Big iconic infrastructure and property development projects intended to catalyse investment by the private sector.	Smaller capital works projects implemented over a longer period of time that respond to the needs of both investors and local communities. Technical assistance projects on behalf of other municipal departments or entities (e.g. Rea Vaya infrastructure and CoJ clinics).	Integrated precinct developments that will transform the space economy. The JDA's role includes area-based coordination, and development facilitation.
Selection of key development areas	Inner city regeneration areas: Newtown Cultural Precinct Faraday taxi rank and market Constitution Hill Braamfontein Township regeneration area: Kliptown Development, Soweto	Inner city development areas: Fashion District High Court Precinct Marginalised development areas: Stretford Station Precinct, Orange Farm Diepsloot development 2010 World Cup Legacy developments: Vilakazi Street Precinct, Soweto Nasrec, Soweto Ellis Park Sports Precinct Rea Vaya busways and stations on trunk routes 1A and 1B	Station Precinct (Transit oriented node) developments: Park Station Precinct Nancefield Station Precinct Jabulani Node Randburg CBD Corridors of Freedom: Soweto Corridor: Orlando East and Westgate Station precincts Empire-Perth Corridor: Westbury, University precincts Louis Botha Corridor: Rea Vaya busways and stations on Trunk Route 1C Section 15; Alexandra NMT and ARP projects; Hillbrow Tower Precinct Turffontein development area

1.2.2 The Transition of the JDA's role over the MTEF from 2016/17 to 2018/19

The Joburg 2040 Growth and Development Strategy (GDS) responds to the multiple challenges and uncertain futures faced by the city. Joburg 2040 offers a vision, mission and framing paradigm and principles, alongside outcomes, outputs and indicators.

Four major outcomes define the GDS 2040. Two outcomes are particularly relevant to the JDA business plan:

Table 2: GDS Outcomes and Programme Descriptions

Outcome	Programme Description
<p>Outcome 2: Provide a resilient, liveable, sustainable urban environment – underpinned by infrastructure supportive of a low carbon economy</p>	<ul style="list-style-type: none"> • The City plans to lead in the establishment of sustainable and eco-efficient infrastructure solutions (e.g. housing, eco-mobility, energy, water, waste, sanitation and information and communications technology), to create a landscape that is liveable, environmentally resilient, sustainable, and supportive of low carbon economy initiatives.
<p>Outcome 3: An inclusive, job-intensive, resilient and competitive economy that harnesses the potential of citizens</p>	<ul style="list-style-type: none"> • The GDS 2040 emphasises that "the City of Johannesburg will focus on supporting the creation of an even-more competitive, 'smart' and resilient city economy, when measured in relation to national, continent and global performance. • The City will promote economic growth and sustainability through the meaningful mobilisation of all who work and live here, and through collaborating with others to build job-intensive long-term growth and prosperity, from which all can benefit."

The strategic development plans produced by other spheres of government also need to be considered in defining the JDA's priority programme for 2016/17. The key ones are the National Development Plan (2030); and Gauteng 2055. In addition there is significant work being done to finalise the Integrated Urban Development Framework (IUDF), which is a national urban development plan meant to give direction to the spatial transformation of cities nationally. These plans recognize that:

- The space economy transformation project is a key strategy to create more productive and inclusive cities.
- The most efficient urban form is compact, mixed land-use with an extensive public transport network that includes high intensity movement corridors with attractive environments for walking and cycling. There are also social and economic sustainability reasons for promoting compact urban form, including access, inclusion, health, social cohesion, vibrancy, economy, household savings, and air
- Living in higher densities and competing for access to increasingly scarce resources will require us to foster social interactions in a way that begins to create a new social compact between South African city dwellers. We will need alternative views of the way we behave in, and interact with, public spaces and what we regard as private space.

In the face of these challenges the JDA's 16/17 Business Plan will be targeted toward making meaningful inroads into the spatial transformation project and will creatively pursue ways in which our capital works are able to address aspects of these challenges

The JDA's current business plan represents a spatial response to specific Priority Transformation Areas as outlined in the current 2015/16 review of the City of Johannesburg's Spatial Development Framework, which replaces the 2010/11 version.

Table 3: SDF Priority Transformation Areas and Corresponding JDA Development Regions

SDF Priority Transformation areas	Corresponding JDA Regional Programmes
Strengthening the metro core	Inner City and the Old South (including Turffontein and Mining Belt)
Unlocking Soweto	Greater Soweto (including Lenasia, Eldos, Nancefield)
Consolidating public transport backbone	The Corridors of Freedom: Empire-Perth Corridor and Louis-Botha Corridor
Aerotropolis Corridor	Alex and the Aerotropolis Corridor (includes Randburg, Sandton, Cosmo City, Modderfontein, Frankenwald)
Addressing marginalisation	Marginalised Areas – Diepsloot, Ivory Park, Orange farm

The JDA coordinates its area-based development activities and other catalytic interventions with the Department of Development Planning and with other client departments.

To ensure that the JDA is best positioned to respond to the above development priorities, the agency co-ordinates and manages its activities through six Substantive Focus Areas. In addition, we ensure good governance of the organisation through an Operational Focus area, resourced to support the optimal performance of the 6 substantive areas.

Table 4: Summary of JDA Substantive Focus Areas

JDA Development Focus	Purpose	Corresponding JDA Regional Programmes
1: Inner city transformation	<p>Manage the development of the Johannesburg inner city through capital investments in selected areas, by overseeing integrated investments by other departments and entities, and by facilitating partnership initiatives.</p> <p>Guided by the Inner City Transformation Roadmap as approved by the City of Johannesburg in 2013, the JDA will focus on strengthening the position of the inner city as a critical business and residential node and the primary gateway to transit networks for the city; financial services networks for the City Region; and cross-border trade networks for the African continent. The JDA will continue to implement a phased plan to strengthen inner city precincts, address movement challenges, and improve the quality of the built environment across the inner city.</p>	<ul style="list-style-type: none"> ● Inner City and the Old South (including Turffontein and Mining Belt)
2: TOD / Station Precinct development	<p>A station precinct development programme that encourages optimal development of transit hubs and corridors across the city, which provide access to affordable accommodation and transport, high quality public spaces and amenities, and good community services.</p>	<ul style="list-style-type: none"> ● Inner City and the Old South (including Turffontein and Mining Belt) ● Greater Soweto, (including Lenasia, Eldos, Nancefield) ● Empire-Perth Corridor ● Louis-Botha Corridor ● Alexandra and the Aerotropolis Corridor (includes Randburg, Cosmo City, Modderfontein,

JDA Development Focus	Purpose	Corresponding JDA Regional Programmes
		Frankenwald)
3: Priority Area Planning & Implementation	Manage the development of strategic economic nodes in marginalised areas through capital investments, overseeing integrated investments by other departments and entities, and facilitating partnership initiatives	<ul style="list-style-type: none"> Greater Soweto, (including Lenasia, Eldos, Nancefield) Alexandra and the Aerotropolis Corridor (includes Randburg, Cosmo City, Modderfontein, Frankenwald) Marginalised Areas – Diepsloot, Ivory Park, Orange farm
4: Greenways	The greenways programme that focuses on providing resilient, liveable and sustainable environments within the City by using roads and transport modes to promote walking, cycling, and sustainable public transport. This programme includes the continued roll-out of the Rea Vaya BRT infrastructure and service.	<ul style="list-style-type: none"> Empire-Perth Corridor Louis-Botha Corridor Alexandra and the Aerotropolis Corridor (includes Randburg, Sandton, Cosmo City, Modderfontein, Frankenwald)
5: Alexandra Renewal (ARP)	The Alexandra Renewal Project (ARP) which is established to coordinate intergovernmental activities to develop Alex. Manage the development of Alexandra through capital investments, overseeing integrated investments by other departments and entities, and facilitating community based initiatives and local economic development strategies. Most of the work involves human settlement development projects such as hostel upgrading, housing development and the construction of community facilities	<ul style="list-style-type: none"> Alexandra and the Aerotropolis Corridor (includes Randburg, Sandton Cosmo City, Modderfontein, Frankenwald)
6. Economic Development	A cluster of the JDA's economic development programmes that aims to (i) Develop skills and capacity within the construction industry in Johannesburg (ii) Optimise the JDA's contribution to inclusive economic growth and empowerment, and the transformation of the construction industry; and (iii) establish a monitoring and reporting system to measure the impact of the JDA's managing contractor development programme.	<ul style="list-style-type: none"> All

- quality. Table 5: Summary of JDA Operational Programmes

JDA Programme	Programme Purpose
7: Good Governance, Management and Administration	This programme manages the governance, admin and operational functions and improves efficiency through Finance, Governance, Risk and Compliance, Supply Chain Management and IT.

1.3 Strategic and business planning process

This business plan is based on the strategic framework for 2011 – 2016 that was agreed by the JDA Board of Directors in February 2011. The Annual Business Plan is also informed by the City of Johannesburg's planning processes including the State of the City Address, the Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP). Interactions with the City of Johannesburg include bilateral engagements with the Executive Mayor, Budget Panel hearings, workshops with the Sustainable Human Settlements and Economic Growth Clusters and the Department of Development Planning. The MMC for Development Planning will sign off on the final version of the Business Plan for 2016/17.

The JDA's Board of Directors has the opportunity to engage with the contents of this Business Plans at various stages of its production. This final version of the Business Plan will be reviewed and approved by the Board of Directors in April 2016.

2 Strategic Analyses

2.1 The Context in which the JDA Operates

The spatial transformation of South African cities to correct the spatial and systemic inequalities created by past regimes of segregation is the foremost goal of urban development in the coming years. A more equitable more just city is one that extends access to a range of opportunities and services to all of its citizens.

Johannesburg like other South African cities is changing rapidly and in sometimes unpredictable ways. Rapid urbanisation in the City brings with it both challenges and opportunities for urban development. Targeted and consistent efforts in urban planning and development intervention are necessary to ensure that these rapid changes do not deepen socio-spatial cleavages between the rich and poor, between people and opportunities, in a way that could further entrench communities in cycles of poverty and relative deprivation. The energy brought into the city from rapid urbanisation, global connectivity and local growth and development is an opportunity to be harnessed and directed through decisive government investment in the spatial fabric of the City.

The City of Johannesburg Metropolitan Municipality has made a commitment to addressing spatial transformation in our cities in a way that enhances the Liveability and Sustainability and Resilience of the City.

The Joburg 2040 GDS, launched in October 2011, responds to the multiple challenges and uncertain futures faced by the city. To cope with change, the City of Johannesburg aims to strengthen the adaptive capacity of the City and its citizens, so that it may become more resilient to potential and unpredictable futures. The Joburg 2040 GDS lays the foundation for multi-level, integrated responses to the challenges the city faces.

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

It is within this set of objectives that the JDA roots its approach to development intervention. As the JDA our work responds to the Joburg 2040 ideals of resilience, liveability and sustainability. While the work of the JDA is aimed at meeting cross-cutting objectives, the Agency is institutionally located within the City of Joburg's Economic Cluster. Within this cluster its specific aim is to develop a resilient, liveable, sustainable urban environment - underpinned by infrastructure supportive of a low carbon economy - in Johannesburg; and the need to create a job intensive, equitable and competitive economy.

The restructuring of city form is an important way to improve the resilience of the City. A resilient city is one that can respond to complex and unexpected challenges by adapting and redirecting development efforts to address critical needs and optimise conditions for citizens.

Much of the existing urban form of our city is not configured in a way that promotes resilience equality and sustainability.

Furthermore in trying to correct this we face a number of persistent challenges in our development context. Low levels of education, income inequality, chronic poverty and crippling unemployment, which continue to plague South Africa. There is evidence that these conditions have not improved substantially over the last decade. It is within this context that we must forge a path toward greater resilience, liveability and sustainability.

2.1.1 Ensuring Spatial Alignment

During the current mayoral term, the JDA has focused on systematically changing the spatial landscape of the city to give citizens more equitable access, increase economic activity, promote sustainable livelihoods and reduce dependence on finite resources, in the context of building a resilient, low-carbon economy.

The JDA aims to expand its role by increasing the number of development areas, expanding the types of developments undertaken, and playing a greater facilitation role in development areas.

The JDA's primary medium-term objective is to promote resilient city strategies by restructuring the urban spatial logic of the city. This restructuring is contingent on achieving the following three development goals:

- **Shifting people closer to jobs:** To give a greater number of poor people access to markets and jobs, the JDA will develop transit nodes in underdeveloped areas to create a spatial environment conducive to the agglomeration of economic activity, higher residential density and more intensive land use. This strategy will be achieved through the JDA's transit-oriented node development programme and the inner-city transformation programme.
- **Shifting jobs closer to people:** The development of selected nodes in marginalised areas to stimulate local economies, increase competitiveness and broaden access to markets and jobs that are nearby is an important strategy towards making the space economy more efficient. This will be achieved through the Priority Areas Development Programme.
- **Linking jobs and people:** The greenways programme will develop high-density movement corridors anchored by transit nodes to restructure the city form, promote efficient land use and improve transport energy consumption.

The JDA will continue to transform the spatial economy in Johannesburg through the implementation of the Corridors of Freedom initiative. Key precinct developments along the corridors are designed to respond to local conditions, needs and advantages, and to achieve economic, social and sustainable development outcomes. In terms of small, medium and micro enterprise (SMME) and entrepreneurial support, the JDA aims to increase the number of local emerging contractors used in capital projects carried out in the various communities, as well as the number of local construction jobs created.

The primary spatial restructuring initiative to enhance connection of people to opportunities in the City of Joburg is the implementation of the Corridors of Freedom.

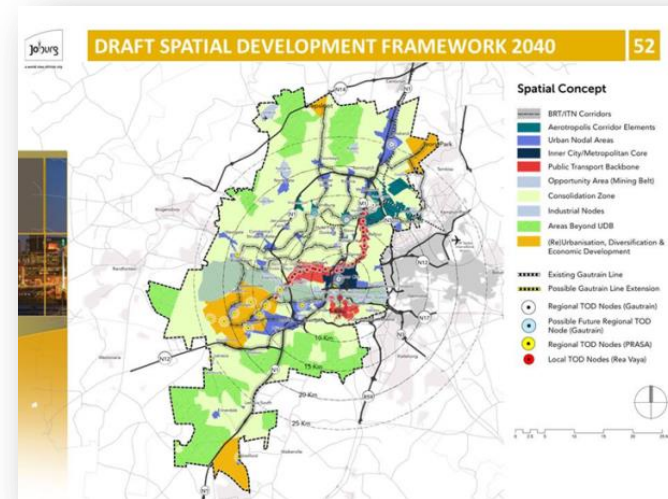
2.1.2 Spatial Development Framework (SDF) 2040

The SDF seeks to address four major issues in Johannesburg's spatial and social landscape:

- Spatial inequalities and the job-housing mismatch,
- Urban sprawl and fragmentation,
- Exclusion and disconnection emanating from securitisation and gated developments, and disconnected street networks (high cul-de-sac ratios)
- Inefficient residential densities and land use patterns

The JDA's strategic objectives are aligned with the Joburg 2040 growth and development strategy for the City of Joburg and in particular with the cluster plan for Economic Growth and Sustainable Services Clusters in the integrated development plan. Giving effect to resilient city strategies by restructuring spatial logic is the primary objective towards which the JDA will work in the medium term.

The SDF 2040 sets the guiding vision and then builds a concrete strategy for its realisation.



SDF Priority Transformation areas	Priority transformation areas	Corresponding JDA Regional Programmes
Strengthening the metro core INNER CITY	<ul style="list-style-type: none"> • Strengthening the metropolitan core – building on the opportunities of the CBD as a dense economic core of the city and tackling issues of fragmented developments, crime, bad buildings and lack of affordable housing. The strategy suggests consolidating the inner city through a public space/street network and expanding it towards the southern industrial area through redeveloping and intensifying underperforming buildings, strategic connector streets, and developing vacant space. The inner city will also be significant in bridging north-south discontinuities, specifically: • Consolidating a Public Transport Backbone – consolidating appropriate growth and development opportunities around existing and future public transport nodes in the Turffontein area. This will also include a focus on transit oriented development nodes, including Gautrain, Rea Vaya (BRT) and PRASA stations. • Unlocking the Mining Belt – this spatial discontinuity presents 	Inner City and the Old South (including Turffontein and Mining Belt)

SDF Priority Transformation areas	Priority transformation areas	Corresponding JDA Regional Programmes
	opportunities for development and public open space that could integrate the north with the south. By identifying strategic interventions along the belt - road linkages, mixed use redevelopments, rehabilitation of degraded and damaged land – this fragmenting feature could become one of inclusion.	
Unlocking Soweto	<ul style="list-style-type: none"> Unlocking Soweto as a True City District – diversifying Soweto to address its largely residential nature by developing mixed land uses (particularly economically productive ones) and social services, making use of its good street pattern and public transport network. Develop it into a series of self-sufficient mixed-use nodes as drivers of economic growth and job creation, allowing Soweto to function as a liveable city district in its own right with access to jobs and the full array of urban amenities. 	Greater Soweto, (including Lenasia, Eldos, Nancefield)
Consolidating public transport backbone	<ul style="list-style-type: none"> Consolidating a Public Transport Backbone – consolidating appropriate growth and development opportunities around existing and future public transport nodes, starting from the Corridors of Freedom linking Soweto to Sandton along Louis Botha Avenue and Empire-Perth. This will also include a focus on transit oriented development nodes, including Gautrain, Rea Vaya (BRT) and PRASA stations. 	Empire-Perth Corridor
Consolidating public transport backbone	<ul style="list-style-type: none"> Consolidating a Public Transport Backbone – consolidating appropriate growth and development opportunities around existing and future public transport nodes, starting from the Corridors of Freedom linking Soweto to Sandton along Louis Botha Avenue and Empire-Perth. This will also include a focus on transit oriented development nodes, including Gautrain, Rea Vaya (BRT) and PRASA stations. 	Louis-Botha Corridor
Aerotropolis Corridor	<ul style="list-style-type: none"> Developing an Aerotropolis Corridor – establishing a strategic connection between the northern parts of the city (Randburg, Sandton and Alexandra) and the OR Tambo Aerotropolis; incorporating the Modderfontein and Frankenwald areas; creating a regional logic for the development of strategic land parcels utilising current development dynamics to drive growth and reduce expansion pressure on the periphery. 	Alex and the Aerotropolis Corridor (includes Randburg, Sandton, Cosmo City, Modderfontein, Frankenwald)
Addressing marginalisation	<ul style="list-style-type: none"> Addressing Marginalisation through (re)urbanisation – The areas of Diepsloot, Ivory Park and Orange Farm all have high population densities but are mostly residential and underserved. In these areas mixed land uses must be strategically included, to drive economic development and job creation. Social services should be improved to promote mixed use areas where people can not only live, but access city amenities such as jobs, schooling, healthcare and 	Marginalised Areas – Diepsloot, Ivory Park, Orange farm

SDF Priority Transformation areas	Priority transformation areas	Corresponding JDA Regional Programmes
	recreation	

The JDA's development interventions in strategic locations in the city, and especially along the Corridors of Freedom, continue to create valuable public spaces, infrastructure and amenities for city users. The agency aims to enhance the ability of each person in Johannesburg to access learning, employment, health, recreation, government and social networks. Its work in area-based development will continue to unlock latent potential or create new potential for growth in the city.

In the year ahead, the JDA will need to focus on how its developments can serve the diverse needs of many people. It will also focus on how its interventions connect to the interventions of other municipal, state and private-sector agencies to enhance the city's liveability, sustainability and resilience.

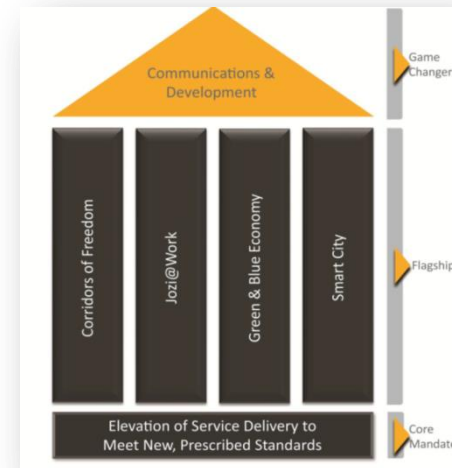
2.2 Strategic Alignment to CoJ Priorities 2016/17

The City's Joburg 2040 Strategy has allowed the City to focus on clear and specific priorities achieve its desired outcomes. The ten priorities identified ensure that an integrative and approach is taken to delivering on the City's vision of becoming a sustainable, liveable and city.

In addition to aligning with the ten on-going priorities of the City, the JDA's 2016/17 Business also align with the 4 key City Flagship Programmes. These are expressed by the City of using the analogy of the House, where the Foundation is a focus on enhancing service delivery; the pillars of the house are the Flagship Programmes which are the four priority programmes for strategic intervention and public investment. The roof of the house is the management of Communication and Stakeholder relations critical in building trust and restoring confidence amongst stakeholders and communities.

The JDA's responses to the ten priorities, against which it can be measured and held accountable, are outlined in the table below:

Table 6: Alignment to the GDS 2040 & CoJ priorities in 2016/17



that will
concise
resilient

Plan will
Joburg

Alignment to the GDS 2040 & CoJ priorities in 2016/17

Summary of the JDA's responses across programmes and projects

Alignment to the GDS 2040 & CoJ priorities in 2016/17	Summary of the JDA's responses across programmes and projects	
Spatial transformation through Corridors of Freedom		<ul style="list-style-type: none"> • Develop station precincts (JDA programme 2). • Invest in the public transit and mobility infrastructure along the corridor routes (JDA programme 4). • Invest time and resources on development facilitation necessary in the corridors to catalyse development.
Transit-oriented node development priority areas (corridors/nodes)	The JDA will continue to deliver on the objective of transforming the space economy in Johannesburg through the implementation of the Corridors of Freedom.	<ul style="list-style-type: none"> • The transit-oriented node development programme encourages optimal development of transit hubs and corridors across the city, which provides access to affordable accommodation and transport, high-quality public spaces and amenities, and good community services. • The greenways programme focuses on providing resilient, liveable and sustainable environments within the CoJ by using roads and transport modes to promote walking, cycling, and sustainable public transport. This programme includes the continued roll-out of the Rea Vaya BRT infrastructure and service.
Priority intervention areas/zones	A programme on priority area planning to catalyse economic activity, improve liveability and create sustainable human settlements.	<ul style="list-style-type: none"> • The Alexandra renewal project was established to coordinate intergovernmental activities to develop Alex. Most of the work involves human settlement development projects such as upgrading hostels, building housing and building community facilities.
Implementation of the inner-city road map	An inner-city transformation programme that continues the strategic inner-city upgrading focus for the JDA.	<ul style="list-style-type: none"> • Within this programme there are elements of transit-oriented node and corridor development. • Precinct developments will be designed to respond to local conditions, needs and advantages, and to achieve economic, social and sustainable development outcomes.
SMME and entrepreneurial support Job creation and SMME support through Jozi@Work	The JDA seeks to optimise the number of local construction jobs created.	<ul style="list-style-type: none"> • JDA policy reserves a percentage of the value of all construction contracts for local SMMEs. • Projects will also be packaged to create opportunities for local SMMEs in line with the Jozi@Work principles. • The NMT construction work will be subcontracted entirely to SMME construction companies. • The JDA will support the CoJ's Department of Economic Development to develop business support programmes in the Alex automotive cluster, the African food hub in the inner city, and the Hillbrow Tower business incubator to be developed in

Alignment to the GDS 2040 & CoJ priorities in 2016/17	Summary of the JDA's responses across programmes and projects	
Blue economy and green economy	<p>The JDA will introduce blue economy interventions by optimising the value chain in construction and urban management, and seeking ways to reuse waste.</p>	<p>partnership with Telkom.</p> <ul style="list-style-type: none"> • Reuse base material in the layer works of roads for the Rea Vaya bus ways. • Use locally produced building material such as paving bricks. • Develop local nutrition programmes in partnership with food businesses and traders in the inner city. • Reuse waste materials for the production of artworks through the JDA public art programme.
	<p>Green economy interventions are a continuing part of the JDA's design and construction projects.</p>	<ul style="list-style-type: none"> • The JDA promotes green building technologies such as solar water heating, efficient lighting and sustainable urban drainage systems in its designs and projects. • The JDA will work with the Department of Economic Development to explore opportunities to support locally produced green building and infrastructure products.
Smart city	<p>The JDA will seek opportunities to upgrade smart city infrastructure within station precincts and along the movement corridors. In 2013/14 the Rea Vaya communication network on trunk route 1B was activated to provide free Wi-Fi at stations.</p>	<ul style="list-style-type: none"> • The Corridors of Freedom implementation strategy includes a programme on the 'Apex of Innovation', which seeks to introduce innovative building and lifestyle drivers as a requirement for all property developments in the priority corridors. • Activities include the development of an innovation network to engage all businesses and institutions that drive innovation and define their role in the development of the corridors.
Financial sustainability and resilience	<p>The JDA will seek to optimise its revenue stream.</p>	<ul style="list-style-type: none"> • The JDA is working from a three-year budgeting framework; the result is that in 2016/17 the majority of the professional teams were in place. • This allowed the JDA to begin new projects and continue with projects already in the construction stage at the end of the first quarter of 2016/17.
Engaged active citizenry	<p>The JDA always seeks to engage the public in a meaningful way at every stage of development.</p>	<ul style="list-style-type: none"> • This includes doing public participation in the planning stage, engaging with communities and affected parties during the design stage and later in the urban management stages. • Involving community members in projects such as the peoples' history project, heritage exhibitions and public art projects that tell the story of the neighbourhood.
Communication and stakeholder engagement	<p>The JDA's marketing and communication division plans to enhance the way in which the institution engages communities in all its development areas.</p>	<ul style="list-style-type: none"> • The aim is to enable the CoJ to keep stakeholders informed, making sure they understand the impact of CoJ developments in their area.

Alignment to the GDS 2040 & CoJ priorities in 2016/17	Summary of the JDA's responses across programmes and projects	
		<ul style="list-style-type: none"> • This is about ensuring that stakeholders are actively engaged from the project concept and play a meaningful role in shaping the development outcomes and future custodianship of the development.
Agriculture and food security	The JDA supports rooftop food gardens in the inner city as part of its CSI programme.	<ul style="list-style-type: none"> • A business model is being prepared for the African food and culture hub project in the Park Station precinct, which aims to provide space for a food institute that will provide training and education on nutrition and food security for food operators in the inner city.
Resource sustainability	The overarching strategic objectives that underpin the JDA's strategy include the promotion of energy and land-use efficiency for reasons of environmental sustainability and natural resource conservation.	<ul style="list-style-type: none"> • The CoJ's blue and green economy strategy will be integrated into all JDA programmes.
Investment attraction, retention and expansion	The impact of the JDA's developments is measured largely in terms of the extent to which the public investment gears private property investments in the same neighbourhood. The introduction of development facilitation capacity within the JDA will allow it to actively drive investment promotion and property development deals.	<ul style="list-style-type: none"> • The Development Facilitation Programme provides strategic leadership, coordination capacity, and analytical and negotiating skills to promote investment, establish and communicate shared development visions, and prepare a pipeline of implementation-ready property developments and capital works projects. • The JDA also plays a strong facilitation role in Alexandra by working with local and governmental stakeholders to co-produce solutions and develop a shared vision for development implementation.

2.3 JDA SWOT Analysis

The strategic issues that are expected to frame the JDA's operations in 2016/17 are our ability to implement capital works projects to achieve visible tangible impact especially in the Corridors of Freedom; and our ability to work with stakeholders and communities to design and implement democratic spaces that can be created, managed and used by various people in various ways. The imperative is that we be sufficiently resourced to see multi-year projects through to completion in order to realise the desired catalytic impact of these.

An analysis of JDA's strengths, weaknesses, opportunities and threats provides a useful platform from which to prioritise our operations in 2016/17.

	Strengths	Weaknesses
Internal	<ul style="list-style-type: none"> • The JDA is a well-skilled and capacitated institution, with a sound reputation and an ability to recruit highly skilled individuals • The JDA has effective financial and project management and governance 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 urban and spatial development planning and funding has been secured for the implementation of catalytic projects. • The JDA has been able to keep its operating costs efficiently low while still being able to sustain high levels of capital expenditure 	<ul style="list-style-type: none"> • The JDA must secure a capital budget allocation of at least R1.7 billion per year to cover operating costs through the 5% development fee, without requiring an increase in the operating grant from the City of Joburg. • The JDA's implementation capacity may be under strain in 2016/17 as we are not able to fund staff increases in anticipation of rising capital budgets. • The sustainability of the impact of JDA's projects depends on adequate maintenance, upkeep and management by other City departments and agencies.
	Opportunities	Threats
External	<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. • City development strategy is built around the Corridors of Freedom in the current Mayoral term and positions JDA as the key implementing agent. • The Inner City Transformation Roadmap defines a coordinated implementation plan and JDA is identified as the area based development coordinator. • 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"> • Fluctuation in property investor activity due to economic uncertainty • Increasing migration pressures, specifically in the inner city • Inability to attract and retain personnel qualified in project management, civil engineering and other scarce skills • Electioneering activities in JDA development areas may delay implementation in 2016/17 in the lead-up to the local government elections • The JDA is a technically credible agency of the City and its continued success is dependent on its ability to remain protected from political restriction and political engagement in order to deliver on its mandate. This means that while the JDA remains committed to engaging stakeholders on the plans and projects it undertakes it cannot be hamstrung in situations of political conflict to the extent that responsible and timeous implementation of its projects is jeopardised

3 Communication and Stakeholder management

Living in higher-density areas and competing for access to increasingly scarce resources will require a new social compact between South African city dwellers. We will need alternative views of the way we behave in, and interact with, public spaces and what we regard as private space.

Given the challenges highlighted here, the JDA's 2016/17 business plan focuses on making meaningful progress towards spatial transformation and creatively pursuing ways in which its capital works are able to address these challenges.

The JDA's strategic focus will be on co-production:

Strategic Focus	Strategic Objectives	Communication & Stakeholder Management
Co-produce solutions	Support productive development partnerships and co-operation between all stakeholders in these areas.	<ul style="list-style-type: none"> • Co-producing solutions in partnership with local communities and stakeholders to meet local needs and mitigate challenges. This is an essential component of development intervention in cities. Globally, and particularly in South Africa, there is an entrenched tradition of creating urban development solutions for people, rather than with them. • A more responsible and effective approach is to work with local stakeholders to produce solutions, drawing on their knowledge of the development context. This can cultivate a much more sustainable sense of ownership, civic pride and citizenship.

This will also involve continuing to draw on our established partnerships with professional bodies, and the academic fraternity to extend co-production opportunities and democratise the process of spatially restructuring the city.

Co-produced solutions in urban design and development have over many years proven to be more sustainable and robust than technical expert-driven ones because they are more responsive to local needs and context and draw on a range of alternative knowledge forms (e.g. tacit and experiential knowledge).

3.1 Stakeholder Engagement

The JDA always seeks to engage the public in a meaningful way at every stage of development. This includes doing public participation in the planning stage, consultations with communities and affected parties during design stage, and value-adding activities involving community members in projects such as the peoples' history, heritage exhibitions and public art projects that tell the story of the neighbourhood.

In 2016/17 further methods of engaging with local stakeholder communities will be explored to better respond to the needs and lifestyles of city users in the 21st century. Conventional methods can be enhanced by the use of social media platforms, electronic communication and other more engaging and relevant forms of sharing knowledge and ideas between professional teams and local communities.

While the JDA's Development Facilitation division is engaged in enhancing the way in which the institution engages communities in all its development areas, there is always room for improvement.

To this end the JDA will strive to:

- Enable the City to keep stakeholders informed, making sure there is accurate understanding of the impact of City developments in their area. This is about ensuring that stakeholders are actively engaged from the very inception of the project concept and play a meaningful role in shaping the development outcomes and future custodianship of the development
- Enable the City to manage expectations and perceptions of all stakeholder groups throughout the project by providing clear and regular communication and mobilization activities, explaining the purpose, scope and outcomes of each project to minimize misunderstanding and misinformation.
- Enable the City to make sure all stakeholders understand, support and develop buy-in and ownership of the City Project

3.1.1 Communication & Stakeholder Management along Corridors of Freedom

The JDA's development interventions in strategic locations in the city, and especially along the Corridors of Freedom, continue to create valuable public spaces, infrastructure and amenities for city users.

The agency aims to enhance the ability of each person in Johannesburg to access learning, employment, health, recreation, government and social networks. Its work in area-based development will continue to unlock latent potential or create new potential for growth in the city.

In the year ahead, the JDA will need to focus on how its developments can serve the diverse needs of many people. It will also focus on how its interventions connect to the interventions of other municipal, state and private-sector agencies to enhance the city's liveability, sustainability and resilience.

Communication & Stakeholder Management along Corridors of Freedom *“Embedding CoF within CoJ and the community”*

- The JDA has built-up its internal development facilitation capacity and stakeholder management unit to ensure and enhance to stakeholder communication
- Within the JDA there is a dedicated development facilitation manager on each of the Corridor's to engage with communities in all development areas and to address and secure maximum support from key stakeholders and to keep City and other MOEs informed.

Activities towards Better co-ordination	Ongoing Development & Urban Management
<ul style="list-style-type: none"> • Facilitated meetings with JRA with regard to the Rotunda Linear Park storm-water agreement • Initiated the Grant Avenue Precinct Plan for public environment upgrades and NMT 	<ul style="list-style-type: none"> • Facilitated meetings with JRA with regard to the Rotunda Linear Park storm-water agreement • Continued discussions with business and community stakeholders in Turffontein – specifically property owners along Main Street in creating an urban management structure

3.1.2 Public Art Programme

The JDA remains committed to the continued roll-out of its Public Art Programme in partnership with the Department of Community Development (Directorate of Arts, Culture and Heritage), where great strides have already been made toward the creation of great places through Public Art.

Creating great places is also about creating sustainable adaptable spaces that are robust and resilient to changes in their local context. Going forward we will interrogate the quality of design of public space to enhance the level of adaptability of the spaces we develop and the sustainability of our initiatives

Juta Street Trees public sculpture programme



Fire Walker (2010, Queen Elizabeth Bridge) by William Kentridge and Gerhard Marx pays homage to the women that once occupied the site where the sculpture now stands. It was a significant contribution by the artist and investment for the city.



4 Implementation and Performance Overview for 2016/17

The 2016/17 approach, responds to five IDP priority programmes, with 17 KPI's and one day-to-day Programme, with 4 KPI's.

Blended / Combined Strategic Programme (SDBIP/IDP)		
Priority 6: Financial Sustainability		
IDP programme	Key Performance Indicator	Outcome Statement/s
Capital project management	1. % budget spent on city-wide infrastructure	A financially viable, effective and well-governed development agency (MoE) that champions the delivery on the City's 2040 GDS Vision
Enhanced corporate governance, through 100% compliance with financial, risk and performance management guidelines	2. Clean audit opinion with a percentage of internal and AG audit findings of the previous financial year resolved	
Priority 4: Transforming sustainable human settlements		
IDP programme	Key Performance Indicator	Outcome Statement/s
Improved Mobility	3. Number of kilometres of walkway and cycle lanes completed	Well planned, packaged and implemented projects that catalyse/contribute to the creation high-quality, sustainable urban environments in targeted areas over the MTEF
Compact, integrated and livable urban form and spaces	4. Number of detailed local area plans, detailed local area implementation plans, or area-based studies produced, reviewed or updated	Improved stakeholder and investor confidence results in increased co-investment and/or 3rd party investment and long-term property values
	5. Number of area-based or sector based partnerships formalised	
	6. Number of projects at concept design phase	Well planned, packaged and implemented projects that catalyse/contribute to the creation high-quality, sustainable urban environments in targeted areas over the MTEF
	7. Number of projects at detailed design phase	
	8. Number of contracts awarded	
	9. Number of projects at practical completion	
	10. Number of Area Based Precinct Management business plans / frameworks developed	Sustainable urban management entrenched through partnership-led models in targeted areas over the MTEF
	11. Number of Media Releases Marketing Projects	Improved stakeholder and investor confidence results in increased co-investment and/or 3rd party investment and long-term property values
	12. Number of area or project impact (case studies) or performance assessments completed	Evidence-based transformation of urban spaces that realise their maximum development potential
	Priority 1 and 2: Employment creation, investment attraction and retention; Informal Economy, SMME and Entrepreneurial support	
IDP programme	Key Performance Indicator	Outcome Statement/s

Blended / Combined Strategic Programme (SDBIP/IDP)		
City wide job creation programme - 250 000 jobs by 2016	13. Number of EPWP opportunities as created	Job creation, SMME development and participation and economic transformation contribution accelerated through strategic and targeted procurement programmes
	14. Number of jobs created city-wide	
Enterprise Development	15. Percentage of SMME expenditure as a share of total expenditure	
Priority 12: Good governance		
IDP programme	Key Performance Indicator	Outcome Statement/s
To improve governance profile of the City	16. % of predetermined objectives achieved	A financially viable, effective and well-governed development agency (MoE) that champions the delivery on the City's 2040 GDS Vision
To reduce the levels of corruption in the City	17. % delivery on reported cases of corruption	
Day-to-day Programme		
IDP programme	Key Performance Indicator	Outcome Statement/s
Other IDP or Day-to Day programmes	18. Percentage of BBBEE expenditure as a share of total expenditure	Job creation, SMME development and participation and economic transformation contribution accelerated through strategic and targeted procurement programmes
	19. Percentage spend on JDA operating budget against approved operating budget	
	20. Percentage implementation of the strategic risk management plan findings resolved	A financially viable, effective and well-governed development agency (MoE) that champions the delivery on the City's 2040 GDS Vision
	21. Percentage implementation new ERP System (SAP)	

4.1 Blended / Combined Strategic Programme (SDBIP/IDP)

4.1.1 Priority 6: Financial Sustainability

National outcome: Outcome 9: Responsive, accountable, effective and efficient developmental local government system													
Joburg 2040 outcome 4: A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region													
Related Output: Financially and administratively sustainable and resilient city													
IDP programme	Key Performance Indicator	Baseline	Target 2016/17	Key Interventions	2016/17 Budget per programme		2016/17 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
Capital project management	% budget spent on city-wide infrastructure ³	New Indicator	95% budget spent on city-wide infrastructure (cumulative)	1: Inner city transformation programme 2: TOD / Station Precinct development programme 3: Priority Area Planning & Implementation programme 4: Greenways programme 5: Alexandra Renewal programme (ARP)	1,782,000,000		5% budget spent on city-wide infrastructure	20% budget spent on city-wide infrastructure	50% budget spent on city-wide infrastructure	95% budget spent on city-wide infrastructure	Invoices received, processed and paid	Financial system management report	⁴

³ Cumulative and as determined at mid-term adjustment budget

National outcome: Outcome 9: Responsive, accountable, effective and efficient developmental local government system													
Joburg 2040 outcome 4: A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region													
Related Output: Financially and administratively sustainable and resilient city													
IDP programme	Key Performance Indicator	Baseline	Target 2016/17	Key Interventions	2016/17 Budget per programme		2016/17 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
Enhanced corporate governance , through 100% compliance with financial, risk and performance management guidelines	Clean audit opinion with a percentage of internal and AG audit findings of the previous financial year resolved ⁵	Clean Audit Opinion with matters of emphasis	Clean Audit opinion with 100% of internal and AG audit findings of the previous financial year resolved (cumulative)	Good Governance, Management and Administration programme		2000000	10% of internal and AG audit findings of the previous financial year resolved	35% of internal and AG audit findings of the previous financial year resolved	70% of internal and AG audit findings of the previous financial year resolved	100% of internal and AG audit findings of the previous financial year resolved	Internal Audit, Annual Financial and AG audit findings of the previous financial year resolved AG Management Letter	Annual Financial Statement AG Report	⁶

⁴ A financially viable, effective and well-governed development agency (MoE) that champions the delivery on the City's 2040 GDS Vision

⁵ The findings as contained in the management letter of the previous year

⁶ A financially viable, effective and well-governed development agency (MoE) that champions the delivery on the City's 2040 GDS Vision

4.1.2 Priority 4: Transforming sustainable human settlements

National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.													
Joburg 2040 outcome 3: Provide a resilient, liveable, sustainable urban environment - underpinned by infrastructure supportive of a low carbon economy Related Output: Eco-mobility													
IDP programme	Key Performance Indicator	Baseline	Target 2016/17	Key Interventions	2016/17 Budget per programme		2016/17 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
Improved Mobility	Number of kilometres of walkway and cycle lanes completed ⁷	65 km of walkways an cycle lanes completed	40 km of walkways an cycle lanes completed (cumulative)	Greenways programme	700000000		0 km of walkways an cycle lanes completed	10 km of walkways an cycle lanes completed	20 km of walkways an cycle lanes completed	40 km of walkways an cycle lanes completed	Physical Inspection 3 rd Party Certificate	Completion certificate	⁸

⁷ Includes all Transport projects allocated and implemented by the JDA, as well as other projects from other funding sources

⁸ Well planned, packaged and implemented projects that catalyse/contribute to the creation high-quality, sustainable urban environments in targeted areas over the MTEF

National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.													
Joburg 2040 outcome 3: Provide a resilient, liveable, sustainable urban environment - underpinned by infrastructure supportive of a low carbon economy													
Related Output: Sustainable human settlements													
IDP programme	Key Performance Indicator	Baseline	Target 2016/17	Key Interventions	2016/17 Budget per programme		2016/17 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
Compact, integrated and livable urban form and spaces	Number of detailed local area plans, detailed local area implementation plans or area-based studies produced, reviewed or updated	New indicator	8 Number of detailed local area plans, detailed local area implementation plans or area-based studies produced, reviewed or updated (non-cumulative)	1: Inner city transformation programme 2: TOD / Station Precinct development programme 3: Priority Area Planning & Implementation programme 4: Greenways programme 5: Alexandra Renewal programme (ARP)	1,782,000,000	5000000	0	0	2	6	Detailed local area plans, detailed local area implementation plans or area-based studies produced, reviewed or updated ¹¹	JDA Exco approval. Exco minutes. Proof of client sign-off / acceptance	¹²

⁹ Braamfontein Transport Study; Melville High Street detailed local area plan and implementation plan;

¹⁰ Wemmer Plan CoF (Site Council owned) precinct detailed local area plan and implementation plan; Marginalised Areas Assessment Study; ICHIP Phase 2 Study; Inner City Assessment Study; Patterson Park Precinct detailed local area plan and implementation plan; Alexandra: Vincent Tshabalala Corridor / Gautrain Station detailed local area plan

¹¹ To JDA and / or CoJ Policy Standards

¹² Well planned, packaged and implemented projects that catalyse/contribute to the creation high-quality, sustainable urban environments in targeted areas over the MTEF

National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.														
Joburg 2040 outcome 3: Provide a resilient, liveable, sustainable urban environment - underpinned by infrastructure supportive of a low carbon economy Related Output: Sustainable human settlements														
IDP programme	Key Performance Indicator	Baseline	Target 2016/17	Key Interventions	2016/17 Budget per programme		2016/17 Quarterly target				Evidence	Means of verification	Outcome	
					Capex	Opex	Q1	Q2	Q3	Q4				
	Number of area-based or sector based partnerships formalised	New indicator	5 area-based or sector based partnerships formalised (non-cumulative)					0 area-based or sector based partnerships formalised	1 area-based or sector based partnerships formalised ¹³	2 area-based or sector based partnerships formalised ¹⁴	2 area-based or sector based partnerships formalised ¹⁵	Area or sector based partnerships, in the form of MoU's, contracts, letters of intent or commitment	JDA Exco approval. Exco minutes.	¹⁶
	Number of projects at concept design phase	New indicator	15 projects at concept design phase (non-cumulative)					8 projects at concept design phase ¹⁷	3 projects at concept design phase ¹⁸	3 projects at concept design phase ¹⁹	1 projects at concept design phase ²⁰	Project Concept Design report as per JDA/CoJ Standards	JDA Exco approval. Exco minutes. Proof of client sign-off.	²¹

¹³ SAPI MOU

¹⁴ MOU with TUFT; Kliptown Stakeholders (WSSD) Partnership

¹⁵ Balfour Park Stakeholders Partnership; Louis Botha Investors Agreement

¹⁶ Improved stakeholder and investor confidence results in increased co-investment and/or 3rd party investment and long-term property values

¹⁷ Brixton Transit Precinct Development; Balfour Park Transit Precinct Development; Brixton Library; Louis Botha CoF, TIA, Stormwater Masterplan & New Construction; Hillbrow Tower Precinct; Banakekeleni Hospice Clinic; Jabulani TOD (Phase 5); Florida Clinic

¹⁸ Perth Empire CoF, TIA, Stormwater Masterplan & New Construction; Turffontein CoF, TIA, Stormwater Masterplan & New Construction; Phase 1C ITS;

¹⁹ Turffontein Clinic; Balfour Park Transit Precinct Development; Diepsloot

²⁰ Jabulani TOD (Phase 6)

²¹ Well planned, packaged and implemented projects that catalyse/contribute to the creation high-quality, sustainable urban environments in targeted areas over the MTEF

National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.													
Joburg 2040 outcome 3: Provide a resilient, liveable, sustainable urban environment - underpinned by infrastructure supportive of a low carbon economy Related Output: Sustainable human settlements													
IDP programme	Key Performance Indicator	Baseline	Target 2016/17	Key Interventions	2016/17 Budget per programme		2016/17 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
	Number of projects at detailed design phase	New indicator	26 projects at detailed design phase (non-cumulative)				4 projects at detailed design phase ²²	10 projects at detailed design phase ²³	5 projects at detailed design phase ²⁴	7 projects at detailed design phase ²⁵	Project Design report as per JDA/CoJ Standards	Sign-off on Design Report by Client or PM or Principal Agent	²⁶
	Number of contracts awarded	New indicator	31 contracts awarded (non-cumulative)				5 contracts awarded ²⁷	4 contracts awarded ²⁸	20 contracts awarded ²⁹	2 contracts awarded ³⁰	JDA BAC Approval (minutes)	Acceptance of Offer Letter	³¹

²² Noordgesig - Social Cluster Re-design (including social housing); Ebony Park Clinic; Braamfisherville - Internal Roads and Stormwater (housing); Kliptown Upgrade Programme – Phase 3

²³ Campus Square Public Transport and Pedestrian Facility; Brixton Transit Precinct Development; Brixton Library; Louis Botha CoF, TIA, Stormwater Masterplan & New Construction; Banakekeleni Hospice Clinic; Vincent Tshabalala Pedestrian Bridge; Hillbrow Tower Precinct; Florida Clinic; Alexandra NMT Phase 3; Driezik Public Transport Facility;

²⁴ Jabulani TOD (Phase 5); BRT Sandton / Randburg Section 9; Rehabilitation of Klipspruit Valley Road: Section 1; Union Stadium; Phase 1C ITS;

²⁵ Balfour Park Transit Precinct Development; Turffontein Clinic; Phase 1C Stations NMT; Selby BRT Bus Depot Phase 2; Midrand BRT Bus Depot; Alex BRT Loop; Diepsloot Precinct Redevelopment

²⁶ Well planned, packaged and implemented projects that catalyse/contribute to the creation high-quality, sustainable urban environments in targeted areas over the MTEF

²⁷ Jabulani TOD (Phase 4); Rotunda Park Precinct (Turffontein) (Phase 2); Emthonjeni Terminal; Inner City Commuter Links (Jack Mincer Taxi Facility Extension); Claremont Clinic;

²⁸ Vincent Tshabalala Pedestrian Bridge; Old Ikage housing development; Kliptown Upgrade Programme – Phase 3; Ebony Park Clinic;

²⁹ Campus Square Public Transport and Pedestrian Facility; Brixton Library; Louis Botha CoF, TIA, Stormwater Masterplan & New Construction; Perth Empire CoF, TIA, Stormwater Masterplan & New Construction; Turffontein CoF, TIA, Stormwater Masterplan & New Construction; Westdene Dam Precinct Interventions; Phase 1C ITS; Banakekeleni Hospice Clinic; Hillbrow Tower Precinct; Brixton Transit Precinct Development; Vincent Tshabalala Pedestrian Bridge; Jabulani TOD (Phase 5); Noordgesig - Social Cluster Re-design (including social housing); Florida Clinic; Noordgesig Clinic; Braamfisherville - Internal Roads and Stormwater (housing); Alexandra NMT Phase 3; Rehabilitation of Klipspruit Valley Road: Section 1; Driezik Public Transport Facility; Union Stadium;

³⁰ Braamfisherville - Internal Roads and Stormwater (housing); BRT Sandton / Randburg Section 9;

National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.													
Joburg 2040 outcome 3: Provide a resilient, liveable, sustainable urban environment - underpinned by infrastructure supportive of a low carbon economy Related Output: Sustainable human settlements													
IDP programme	Key Performance Indicator	Baseline	Target 2016/17	Key Interventions	2016/17 Budget per programme		2016/17 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
	Number of projects at practical completion	New indicator	34 projects at practical completion (non-cumulative)				0 projects at practical completion	7 projects at practical completion ³²	7 projects at practical completion ³³	20 projects at practical completion ³⁴	Practical Completion certificates (3rd Party)	Review of Practical Completion certificates (3rd Party) Physical inspection	³⁵
	Number of Area Based Precinct Management business plans / frameworks developed	New indicator	5 Area Based Precinct Management business plans / frameworks developed				1 Area Based Precinct Management business plans / frameworks developed ³⁶	1 Area Based Precinct Management business plans / frameworks developed ³⁷	2 Area Based Precinct Management business plans / frameworks developed ³⁸	1 Area Based Precinct Management business plans / frameworks developed	Area Based Management business plans / frameworks as per JDA/CoJ Standards	JDA Exco approval. Exco minutes. Proof of client sign-off.	⁴⁰

³¹ Well planned, packaged and implemented projects that catalyse/contribute to the creation high-quality, sustainable urban environments in targeted areas over the MTEF

³² Alexandra Automotive Industrial Park; Randburg CBD Public Environment Upgrade; Cosmo City Fire Station; Noordgesig Clinic; Langlaagte Pharmacy Depot; Orchards Clinic; Phase 1C Section 8B (Sandspruit River Bridge Widening and road works);

³³ Hillbrow Tower Precinct; Kliptown Upgrade Programme – Phase 2; Phase 1C Section 15 (Alexandra to Parktown) Roadworks Phase 2; Phase 1C Section 8A (New BRT Bridge over the M1 between Wynberg and Sandton); Patterson Park (Sports Facilities & Stormwater); 4th Avenue Clinic (Alexandra); Nancefield TOD

³⁴ Orlando East TOD; Thoko Mngoma Clinic; Vincent Tshabalala Pedestrian Bridge; Maputo Park (open spaces); Inner City CORE; Old Ikage housing development; Jabulani TOD (Phase 4); Claremont Clinic; Westbury NMT Project Phase 2 Portion 2; Westbury Renewal Precinct Development; Auckland Park NMT; Sandton Loop Project; Phase 1A NMT Feeder Routes (PHASE 2); Driezik Public Transport Facility; Phase 1C Landscaping; Union Stadium; Westdene Dam Precinct Interventions; Rabie Ridge Multi-purpose Centre; Phase 1C ITS; Section 15J: Watt Road Works;

³⁵ Well planned, packaged and implemented projects that catalyse/contribute to the creation high-quality, sustainable urban environments in targeted areas over the MTEF

³⁶ Jabulani Area Based Mgmt. Plan

National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.														
Joburg 2040 outcome 3: Provide a resilient, liveable, sustainable urban environment - underpinned by infrastructure supportive of a low carbon economy Related Output: Sustainable human settlements														
IDP programme	Key Performance Indicator	Baseline	Target 2016/17	Key Interventions	2016/17 Budget per programme		2016/17 Quarterly target				Evidence	Means of verification	Outcome	
					Capex	Opex	Q1	Q2	Q3	Q4				
										developed ³⁹				
	Number of Media Releases Marketing Projects	New indicator	48 Media Releases Marketing Projects (non-cumulative)					12 Media Releases Marketing Projects	12 Media Releases Marketing Projects Releases	12 Media Releases Marketing Projects Releases	12 Media Releases Marketing Projects	Project related Press Releases as reflected on the JDA Website with project name and date presented	JDA Exco approval. Exco minutes. (Quarterly).	41
	Number of area or project impact (case studies) or performance assessments completed	New indicator	6 area or project impact (case studies) or performance assessments completed (non-cumulative)					0 area or project impact (case studies) or performance assessments	0 area or project impact (case studies) or performance assessments	2 area or project impact (case studies) or performance assessments	4 area or project impact (case studies) or performance assessments	Impact / performance assessments or case studies per JDA/CoJ Standards	JDA Exco approval. Exco minutes.	42

³⁷ African Food Hub Area Based Mgmt. Plan

³⁸ Noord Street Area Based Mgmt. Plan; Kliptown Area Based Mgmt. Plan

⁴⁰ Sustainable urban management entrenched through partnership-led models in targeted areas over the MTEF

³⁹ Balfour Park Area Based Mgmt. Plan

⁴¹ Improved stakeholder and investor confidence results in increased co-investment and/or 3rd party investment and long-term property values

⁴² Evidence-based transformation of urban spaces that realise their maximum development potential

National outcome: Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.													
Joburg 2040 outcome 3: Provide a resilient, liveable, sustainable urban environment - underpinned by infrastructure supportive of a low carbon economy Related Output: Sustainable human settlements													
IDP programme	Key Performance Indicator	Baseline	Target 2016/17	Key Interventions	2016/17 Budget per programme		2016/17 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
							comple ted	comple ted	comple ted	comple ted			

4.1.3 Priority 1 and 2: Economic growth, job creation and poverty reduction; Informal Economy, and SMME support

National outcome: Outcome 4: Decent employment through inclusive economic growth. Outcome 5: A skilled and capable workforce to support an inclusive growth path.													
Joburg 2040 outcome 3: An inclusive, job-intensive, resilient and competitive economy that harnesses the potential of citizens													
Related Output: Job-intensive economic growth; Promotion and support to small businesses													
IDP programme	Key Performance Indicator	Baseline	Target 2016/17	Key Interventions	2016/17 Budget per programme		2016/17 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
City wide job creation programme - 250 000 jobs by 2016	Number of EPWP opportunities as created ⁴³	6500 EPWP opportunities created	7000 EPWP opportunities created (cumulative)	EPWP Programme	900,000,000		1000 EPWP opportunities created ⁴⁴	2500 EPWP opportunities created	4000 EPWP opportunities created	7000 EPWP opportunities created	All necessary supporting information ⁴⁵	Signed confirmation letters by implementing agency EPWP Database	⁴⁶
	Number of jobs created city-wide ⁴⁷	300 jobs created city-wide	500 jobs created city-wide (cumulative)	Jozi@Work	100,000,000	10,000,000	50 jobs created city-wide	100 jobs created city-wide	250 jobs created city-wide	500 jobs created city-wide	Finalised Work packages Pay slips	Signed appointment letters of employment by implementing	⁴⁸

⁴³ Paid work for an individual for any period of time, the same individual can be employed on different projects and each period will be counted as a work opportunity. The definition as per the City of Joburg's Jozi@Work policy indicator.

⁴⁴ Represents a minimum threshold target

⁴⁵ ID copies, contracts, pay slips

⁴⁶ Job creation, SMME development and participation and economic transformation contribution accelerated through strategic and targeted procurement programmes

⁴⁷ Paid work for an individual for any period of time, the same individual can be employed on different projects and each period will be counted as a work opportunity. The definition as per the national employment indicator.

⁴⁸ Job creation, SMME development and participation and economic transformation contribution accelerated through strategic and targeted procurement programmes

National outcome: Outcome 4: Decent employment through inclusive economic growth. Outcome 5: A skilled and capable workforce to support an inclusive growth path. Joburg 2040 outcome 3: An inclusive, job-intensive, resilient and competitive economy that harnesses the potential of citizens Related Output: Job-intensive economic growth; Promotion and support to small businesses													
IDP programme	Key Performance Indicator	Baseline	Target 2016/17	Key Interventions	2016/17 Budget per programme		2016/17 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
												g agency Employment database	
Enterprise Development	Percentage of SMME expenditure as a share of total expenditure	29% SMME expenditure as a share of total expenditure	30% SMME expenditure as a share of total expenditure (non-cumulative)	Emerging contractor development programme	400,000,000	2,000,000	30% SMME expenditure as a share of total expenditure	30% SMME expenditure as a share of total expenditure	30% SMME expenditure as a share of total expenditure	30% SMME expenditure as a share of total expenditure	SCM verified certificates Contacts awarded	Procurement system report Database of SMME's	⁴⁹

⁴⁹ Job creation, SMME development and participation and economic transformation contribution accelerated through strategic and targeted procurement programmes

4.1.4 Priority 11: Good Governance

National outcome: Outcome 11: Creating a better South Africa and contributing to a better and safer Africa in a better world													
Joburg 2040 outcome 4: A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region (GCR)' good governance requires an efficient administration, but also respect for the rule of law, accountability, accessibility, transparency, predictability, inclusivity, equity and participation.													
IDP programme	Key Performance Indicator	Baseline	Target 2016/17	Key Interventions	2016/17 Budget per programme		2016/17 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
To improve governance profile of the City	% of predetermined objectives achieved	37% of predetermined objectives achieved	85% of predetermined objectives achieved	Multi-year contracting strategies Detailed operational plans Effective M&E programme							Internal Audit, Annual Financial and Performance reports AG Management Letter	Annual Financial Statement AG Report	⁵⁰
To reduce the levels of corruption in the City	% delivery on reported cases of corruption	New baseline	100% delivery on reported cases of corruption	Internal ethics programme Promotion of whistle blower / fraud hotline programme Recovery of financial resources							Strategic Risks Tracking Report	Verification of Strategic Risks Tracking Report by Group Risk and Assurance Services	⁵¹

⁵⁰ A financially viable, effective and well-governed development agency (MoE) that champions the delivery on the City's 2040 GDS Vision

⁵¹ A financially viable, effective and well-governed development agency (MoE) that champions the delivery on the City's 2040 GDS Vision

4.2 Day-to-day Programme

National outcome: Outcome 9: Responsive, accountable, effective and efficient developmental local government system													
Joburg 2040 outcome: A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region													
Related Output: Financially and administratively sustainable and resilient city													
IDP programme	Key Performance Indicator	Baseline	Target 2016/17	Key Interventions	2016/17 Budget per programme		2016/17 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
Other IDP or Day-to Day programmes	% spent on Broad-Based Economic Empowerment through local procurement as a share of total expenditure ⁵²	91% spent on Broad-Based Economic Empowerment through local procurement as a share of total expenditure	100% spent on Broad-Based Economic Empowerment through local procurement as a share of total expenditure (non-cumulative)				100% spent on Broad-Based Economic Empowerment through local procurement as a share of total expenditure	100% spent on Broad-Based Economic Empowerment through local procurement as a share of total expenditure	100% spent on Broad-Based Economic Empowerment through local procurement as a share of total expenditure	100% spent on Broad-Based Economic Empowerment through local procurement as a share of total expenditure	All necessary BBBEE information certified by an accredited certification authority ⁵³	Procurement system report	⁵⁴

⁵² Each service provider's individual BBBEE rating affects the amount of expenditure the JDA can claim as being from a BBBEE-compliant service provider when calculating its preferential procurement points. The higher the service provider's rating, the more expenditure can be claimed. If the agency buys from a level 1 service provider, it can claim 135 per cent of the actual expenditure

⁵³ The JDA confirms the validity of BBBEE certificates by verification agencies by tracing the name of the agency to the South African National Accreditation System's list of accredited agencies.

⁵⁴ Job creation, SMME development and participation and economic transformation contribution accelerated through strategic and targeted procurement programmes

National outcome: Outcome 9: Responsive, accountable, effective and efficient developmental local government system													
Joburg 2040 outcome: A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region													
Related Output: Financially and administratively sustainable and resilient city													
IDP programme	Key Performance Indicator	Baseline	Target 2016/17	Key Interventions	2016/17 Budget per programme		2016/17 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
	Percentage spend on JDA operating budget against approved operating budget	91% spend on JDA operating budget against approved operating budget	95% spend on JDA operating budget against approved operating budget (cumulative)			100000000	5% spend on JDA operating budget against approved operating budget	20% spend on JDA operating budget against approved operating budget	50% spend on JDA operating budget against approved operating budget	95% spend on JDA operating budget against approved operating budget	Based on invoices received, processed and paid	Financial system report	⁵⁵
	Percentage implementation of the strategic risk management plan findings resolved	New indicator	95% implementation of the strategic risk management plan findings resolved ⁵⁶ (cumulative)	Strategies to strengthen current control environment			10% implementation of the strategic risk management plan findings resolved	35% implementation of the strategic risk management plan findings resolved	70% implementation of the strategic risk management plan findings resolved	95% implementation of the strategic risk management plan findings resolved	Strategic Risks Tracking Report	Verification of Strategic Risks Tracking Report	⁵⁷
	Percentage implementation on new ERP System (SAP)	New indicator	95% implementation on new ERP System (SAP) ⁵⁸	Integration of systems and processes		10000000	10% implementation new ERP System	35% implementation new ERP System	70% implementation new ERP System	95% implementation new ERP System	Implementation Progress Report)	JDA Exco approval. Exco minutes	⁵⁹

⁵⁵ A financially viable, effective and well-governed development agency (MoE) that champions the delivery on the City's 2040 GDS Vision

⁵⁶ From Red and Amber to Green Status

⁵⁷ A financially viable, effective and well-governed development agency (MoE) that champions the delivery on the City's 2040 GDS Vision

⁵⁸ As defined by implementation plan and change management plan

National outcome: Outcome 9: Responsive, accountable, effective and efficient developmental local government system													
Joburg 2040 outcome: A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region													
Related Output: Financially and administratively sustainable and resilient city													
IDP programme	Key Performance Indicator	Baseline	Target 2016/17	Key Interventions	2016/17 Budget per programme		2016/17 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
			(cumulative)				(SAP)	(SAP)	(SAP)	System (SAP)			

⁵⁹ A financially viable, effective and well-governed development agency (MoE) that champions the delivery on the City's 2040 GDS Vision

4.3 Strategic Programme Project Summary

4.3.1 Development Focus 1: Inner city transformation

JDA Development Focus	Purpose	Corresponding JDA Regional Programmes
1: Inner city transformation	<p>Manage the development of the Johannesburg inner city through capital investments in selected areas, by overseeing integrated investments by other departments and entities, and by facilitating partnership initiatives.</p> <p>Guided by the Inner City Transformation Roadmap as approved by the City of Johannesburg in 2013, the JDA will focus on strengthening the position of the inner city as a critical business and residential node and the primary gateway to transit networks for the city; financial services networks for the City Region; and cross-border trade networks for the African continent. The JDA will continue to implement a phased plan to strengthen inner city precincts, address movement challenges, and improve the quality of the built environment across the inner city.</p>	<ul style="list-style-type: none"> Inner City and the Old South (including Turffontein and Mining Belt)

The project list is as follows:

Project	Project Overview
Inner City Commuter Links (Jack Mincer Taxi Facility Extension)	This project is halfway through a six-year budget allocation. In 2015/16 the extension of the Jack Mincer (Noord Street) taxi facility was prioritized. The technical nature of this construction will require a two-year construction programme that involves careful management of the phasing in order to minimize the relocation and disruption of taxi operations. In addition, the consultation and design process will begin for the first phase of railway line decking to create a new public square as a reception space in front of the Joburg Art Gallery. The deck design and construction will require consultation with the Passenger Rail Agency of South Africa, design approval from the Johannesburg Property Company and the Johannesburg Roads Agency, and a detailed engineering design and costing analysis.
Hillbrow Tower Precinct	Hillbrow is a famous neighbourhood in the inner city of Johannesburg. The precinct is defined by the walking radius of approximately 1km around the Hillbrow Tower and transects the Hillbrow and Berea areas which are roughly bounded by Clarendon and Willie Streets in the north, Joe Slovo Drive in the east, Smit Street in the south and Hospital Street in the west. In 2015/16 Phase 2 of the project focused on the public environment upgrade of Goldreich and Nugget Streets in Hillbrow. As a key part of the development facilitation work in this area, the JDA has engaged Telkom in a property development to establish an enterprise hub at the base of the Hillbrow Tower; and to create economic development opportunities for the creative industries in Hillbrow. In addition, Telkom has agreed to open the Tower as a tourist attraction, enabling visitors to

Project	Project Overview
	travel to the top of the tower for breath-taking views of the City. The launch of this event is due to take place in 2016/17.
Kazerne Intermodal Facility Development Phase 1	A new integrated transport facility with good access to Park Station will improve the quality of life of commuters, streamline the flow of traffic and strengthen the commuting connections with the rail service. The underdeveloped Kazerne taxi facility provides an opportunity for such a facility. This site is of strategic importance as it is close to Park Station and the proposed project to deck the railway line and connect Braamfontein with the inner city. There is thus an opportunity to increase the scale of this development and optimise the land use by including other land uses such as retail, hotel and residential. Designs for the new intermodal public transport facilities were approved and construction has commenced. It is anticipated that the new facility will be completed in the 2016/17 financial year.
Brixton Social Cluster Precinct	This project includes the creation of an integrated cluster of social and community facilities in Brixton, some of which are already located in proximity to each other. Together with Community Development and Development Planning Departments in the City of Joburg, the project scope will be refined.
Inner City CORE	Against the backdrop of the inner-city urban design implementation plan, the CoJ prioritised the inner-city core for public environment upgrading in years three and four of the Charter implementation period. The project seeks to improve continuity and connectivity for pedestrians towards and between places of work, public transport and other facilities. It will also strive to improve access to spaces for recreational and social purposes. The project area is defined as De Villiers Street in the North, Commissioner Street in the South, Sauer Street in the West, and End Street in the East. The project will focus on the public environment upgrade of Wolmarans and Plein Streets between Eloff and Klein Streets.
African Food and Culture Hub project	<p>The African Food and Culture Hub project is intended to create a new public space and facility in the Park Station precinct that can accommodate a food institute that will implement a range of programmes to:</p> <ul style="list-style-type: none"> • Develop the food industry in the Gauteng City Region through awareness raising and training, industry networking, and value chain and clustering analysis and strategy. • Publicise and promote food services and businesses in the Park Station Precinct and the Johannesburg inner city. • Manage the facility and the new public square as an information hub for food businesses and activities, a small market for informal food traders, a venue for food industry training and events, and for food themed festivals and activations. <p>The detailed design work and implementation of identified upgrade initiatives has been phased over two financial years. The JDA has completed detailed designs, community participation processes, stakeholder negotiations and initial construction to upgrade the public environment to create a new public square on Eloff Street in the Park Station Precinct. This included the development of a design pavilion by a well-known African architect, David Adjaye, working in collaboration with a South African architect.</p>

4.3.2 Development Focus 2: TOD / Station Precinct development

JDA Development Focus	Purpose	Corresponding JDA Regional Programmes
2: TOD / Station Precinct development	A station precinct development programme that encourages optimal development of transit hubs and corridors across the city, which provide access to affordable accommodation and transport, high quality public spaces and amenities, and good community services.	<ul style="list-style-type: none"> • Inner City and the Old South (including Turffontein and Mining Belt) • Greater Soweto, (including Lenasia, Eldos, Nancefield)

JDA Development Focus	Purpose	Corresponding JDA Regional Programmes
		<ul style="list-style-type: none"> • Empire-Perth Corridor • Louis-Botha Corridor • Alexandra and the Aerotropolis Corridor (includes Randburg, Cosmo City, Modderfontein, Frankenwald)

The project list is as follows:

Project	Project Overview
Randburg Civic Precinct & CBD Public Environment Upgrade	<p>Despite its potential as a key regional transit node, Randburg CBD continues to function as a mid-level retail and office node, with less than optimal residential land usage and limited public amenities.</p> <p>The scope of work includes detailed designs for the larger capital expenditure programme which entails public environment upgrades, but construction was delayed. One block on Hill Street Mall has been completed, and two more blocks and a new commuter circuit will be completed in 2015/16. The second phase in 2015/16 will focus on restructuring the streets to introduce a public transport link and improve mobility.</p>
Patterson Park (Sports Facilities) (Storm water)	<p>The facility has succumbed to wear-and-tear over the years and there is a need therefore for this facility to be further developed, upgraded and refurbished so as to ensure continuity and sustainability to the community. Planning work has begun and the implementation is set to be completed by the end of 2016/17</p>
Jabulani TOD (Phase 4-6)	<p>The CoJ is implementing the Jabulani node project (along with the Nancefield Station precinct) over the medium term to create a transformed area. Project implementation has focused on catalytic upgrades to the public environment, including:</p> <ul style="list-style-type: none"> • Bolani Link Road public environment upgrade – This project aimed to facilitate pedestrian and public transport movement, including cyclist infrastructure (sidewalks) to accommodate all modes of transport. • Nhlanzane Station Link – This project upgraded the public environment and infrastructure to link the Jabulani precinct with the nearby train station. • Water Tower Park – This project will be implemented in 2015/16 and involves a pedestrian bridge over the railway line and the cultural precinct. The project's amphitheatre, play area and public environment upgrades will support the Soweto Theatre. <p>The professional team will focus on the planning and design of linkages between Jabulani and other development nodes in Soweto.</p>
Nancefield TOD	<p>The Nancefield Station precinct is a flagship transit-oriented development project that the CoJ wishes to implement over the medium term. Construction is underway and will be completed by end January 2016. Phase 3 entails the construction of new roads and stormwater infrastructure, the construction of new water and sewer infrastructure and the rebuilding of existing roads. The professional team is currently working on a concept for the development of a facility that will serve as a home of basketball in Soweto. It is envisaged that the first phase of the community facility will be delivered in 2016/17</p>
Orlando East TOD	<p>Area-based regeneration in townships is a priority for the City of Johannesburg and township renewal is critical for development within the framework of the City's Growth and Development Strategy and the Integrated Development Plan. Orlando East / Noordgesig is a project that is being implemented by the JDA given its significance from a heritage perspective, the location of the Orlando Stadium, its location on the Rea Vaya BRT route, its proximity to JDA's work in Vilakazi Street and the Johannesburg Property Company's substantial Orlando Ekhaya project.</p>

Project	Project Overview
	<p>JDA has done work to the value of R26.5 million in Orlando East Station Precinct since 2009/10. This has included upgrading of parking along Mooki Street, construction of a new public square, upgrading of pedestrian infrastructure along Rathebe Street, public environment upgrading in Noordgesig, and improvements to Plantation Square.</p> <p>Further implementation work in this precinct will be completed in 2016/17</p>
Rotunda Park Precinct (Turffontein) (Phase 2)	<p>The Turffontein strategic area framework identified Rotunda Park as a potential transit node. A multi-year allocation was awarded to the JDA for a new development, which started in 2014/15... Phase 1 of the project entails the development of the gateways to the precinct. The team is also focusing on the planning and designs of the linear park which is the key feature of the precinct. An extensive stakeholder process will be undertaken to ensure that community participates meaningfully in the planning of the intervention. It is envisaged that construction of Phase 2 of the project will be completed in 2016/17</p>
Balfour Park Transit Precinct Development	<p>In line with the City of Joburg strategic vision to address urban inefficiencies through transit orientated developments (i.e. the Corridors of Freedom), attached herewith is the recently completed draft Balfour Park Precinct Plan which responds to the Louis Botha Development Corridor Strategic Area Framework.</p> <p>The draft precinct plan strategically targets 2 - 5 blocks on each side of Louis Botha Avenue (between Corlett & Athol Drives) incorporating the suburbs of Highlands North (including extensions), Waverly (including extensions), Gresswold, Savoy Estate, Kew & Glenhazel. The plan takes into consideration spatial planning and urban design principles, economic planning as well as transport planning in order to attract appropriate investment initiatives.</p>
Milpark Precinct (Empire Perth Corridor)	<p>There is also a planned precinct upgrade for the Owl Street Precinct in Milpark. This is in line with the Strategic Area Framework proposals for the Empire-Perth Corridor. While initial preparatory works are being done in the area, for example to address stormwater management, the JDA is only scheduled to begin the precinct upgrade in 2017/18.</p>
Pennyville Precinct Renewal Precinct Redevelopment	<p>The development of a mixed use transit node around the Pennyville Station Precinct is planned as part of the Corridors of Freedom Implementation Plan. The planning phase of this development is planned to begin in 2017/18</p>
Campus Square Public Transport and Pedestrian Facility	<p>The Knowledge precinct incorporates the nodes of Auckland Park and Milpark on the Empire-Perth corridor, as identified in the Empire-Perth strategic area framework. NMT infrastructure linking the University of Johannesburg and the University of the Witwatersrand to the inner city was completed. Designs for a pedestrian bridge and public environment upgrade to provide safe pedestrian crossing from the University of Johannesburg to Campus Square are under way. In 2016/17 the first phase of bridge construction will take place.</p>
Westbury NMT Project Phase 2 Portion 2 Westbury Renewal Precinct Development	<p>Westbury is a residential neighbourhood along the Empire-Perth corridor. Westbury is well located regionally, but its legacy as a racially segregated area means that its connection to surrounding suburbs is weak, enforced by significant buffer spaces – especially in the northern interface with Sophiatown. Westbury is well served by a range of transport opportunities and social infrastructure but, despite the ease of access to these services, the urban frame in which they are located is fragmented. In 2016/17 the public environment upgrading and complete streets projects will be completed and designs will be prepared for housing upgrades and improvements.</p>
Union Stadium	<p>The CoJ's Community Development Department is responsible for maintaining and upgrading the city's sports, recreation, libraries and other community facilities. Bosmont Stadium, Paterson Park and Union Stadium have been in existence for a number of years and are being used on a daily basis. These facilities are close to transport nodes, including the newly constructed BRT system, which provides easy and affordable access to such facilities.</p>

4.3.3 Development Focus 3: Priority Area Planning & Implementation

JDA Development Focus	Purpose	Corresponding JDA Regional Programmes
3: Priority Area Planning & Implementation	Manage the development of strategic economic nodes in marginalised areas through capital investments, overseeing integrated investments by other departments and entities, and facilitating partnership initiatives	<ul style="list-style-type: none"> Greater Soweto, (including Lenasia, Eldos, Nancefield) Alexandra and the Aerotropolis Corridor (includes Randburg, Cosmo City, Modderfontein, Frankenwald) Marginalised Areas – Diepsloot, Ivory Park, Orange farm

. The project list is as follows:

Project	Project Overview
Cosmo City Fire Station	The JDA has been appointed as implementing agent to construct a new fire station in Cosmo City for Emergency Management Services. In 2015/16 the project will entail the construction of new quality fire station to service Cosmo City. Construction commenced in 2015
Noordgesig - Social Cluster Re-design (including social housing)	
Kliptown Upgrade Programme	Development proposals for Kliptown have been made since the early 1990s. Emergency services were provided to the area in the early 1990s and a plan was developed in 1996. In 2001, a new development project was drawn up and this was partially implemented over five years. The Greater Kliptown Development Framework (1996) made proposals to develop Freedom Square as a historical tourism site, with a museum, public spaces, a park and a mix of shops and informal trading. In 2015/16 a Technical Steering Committee was set up and consists of most of the MOE's and City Departments. The aim of the Committee is to guide the planning and prioritisation of interventions in the area over the next three years. One of the key interventions identified by the Committee is the redevelopment of the informal trading area at the Walter Sisulu Square of Dedication. The provision of a primary healthcare facility at the square will also be considered. An extensive community consultation process was undertaken. A priority plan will be rolled out in 2016/17.
Noordgesig Clinic	This is a three-year programme. Planning and conceptual and detailed designs are complete. implementation is underway
Langlaagte Pharmacy Depot	The City of Johannesburg boasts a pharmacy depot based in the Langlaagte area. The pharmaceutical unit is responsible for procuring and supplying primary health care drugs to all health sub-districts in Johannesburg
Sol Plaatjie Roodepoort	In 2015/16 the JDA will be implementing development projects for 10 clinics on behalf of the Directorate of Health
Turffontein Clinic	In 2015/16 the JDA will be implementing development projects for 10 clinics on behalf of the Directorate of Health
Westdene Dam Precinct Interventions	This involves an upgrade of the precinct around the dam and optimizing pedestrian linkages to the Empire Perth Corridor of Freedom.

4.3.4 Development Focus 4: Greenways

JDA Development Focus	Purpose	Corresponding JDA Regional Programmes
4: Greenways	The greenways programme that focuses on providing resilient, liveable and sustainable environments within the City by using roads and transport modes to promote walking, cycling, and sustainable public transport. This programme includes the continued roll-out of the Rea Vaya BRT infrastructure and service.	<ul style="list-style-type: none"> • Empire-Perth Corridor • Louis-Botha Corridor • Alexandra and the Aerotropolis Corridor (includes Randburg, Sandton, Cosmo City, Modderfontein, Frankenwald)

JDA Development Focus	Purpose	Corresponding JDA Regional Programmes
-----------------------	---------	---------------------------------------

The JDA will continue to serve the Department of Transportation as implementing agent for the Rea Vaya Bus Rapid Transit infrastructure. We will also seek to incorporate pathways, cycleways and pedestrian infrastructure such as shelters and lighting into all public environment upgrading projects with a series of priority implementation projects in Soweto, the inner city and Alex.

The JDA intends to implement capital works projects to the value of R916.6million in Programme 4 in 2016/17.⁶⁰

4.3.5 Development Focus 5: Alexandra Renewal (ARP)

JDA Core Programme	2016/17 Capex Budget	Programme Description	JDA Development Regions
5: Alexandra Renewal (ARP)	R71,300,000	The Alexandra Renewal Project (ARP) which is established to coordinate intergovernmental activities to develop Alex. Manage the development of Alexandra through capital investments, overseeing integrated investments by other departments and entities, and facilitating community based initiatives and local economic development strategies. Most of the work involves human settlement	<ul style="list-style-type: none"> • Alexandra and the Aerotropolis Corridor (includes Randburg, Sandton Cosmo City, Modderfontein, Frankenwald)

⁶⁰ Note: The Rea-Vaya BRT Citywide Allocation of R864.4 million is to be distributed between each of the various component projects in this programme. The following Rea Vaya BRT Projects are to be undertaken to be undertaken by the JDA within this envelope of R870,740,550

JDA Core Programme	2016/17 Capex Budget	Programme Description	JDA Development Regions
		development projects such as hostel upgrading, housing development and the construction of community facilities	

The project list is as follows:

Project	Project Overview
Alexandra Automotive Industrial Park	<p>There are two property development projects that were initiated by the CoJ Department of Economic Development in order to promote expansion of the automotive industry cluster in Gauteng. These are the Bambanani Automotive Node in Ivory Park, and the Alex Automotive Industrial Node.</p> <p>In 2008, the Department of Economic Development in partnership with and through funding support of the National Treasury undertook a comprehensive economic profiling and developed a City wide township economic development programme focused on the Northern Cluster: Comprising Ivory Park, Ebony Park and Diepsloot – all falling within the City's Administrative Region A.</p> <p>In its entirety, the Township Economic Development Programme was geared toward attracting increased private sector investment into townships; building local businesses that will expand employment; removing impediments and developing infrastructure in the township, and strengthening local institutions and public and private actors at the local level to encourage local economic development.</p> <p>The projects overall conceptual objectives are:</p> <ul style="list-style-type: none"> • A strong contribution towards long term qualitative and profitable job creation • A focus on attracting, developing and supporting viable SMME business; • Ensuring that SMMEs from Ivory Park are the primary beneficiaries of the automotive industrial park; • Investment in a strategic sector of the economy (the automotive sector remains one of the strong contributors to the national economy) • Using the development of the automotive node as a catalyst for the industrial regeneration; and • Emphasising strong development goals/imperatives rather than quick commercial returns to the City of Joburg. <p>The JDA has been appointed by the City of Johannesburg (CoJ) to facilitate the implementation of the Bambanani and Alex property developments.</p> <p>The City of Johannesburg has been allocated capital funding from the National Treasury through the NDPG. This amounts to just more than R102 million over three financial years.</p>
Linear Markets at Pan	In 2015/16 the JDA began development a Linear Market facility for informal traders at the Pan Africa site in behalf of the

Project	Project Overview
Africa Alexandra [Split with Ivory Park]	Department of Economic Development, City of Joburg
4th Avenue Clinic (Alexandra)	This project is to upgrade and extend the existing primary health care clinic in 4th Avenue. Planning and design commenced in 2013/14 and implementation is underway.
Old Ikage housing development (Alexandra)	This project entails the development of approximately 85 new BNG housing units on an old school site in Alexandra. The reason for selecting this site was to demonstrate government's intention to redevelop Old Alexandra but on a site that is not contested due to land claim issues.
Refuse Bins for New Housing on Far East Bank	This is an ongoing project to distribute 240 litre refuse bins to new households in housing developments on the Far East Bank. To date the ARP has developed 5 514 new housing units in Ext 7, 8, 9, and 10 but Pikitup has not been able to supply bins to these households. The scope of work is to purchase the outstanding bins for 2016/17
Thoko Mngoma Clinic (Alexandra)	Upgrading and extension of existing primary health care clinic in 4th Avenue Alexandra responds to the need for improved service delivery in Alex. Planning and design commenced in 2013/14 followed by initial construction in 2014/15, which will be continued and finalised in 2016/17
Vincent Tshabalala Pedestrian Bridge	Pedestrian traffic crossing Vincent Tshabalala Road from Alexandra to the Johannesburg College in Kew is in conflict with vehicle traffic on this busy road. This is a dangerous situation that has led to a decision to construct a new bridge across this road. In 2002 to 2004 Vincent Tshabalala Road was widened from two to four lanes and in the process the existing pedestrian bridge at 13th Avenue had to be demolished. It was never replaced. In 2014/15 a professional team was appointed to complete planning and design. Construction will continue in 2016/17
Maputo Park (open spaces)	The development of open space is an ongoing programme in Alexandra. The re-instatement of Maputo Park along the Jukskei River near Florence Moposho Bridge has been identified for implementation in 2014/2015. This park was used as a construction site and accommodated a detour during the construction of Florence Moposho Road and bridge. In 2014/15 a professional team was appointed to complete planning and design. Construction will continue in 2016/17.

There are also various technical assistance projects that JDA has been assigned to implement on behalf of other Departments and Entities in Programme 5. The budget for these projects will be confirmed in 2015/16 once an intergovernmental alignment process has been completed. The projects are as follows:

Project	Project Overview
M2 Hostel Re-development	<ul style="list-style-type: none"> This project converts all M2 Nobuhle Hostel rooms into self-sustainable rental housing units including the addition of new housing stock on the hostel precinct. To date a total of 460 units have been completed and delivered. Currently a contractor is on site for the completion of the last phase consisting of the balance of 642 units. Of these 72 new units have reached practical completion and a further 78 units are under conversion at present.
Bothlabela Phase 2 Housing	<ul style="list-style-type: none"> This project entailed the construction of 232 new FLISP housing units constructed on three infill sites on the Far East Bank. Construction has reached practical completion and the CoJ Housing Department is currently in the process of selecting candidates who have already or will apply for home loans with commercial banks. The scope of work in 2014/15 is the approval of the Sectional Title register and the transfer of all 232 units to approved buyers.
M1 Hostel Re-	<ul style="list-style-type: none"> This project is about the re-development of the entire M1 Madala Hostel in Alexandra into conventional housing of

Project	Project Overview
development	<p>mixed tenure including other social amenities. This will ultimately result in the demolition of the hostel structures.</p> <ul style="list-style-type: none"> • A Project Management Team has been appointed and to date the socio-economic survey is complete as well as a draft precinct plan and concept designs.
Alexandra Ext 31 Housing	<ul style="list-style-type: none"> • This project consists of the construction of 84 new BNG housing units in 6th Avenue Alexandra in order to assist in the decanting of the M1 Hostel. • This project was under construction but could not continue due to the liquidation of the appointed contractor. Currently a procurement process is underway and it is expected to have a new contractor on site .A nine-month construction period is anticipated.
Lombardy West Housing	<ul style="list-style-type: none"> • This project consists of the construction of 252 new BNG rental housing units on a few properties in Lombardy West as part of a High Court Order dating back to 2006 when 235 households were the subject of a private sector eviction in Wynberg. • Preliminary designs have been completed including a draft SDP. The transfer of land is being finalised at present where after a rezoning needs to be submitted and approved. • In 2014/15 a professional team was appointed to complete planning and design. Construction will continue in 2016/17
Linbro Park Housing	<ul style="list-style-type: none"> • The Linbro Park area has been earmarked as one of four areas where Alexandra households will be relocated to. It is envisaged that approximately 5 500 BNG housing units will be developed. In order to achieve this, approximately 30 properties will have to be purchased in this area. • GDHS provided R34m funding and an initial 7 properties were identified for acquisition. To date JPC has acquired three properties, another two are the subject of expropriation and in respect of the other two negotiations are in the process of being finalised. • Construction will continue in 2016/17
Old Alex housing redevelopment	<ul style="list-style-type: none"> • In anticipation that the land claim dispute will be resolved, and redevelopment work will be able to start in Old Alex by 2017/18, an intergovernmental process to allocate grant funding for this redevelopment has been underway. A Mayoral Committee Report on the declaration of Alex as a priority housing development area in terms of the Housing Development Agency (HDA) Act has been approved and the publication of the declaration will be carried out by the HDA. The Alex Masterplan will make specific recommendations about how to phase and scope these developments.

4.3.6 Development Focus 6: Economic Development

4.3.6.1 The JDA's Enterprise Development Programme:

In line with National development and shared growth imperatives, the City of Johannesburg has identified job creation and access to procurement opportunities by Start-ups, Small and Micro Enterprises (SMMEs) as an essential requirement towards building an economically viable city. Over the years, the JDA has established processes and practices to support job creation and enterprise and skills development for previously disadvantaged groups that include blacks, women, youth and people with disabilities. The impact of these processes and practices have not been measured and reported on in an inadequate way in the past. There is also a need to consolidate and extend these practices by designing and implementing a

programme that will drive the achievement of empowerment objectives, and align projects and approaches towards addressing the challenges facing previously disadvantaged enterprises.

In 2013 JDA introduced an enterprise development programme to deliver a coherent programmatic approach to enterprise development; and a series of workshops, courses and coaching sessions in a strategic and targeted way to achieve effective and sustainable empowerment and economic development results.

The strategic goals for the JDA's enterprise development programme are to:

- Develop skills and capacity within the construction industry in Johannesburg;
- Optimise the JDA's contribution to inclusive economic growth and empowerment, and the transformation of the construction industry; and
- Establish a monitoring and reporting system to measure the impact of the JDA's enterprise development programme.

Best practice in enterprise development can be summarised through the following principles and their application in the JDA context:

Enterprise development principle	Application for JDA's enterprise development programme
Support emerging contractors (this includes making best use of the contractors, with clear discontinuation criteria in the case of non-performance)	<ul style="list-style-type: none"> • Assess emerging contractors holistically according to milestones and development targets (maintain a development framework for each contractor) • Apply progression and exit criteria to track and record results
Break two-economies trends (Do not perpetuate the situation of a well-resourced formal sector vs poorly resourced informal sector)	<ul style="list-style-type: none"> • Set targets within JDA portfolio of projects for Emerging Contractor contracts (either directly, through joint ventures, or through sub-contracts to main contractors) • Establish a data base of emerging contractors linked to the CIDB register and customise support for a range of categories • Design the Enterprise Development Programme to progress from basic competencies (ECDM) to enterprise best practices (SACAM) and provide appropriate, targeted and accredited training
Reduce barriers to entry and progression in relation to JDA contracts	<ul style="list-style-type: none"> • Ensure prompt payments • Reduce tender complexity by standardising industry bid docs and introducing user-friendly tender procedures • Where appropriate, introduce programme-level services such as insurance, combined materials purchase, and finance guarantees to achieve economies of scale • Provide training on winning work and information on work opportunities for future business planning
Limit dependency on enterprise development programme	<ul style="list-style-type: none"> • CET or other progression meeting NCCC requirements • Holistic enterprise mentorship progressively from 'basic internship' to 'strategic' mentorship'

Enterprise development principle	Application for JDA's enterprise development programme
Undertake systematic monitoring and evaluation of results and impact	<ul style="list-style-type: none"> ● No reserved contracts, all participants must compete for work through normal procurement processes ● Establish and maintain contractor databases ● Establish key performance indicators and targets against which to measure performance (scorecard approach) ● Report quarterly on qualitative and quantitative data

The JDA's Enterprise Development Programme is made up of the following components:

- Emerging contractor development for SMMEs working on JDA projects (both sub-contractors and those contracted directly by the JDA). This should include general training, and a more focused incubation component for a few selected enterprises; and
- Training on winning business for SMMEs (with a particular focus on unsuccessful bidders identified through the JDA tender process).

The enterprise development programme includes the following outputs and activities:

- Design of an emerging contractor development programme (ECDP) framework for the JDA to implement over 4 years.
- Drafting of Emerging Contractor Development guidelines for the JDA. The guidelines have been incorporated into the JDA's operating manual.

Implementation of the EDP in a coordinated way includes at least the following activities each year:

- A workshop for representatives of SMME companies working on JDA developments that presents elements of the Emerging Contractor Development Programme.
- Two accredited training opportunities on construction skills for construction workers on JDA projects. This training should complement training that is already provided by contractors and respond to the training needs of construction workers.
- An Emerging Contractor incubator project that provides at least 5 days of advice, coaching and mentorship per year for selected SMMEs (at least 4 companies should be taken into the incubator programme for 3 years and there should be progressive performance targets that demonstrate growth over this time).
- Training on preparing tenders for public sector construction projects for representatives of companies from a JDA database of unsuccessful bidders.

Development of a monitoring and reporting system for the EDP that includes:

- A database of SMMEs contracted or sub-contracted on JDA projects;
- Assemble, verify and collate the information required to update the database each quarter for the full term of the contract;
- Analyse the impact and results of the Emerging Contractor Development Programme and write quarterly reports, and adapt these reports for various oversight committees.
- Coordinate a comprehensive and pro-active administration system to ensure that all JDA EDP participants (construction workers and SMME companies) receive formal recognition of participation (such as a JDA letter confirming training, certificates where possible, and completion of CIDB forms for registration purposes).

As a key part of JDA's practice and approach, we will continue to seek to create jobs and economic development opportunities for small businesses through our construction programme. In line with the Jozi@Work developmental service delivery model that was outlined by the Executive Mayor in the 2014 State of the City Address, we will implement a portfolio-wide Enterprise Development Programme (EDP) in 2014/15. The JDA's EDP practice has been extended to the roll out of a new approach to contracting in selected developments with a managing contractor responsible for sub-contracting local SMME construction companies and ensuring skills transfer within a construction

4.3.6.2 SMME expenditure trends since 2012/13

In the first quarter of 2012/13 JDA achieved SMME expenditure of 36% of OPEX only. There was no CAPEX SMME target at that time.

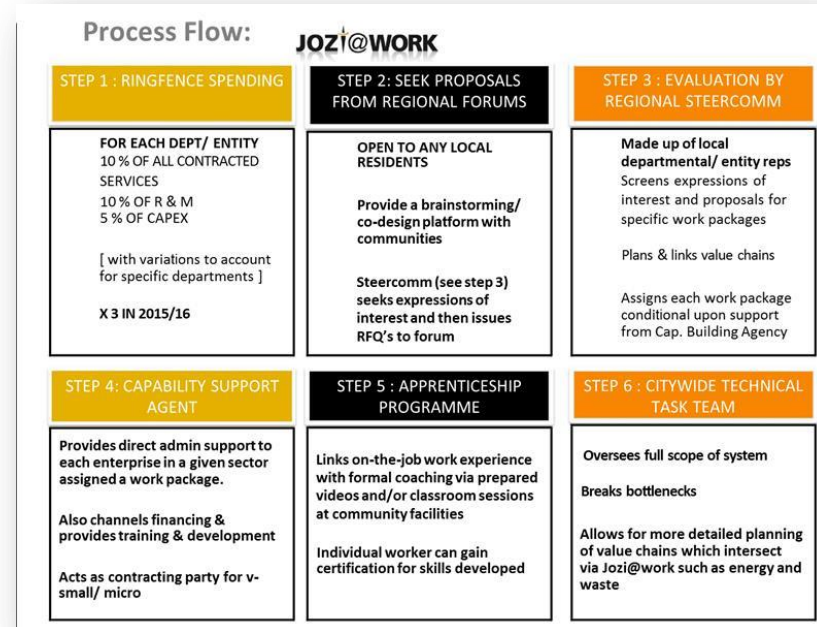
In 2013/14 the CAPEX SMME target was introduced at 25% of total expenditure, and in 2014/15 this target has been increased 30% of total capital expenditure.

In the first quarter of 2013/14 all of the capital programmes exceeded the SMME expenditure target, achieving an average 31% across the total portfolio of projects.

The achievement of 40% of SMME expenditure for the first quarter of 2014/15 represented a significant improvement as a result of the widespread application of the managing contractor approach.

4.3.6.3 Jozi@Work:

Jozi@Work combines a progressive supplier development approach to procurement with local economic development community-driven service design to directly build community



to

of

and

responses to service deficits, in the process building micro-economies and local value chains throughout the City. This platform will enable and empower both existing entrepreneurs and thousands of new market entrants, who in turn will draw on the hundreds of thousands of unemployed and underemployed people available as part of the City's labour pool.

Jozi@Work is designed to inject income and promote commercial activity in all clusters of the City, that run the full length of value chains which include the most deprived and more prosperous areas. To implement Jozi@Work, the City has developed a Jozi@Work governance arrangement that outlines the role of various stakeholders in the programme.

The Jozi@Work approach requires the JDA to set new targets for expenditure of capital and operating funds (contracted services and repairs and maintenance) through small, very small and micro enterprises. These targets are outlined in the annexures and in our proposed scorecard.

Through Jozi@Work the JDA will:

- Support the development of local enterprises and jobs created across the planning, construction and area-based management phases;
- Ensure that as part of the percentage of the value of all construction contracts reserved for local SMMEs also include a percentage for Jozi@Work
- Develop a pipeline of work packages that create local opportunities in-line with the Jozi@Work principles;
- Facilitate Jozi@Work opportunities through the JDA's Managing Contractor model as well as through targeted sub-contracts. The aim will also be on increasing the capacity of SMME construction companies and ensure their sustainability through CIDB grading.
- Planning and research related work packages form part of an active and long-term process aimed at using locally (ward-based) based Jozi@Work co-ops and SMME's to (a) collect status quo household level data of local residents and of the built environment, (b) to operate in specific/targeted precincts, precinct by precinct, on an annual basis, (c) assist in information gathering to be incorporated in innovative collaborative planning processes and (d) assist in assessing the impact of developments as experienced by local residents.
- Construction and maintenance related work packages will include non-motorised transport (NMT), greening, site management and labour intensive construction work;
- Area or precinct management related work packages will focus on using Jozi@Work to involve communities, NGOs and business owners in unlocking the local economic development potential to create sustainable neighbourhood precincts.

In 2016/17The JDA will accelerate efforts to identify existing contractors who have the capacity to fulfil or partially fulfil the

Jozi@Work

- Through its construction work, JDA will continue to optimise the number of local construction jobs created.
- The JDA will continue the practice of reserving a percentage of the value of all construction contracts for local SMMEs
- The JDA will accelerate a pipeline of work package projects to create opportunities for local SMMEs in line with the Jozi@Work principles.
- In particular, Jozi@Work SMME opportunities will be facilitated through the JDAs Managing Contractor model as well as through sub-contracts
- Work-package will specifically target NMT, greening, site management and labour intensive construction work
- The aim will be to increase the capacity of SMME construction companies and ensure their sustainability through CIDB grading
- The JDA is finalising a model for precinct management using Jozi@Work as the key in of unlocking local economic development potential in these neighbourhoods. The Jabulani Precinct is being targeted in the short-term

role

of Capability Support Agents (CSA's). We will do so by identifying managing contractors who can act as CSA's.

The types of supported services to be provided by the CSA's have been divided into two categories/competency baskets. The JDA will be looking to appoint CSA's who are able to provide the following competencies:

- Management of contractual relationships
- Provision of Direct Support in the Preparation and Submission of Invoices with Quality Assurance of Work Done
- Provision of Direct Support/Assistance in Processing Payments
- Cash Flow Support
- Contractual Liaison with Providers of Factor or Business Inputs, where required
- Equipment Rental/Leasing and Procurement Inputs
- Liquidity Management
- Quality Assurance of Work Done
- Issuing of Performance Guarantees

In addition, the JDA will continue to develop urban management partnerships that support job creation and local economic development.

5 Financial Impact

5.1 JDA's Operating Expenditure Estimates

The 2015 Medium Term Revenue and Expenditure Framework allocated an operating budget of R99 million to the JDA for 2015/16, a significant increase from the operating expenditure of R79.9 million in 2013/14. The growth in expenditure is largely related to staff costs as posts that were vacant in the previous financial year filled.

The annual operating budget for the 2016/17 financial year is a budget with a total revenue target of R104.5 million. Development up R84.4 million of this revenue target, which requires a total capital spend of 82% of the total on - and off-budget allocation.

Expenditure of R86.2million is budgeted. This is expected to cover all priority costs that the JDA will have to incur.

The Alexandra Renewal Programme has an operational budget of funded by Development Planning. These costs include operational contracted services, repairs and maintenance and security inter alia. This operational budget is included in the expenditure the JDA, but claimable as income from Development Planning.

An operational capital expenditure budget of R10 million has been fund Information Systems upgrades as well as building facilities

In 2017/18 the JDA's adjusted operating budget is increases to million. This is an increase of 9% on the adjusted operating budget for (R91.4 million). This represents an increase of R8.7 million. An increase related costs (R3.2 million) is largely accountable for this increase. operational cost increases include increased depreciation costs with the operational capital costs mentioned above as well as maintenance on these assets. Internal charges relating to the

JOHANNESBURG DEVELOPMENT AGENCY (SOC) LTD					
DRAFT MEDIUM TERM OPERATING BUDGET 2016/17 - 2018/19					
FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE)					
Description	Current year 2015/16		2016/17 Medium Term Revenue & Expenditure Framework		
	Original Budget R 000	Draft Adj Budget R 000	Estimate 2016/17 R 000	Estimate 2017/18 R 000	Estimate 2018/19 R 000
Revenue By Source					
Development Management Fees	74,559	79,793	84,426	89,154	94,057
Other Revenue	1,010	3,010	3,187	3,365	3,550
Revenue	75,569	82,803	87,613	92,519	97,607
Interest income (sweeping account)	1,065	-	-	-	-
Operating Grants (from CoJ)	22,382	22,382	16,942	22,352	19,158
Total Internal Transfers	23,447	22,382	16,942	22,352	19,158
Total Revenue	99,016	105,185	104,555	114,871	116,765
Expenditure By Type					
Employee related costs	55,776	55,776	58,565	62,196	66,363
Depreciation & asset impairment	1,307	1,307	1,220	2,561	1,500
Repairs and maintenance	1,723	1,723	1,827	5,560	5,866
Contracted services	5,718	7,510	6,308	6,661	7,027
Other expenditure	20,427	21,804	18,315	19,341	20,405
Loss on disposal of PPE	21	21	25	30	-
Expenditure	84,972	88,141	86,260	96,349	101,161
Interest (sweeping account)	3,298	6,298	6,959	6,575	3,000
Internal charges (Mes)	10,746	10,746	11,336	11,947	12,604
Total Internal Transfers	14,044	17,044	18,295	18,522	15,604
Total Expenditure	99,016	105,185	104,555	114,871	116,765
Surplus / (Deficit)	-	-	-	-	-
Taxation	-	-	-	-	-
Surplus / (Deficit) for the year	-	-	-	-	-

(MTREF)
This was a 2014/15 and to increased were now presented as fees make budget of the R3.4 million, costs such as expenses, allocated to allocated to upgrades R114.8 2016/17 employee Other repairs and Alexandra

Renewal Programme are also taken into account as an increase in expenditure, even though the offset of these expenses are shown as revenue.

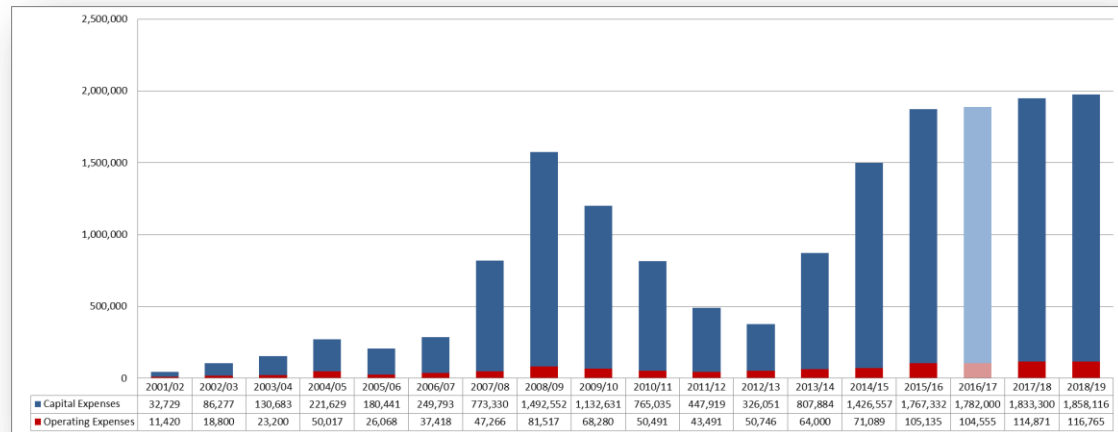
Most of this budget will be funded through revenue raised in the form of Development Management Fees, charged mostly as 5% of capital expenditure by the JDA. It is estimated that JDA will raise R79.7 million in 2015/16, R84.4 million in 2016/17 and R89.1 million in 2017/18. In order to earn R84.4 million in 2016/17, the JDA will have to implement capital works to the value of R1.69 billion, or 82% of the allocated capital budget for the year.

Operating costs have fluctuated to match the cycles of the capital funding allocations. Operating costs are funded partly through an operating grant from the City of Johannesburg, and since 2003/04 the JDA has raised its own revenue by charging a Development Fee of 5% of the value of the capital expenditure. However, of concern is a drop of 32% of the operating grant to R16.9 million in 2016/17. The implications is that the JDA should be considering revising its financial model, including the increasing the development fee of 5%.

In years where JDA is able to raise more development fees than necessary to fund operations, a surplus is declared. This is intended to fund operating budget shortfalls when capital budgets are not sufficient to meet revenue targets. For example, in 2011/12 an operating surplus of R5.1 million was retained, and in 2012/13 R4.0 million was required to cover an operating budget shortfall.

The efficiency of the JDA as an implementing agent is measured by the ratio between operating expenditure and capital expenditure. JDA is more efficient when capital budgets are larger, as there are some inflexible costs associated with salaries and facilities management. The figure shows the pattern of expenditure over the 14 year period.

In 2012/13 the ratio between operating and capital expenditure was 13% however, in 2014/15 it increased to 6% as a result of the increased capital budget. The 6% remained 2015/16 and in 2016/17 the ratio is forecast to remain at 6%. Another indicator of efficiency is the ratio between the number of employees and capital expenditure. Despite the peaks and declines in capital funding, the JDA has been able to reduce operating costs without retrenching members of staff. The cost-cutting strategies during periods of declining capital funding have included not filling posts when they become vacant, reducing operating costs through efficiency measures and by doing without some goods and services.



6 Risk Management

The JDA Board monitors risk through the Audit and Risk Committee, except for project specific risks which are dealt with at Development and Investment Committee and via to ARC. The Development and Investment Committee is responsible for evaluating development proposals with a view to making recommendations for approval to the Board via the Audit and Risk Committee. This entails examining risks associated with the proposed projects such as the risk financing, risk returns and risk profiles. Further, and primarily, the Committee bears accountability for ensuring that, there is an effective risk management process and system within the organisation. This approach does not relieve the JDA Board of its accountability and responsibility in ensuring that, an adequate and effective risk management system and process is in place, as the Board is expected to exercise the duty of care, skill, and diligence identifying, assessing and monitoring risks as presented by the Audit and Risk Committee. It recommends to the Board risk strategies and policies that need to be set, implemented and monitored.

JDA's risk management strategy is guided by the principles of the enterprise-wide risk management system in terms of which all identified risk areas are managed systematically and continuously at the departmental level. The JDA has a risk register in place which is treated as a working risk management document of which the identified risks are constantly recorded and properly managed. The JDA's management monitors and evaluates the implementation and efficiency of management's controls and such actions identified as actions to improve current controls in the risk register.

The JDA provides its risk management reports to the City's Group Risk Management Committee (GRMC). The GRMC assesses all risk affecting the City and its municipal entities in a holistic manner and provides advice and recommendations to the City Manager and Council on the general effectiveness of risk management processes within the entire City.

The JDA's risk management philosophy is that risk must be managed holistically and constantly by all departments and divisions. All strategic risks are owned by the CEO and are identified and reviewed by the members of the Executive Committee, assisted by the Heads of Department, through an annual workshop. The management and mitigation of operational risks is the responsibility of the respective members of the management team.

The JDA maintains a Strategic Risk Register and an Operational Risk Register which are treated as working risk management tools. The JDA's management team monitors and evaluates the implementation and efficiency of controls and actions identified to improve current controls in the risk registers.

The registers reflect those key business risks that need to be managed at a corporate level, which, if not managed appropriately, could result in the JDA failing to achieve one or more of its key objectives, suffer financial loss, or reputation damage. The contents of the Risk Registers are reviewed at least annually to ensure their contents reflect current priorities and circumstances.

6.1.1 Risk Management Process

Risk identification and assessment is an on-going process. The JDA conducts an annual strategic and operational risk assessment workshop. This process is supported by an on-going risk management process at departmental level; all staff are encouraged to take ownership of risk.

The following risk management programmes and activities that were implemented during the second quarter of 2015/2016 financial year are as follows:

- Strategic Risk Register and the monitoring thereof
- Enterprise-Wide Risk Management Training
- Finalised the Insurance Risk Cover for 2015/2016
- Updated the Universal Regulatory Register
- Conducted a Fraud Risk Awareness JDA wide
- Initiated the process of an Ethics Management Programme
- Risk Management Performance Indicators incorporated in Managers' Scorecards

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

6.1.2 Strategic Risk Register

The JDA's risk management strategy is guided by the principles of the enterprise-wide risk management system. The JDA's strategic risk register is treated as a working document. Identified risks are recorded and the management thereof is constantly monitored. Management monitors and evaluates the implementation and efficiency of controls.

Effective risk management is fundamental to the JDA's business activities. The organisation is committed to achieving its strategic goals and increasing shareholder value by facilitating, developing and implementing infrastructure projects on behalf of the CoJ. The JDA seeks to achieve an appropriate balance between risk and reward in the business. It continues to build and enhance the risk management capabilities that assist in achieving its goals in a controlled environment.

The JDA conducts an annual strategic risk assessment workshop to ensure that there is a link between risk management and the business planning processes. A total of 15 strategic risks were identified in 2015/16 that are linked to eight JDA strategic objectives. Of the 15 strategic risks, management identified five critical risks that required urgent attention and close monitoring. These risks are ranked highly in accordance with the residual risks rating and pose significant threat to the business of the JDA. The critical risks identified were:

- Failure to delivery capital projects on time and within budget.
- Failure to optimise shared economic growth impacts resulting from JDA infrastructure investment.
- Failure to implement effective job creation, SMME's and BBBEE support systems.

- Failure to adequately manage stakeholder expectations.
- Inability to ensure financial sustainability of the organisation.
- Fraud and corruption
- Reporting inaccurate performance information (over or under reporting).
- Collapse of ICT environment.
- Non-compliance with applicable laws and regulations
- Failure to attract, develop and retain skilled employees.
- Inadequate disaster management processes

The entire risk register is included as Annexure A.

6.1.3 Implementation progress and impact analysis

The JDA has implemented additional controls for these critical risks which have all been implemented with a few exceptions. Control effectiveness is measured by the JDA's overall performance, compliance with applicable laws and regulations and total budget spent.

At the beginning of 2015/16, the critical risks had a residual risk rating of medium after taking the current controls into account. This meant that management had to further mitigate current controls to further reduce the residual risk rating to an acceptable level. Although significant work has been undertaken to address these risks, more work is needed to address the complexities experienced in Alexandra, Orlando East and Kliptown during the implementation of projects.

The critical challenges identified were as follows:

- Lack of consensus on developmental outcomes
- Unrealistic community expectations and service delivery protests
- Lack of capacity and requisite skills to deliver projects in volatile areas
- Risk management not fully institutionalised within the JDA.

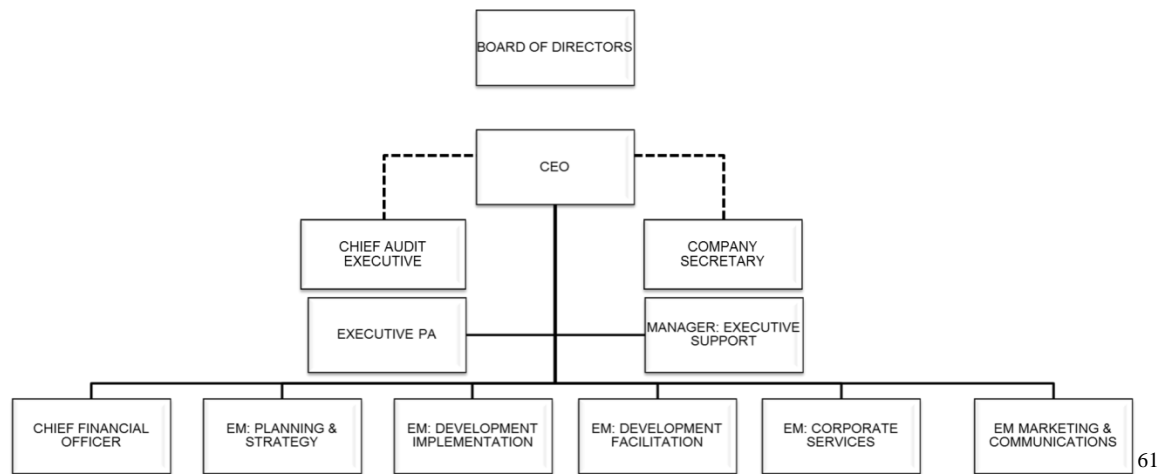
To address these challenges, the JDA will:

- Develop a development facilitation and stakeholder management framework to effectively address how to implement projects with minimal resistance from key stakeholders.
- Undertake a skills audit, develop a training programme on stakeholder engagement and management to capacitate facilitation and development managers, and ensure implementation of training.
- Continue to exercise oversight of all strategic risks identified and ensure that committed actions are being implemented.

7 Management and Organisational Structures

The JDA's operations are structured into five substantive programmes and two operational programmes. The operational programmes perform the cross-cutting functions that support the substantive programmes.

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



The staff structure comprising of 109 positions was approved in 2014/15 financial year. The structure includes:

- A Top Management and Executive Management Committee, comprising the Chief Executive Officer, the Chief Financial Officer, the Executive Manager: Development Implementation, the Executive Manager: Planning and Strategy, the Executive Manager: Development Facilitation, the Executive Manager: Marketing and Communications and the Executive Manager: Corporate Services.

⁶¹ Note: CEO – chief executive officer; EM – executive manager; PA – personal assistant.

- The Chief Audit Executive and the Company Secretary, who also form part of Executive Management and who both report to the Board.
- Senior management, comprising Senior Development Managers, the Human Resources Manager, the Supply Chain and Contracts Manager, the Finance Manager, the Facilities Manager, the IT Manager, the Risk and Compliance Manager, the Marketing Manager, the Stakeholder Relations Manager, the Communications Manager, the Monitoring and Evaluations Manager, the Planning Manager, Internal Audit Managers, the Budget Manager, the Legal Manager and the Executive Manager.

Support

Description	2015/16			
	Approved no. of posts	No. of employees	No. of vacancies	% of vacancies
Top management	1	1	0	0
Executive management	8	7	1	13
Senior management	22	18	4	19
Middle management	34	27	7	21
Skilled technical/junior management	31	25	6	20
Semi-skilled	4	3	1	25
Unskilled housekeepers/cleaners	6	6	0	0
Learners and temps	3	3	0	0
Total	109	90	19	18

Risk and

- Professional and middle management, comprising Development Managers, Accountants, Development Facilitation Managers, the Compliance Officer, the Procurement Officer, the Performance Management and Training Officer, the Employee Relations Officer, the Human Resources Officer and the Legal Officer.
- Junior management, comprising Coordinators, Personal Assistants, Accounts Payable Officers, IT Support Officers, the IT and Information Systems Administration Officer, the Fixed Asset Register Officer, Procurement Coordinator and the Messenger/Caretaker.
- Semi-skilled workers, comprising a Driver and a Receptionist.
- Unskilled workers, comprising housekeepers and cleaners.

The total staff complement for period under review is 109 based on approved positions, 78 is total number of JDA employee in the payroll, 12 employees are from Sandton office and 19 are vacant positions. For the period under review the following positions were filled: Budget Manager, Internal Audit Manager and Chief Audit Executive.

7.1.1 Employment Equity

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

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

The Employment Equity Plan was developed for the period 1 October 2014 to 30 September 2015 to promote an environment and culture that supports open communication, where everyone is encouraged to express their views without fear of being victimised, and to ensure fair and consistent application and implementation of all employment practices and procedures. Structures and resources have been put in place to coordinate and monitor employment equity implementation across the organisation. The JDA undertakes an annual review of its employment equity processes and general employment practices to inform the implementation of the Employment Equity Plan. The JDA plans its annual employment equity targets in terms of its Employment Equity Policy and reports to the Department of Labour in accordance with the provisions of the Employment Equity Act and within legislated timeframes.

7.1.2 Performance monitoring and evaluation

In terms of local government legislation, the Member of the Mayoral Committee for Development Planning and Urban Management (as political head of the sector within which JDA is located) is held accountable by the Council for programme performance and thus is tasked with overseeing the implementation of the JDA business plan and scorecard.

In terms of the Companies' Act the Board of Directors of the JDA is also held accountable by the shareholder (represented by the Executive Mayor) for programme performance.

The JDA uses the scorecard approach to performance management in line with the group performance management framework of the City of Johannesburg. The JDA's performance management system contains the following core elements, each of which is detailed below:

7.1.2.1 Performance measuring and monitoring

Performance measuring and monitoring is an on-going process to determine whether performance targets have been met or not. Projections can also be made during the year as to whether the final target and future targets will be met. It occurs during key points in a process, and in the case of JDA programme performance reports are required on a quarterly and annual basis.

The following procedural points should be considered:

- The performance scorecard must be updated at the end of every quarter.
- The MFMA requires that the accounting officer must, by 25 January each year, assess the performance of the municipality for the first half of the financial year.
- This mid-year review serves as an early warning indicator in areas of under-performance, which provides management with an opportunity to take the necessary steps to improve performance by year end.

- Programme performance information must be verified by JDA and evidence of this quality control should be provided in quarterly reports. The credibility of the JDA depends on our ability to provide accurate and reliable programme performance information.
- The performance information management system must also reference the source of the information that can be checked by auditors to further ensure the accuracy of the system.
- The measures taken to improve performance are required by the Systems Act S 46 (1) (c) and must be reported on every quarter. Improvement measures should not be limited to key performance areas where there is under-performance, but for all elements of the programme.

7.1.2.2 Performance evaluation

Performance evaluation analyses should be carried out periodically and should always be for a particular purpose. For example, the JDA has commissioned a study on the impact of its operations over 10 years. Periodic evaluations of aspects of JDA practice have also been commissioned such as the paving study. The suite of performance evaluations to be carried out by JDA should include:

- Medium term analysis of outcome trends.
- Comparisons between JDA performance indicators and relevant benchmarks.
- Analysis of the extent to which JDA achieves strategic objectives.
- Analysis of the efficiency, effectiveness, economy, equity and adequacy of JDA performance.
- Periodic evaluation of the programme performance information management system including the validity and suitability of the KPAs and KPIs, and the appropriateness of targets.

7.1.2.3 Performance review / auditing

Performance auditing is a key element of the monitoring and evaluation process. This involves verifying that the measurement mechanisms are accurate and that proper procedures are followed to evaluate and improve performance. According to section 45, of the Systems Act, results of the performance measurement must be audited as part of the JDA's internal auditing process and annually by the Auditor-General. The JDA will therefore have to establish frameworks and structures to evaluate the effectiveness of the JDA's internal performance measurement control systems

Internal auditing of performance measurements requires that:

- A municipality must develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its internal auditing processes.
- Any auditing in terms of paragraph (a) must include assessments of the following:
 - i. The functionality of the JDA's performance management system;

- ii. Whether the JDA's performance management system complies with the Act; and
 - iii. The extent to which the JDA's performance measurements are reliable in measuring performance of municipalities on indicators referred to in regulation 9 and 10
- The JDA's internal auditors must –
 - i. On a continuous basis audit the performance measurements of the municipality; and
 - ii. Submit quarterly reports on their audits to the municipal manager and the performance audit committee referred to in sub regulation (2).

Regulation 14 of the Municipal Planning and Performance Regulations, 2001, provides direction on performance audit committees ("Audit Committee").

- The audit committee should comprise of a minimum of three (3) members, of which the majority may not be directly involved in the JDAs affairs. (I.e. not an official or councillor).
- At least one (1) member must have experience in performance management.
- The Audit Committee must meet at least four during the financial year.
- the committee must review the quarterly reports, review the performance management system and make recommendations to The Board,

7.1.2.4 *Performance Reporting*

Performance reporting involves a suite of reports to various target audiences for a range of purposes. The key elements are the quarterly performance reports to management, The Audit Committee, the Board, and the shareholder structures. In addition, there is a need to keep development partners and the general public informed of JDA results.

8 Appendices

8.1 Strategic Risk Register

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control	Control Effectiveness	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale				
1	Failure to delivery capital projects on Time within Budget.	1) Late start of stakeholder/community communication & consultation.	1) Failure to meet JDA objectives. 1) Clashing priorities and lack of co-operation by stakeholders (e.g. MOEs).	Major	Almost Certain	High	1) Stakeholder engagement strategy. 1) Community Participation consultants contracted for every project. 1) Community Participation toolkit.	Fair	0.75	CEO	1) Early engagement with stakeholders at contracting strategy phase. 1) Establish area based development technical steering committees with City departments, MOEs and stakeholders. 1) Area Based Development Facilitation Plans	EM:DI EM: DF	On-going				
		2) Inadequate project management capacity and capability at the JDA.	2) Under expenditure on budget and overrun on project time.			Red								2) All the projects have external qualified project managers. 2) Appointment of qualified personnel 2) continuous training & development funded by JDA. 2) Implementation of Individual Learning Plans for Development teams to ensure that they are capacitated with the requisite knowledge and skills.	2) Review capacity of development teams with increasing budgets.	EM:DI EM: CS	31-Oct-16
		3) Change in CoJ priorities and late confirmation of projects.	3) Failure to meet JDA, objectives.			Red								3) Continuous engagement with clients to align the JDA and CoJ priorities. 3) Conclude SLAs with COJ client departments. 3) Confirmation of multiyear budget allocations.	3) Identify capital allocations during the JCIP forum	EM: P&S and EM: DI	31-Oct-16
		4) Loss of critical staff at crucial points.	3) Delays in implementation of projects.			Red								4) Retention and Succession policy.	4) Implementation retention and succession policy.	EM: CS (HR)	31-Oct-16
		5) Implementing projects in social and politically volatile areas.	5) Lack of community confidence due unfulfilled			Red								5) As per the Stakeholder Engagement Strategy: Consultation with	5) On- going engagement with key-stakeholders especially at community level through established structure and	EM:DI - EM:DF	31-Dec-16

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control	Control Effectiveness	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale
			<p>expectations.</p> <p>5) Community protest and stopping of projects</p> <p>5) Delayed implementation of projects.</p>				<p>respective ward councilors and regional directors. Area Based stakeholder including social and political structures engagement forums.</p> <p>5) JDA Stakeholder Manager assists with the identification of area based SMMEs with compliance matters.</p> <p>5) Participation in identified/recognised task team meeting and engage with the respective representatives.</p> <p>5) Constant engagement with the MMC and Development Planning.</p> <p>5) Escalate lack of co-operation and progress to the CoJ Executive Management.</p> <p>5) Community Participation consultants contracted for every project.</p>				<p>public forums.</p> <p>5) Finalise roles and responsibilities of the Community Liaison Officers.</p> <p>5) Train & develop project. Implementation employees on how to effectively implement projects - stakeholder management training</p> <p>5) Review and update the stakeholder engagement strategy to address the risk if necessary.</p>		
		6) Poor planning.	6) Delays in implementation of projects.				<p>6) Contracting Strategies for multiyear projects.</p> <p>6) Appointment of qualified personnel</p> <p>6) Continuous training & development funded by JDA.</p> <p>6) Staffing of development teams to ensure that they are adequately resourced - Staff trained in Project scheduling.</p>				<p>6) Development of a JDA Development Programme Lifecycle to ensure better planning upfront.</p> <p>6) Review and update the operations manual.</p>	<p>EM: DI</p> <p>EM: PS</p>	31-Oct-16

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control	Control Effectiveness	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale		
		7) Lack of co-ordination between city departments and Moe's	7) Delay in the Implementation of Projects.				7) Coordination by Development Facilitation Managers. 7) Area based technical steering committees.				7) Participate in relevant technical cluster committee meetings. 7) Area Based Development Facilitation Plans.	EM:DF	31-Oct-16		
2	Failure to optimise shared economic growth impacts resulting from JDA infrastructure investment.	1) Lack of market intelligence	1) Failure to achieve economic growth priorities	Major	Almost Certain	Red	20	Good	0.40	Green	8	CEO	1) Area-based development facilitation plans and spatial plans give direction to economic development vision and potential for development areas	EM: DF	31-Dec-16
		2) Poor inter-governmental relations	2) Failure to achieve economic growth priorities										2) Partnership with Economic Development and DP to ensure that CoJ interventions are aligned	EM: DF	30-Sep-16
		3) Poor stakeholder management	3) Failure to achieve economic growth priorities 3) Negative perception of JDA's interventions										3) Social economic impact assessments.	EM: P&S	31-Dec-16
3	Failure to implement effective job creation, SMME's and BBBEE support systems.	1) Failure to design projects that are labour intensive.	1) Failure to meet goals of job creation.	Major	Likely	Red	12	Fair	0.75	Amber	9	CEO	1) Ensure project designs increase EPWP job numbers. 1) Impact assessment of labour intensity of projects.	EM: DI	31-Dec-16
		2) Poor project Planning to cater for SMME's.	2) Failure to meet JDA's job creation, SMME's and BBBEE targets.										2) Identify project management weaknesses from Development Managers and propose development enhancing training programs. 2) Impact assessment of SMME and enterprise development.	EM:DI	31-Oct-16
		3) Inadequate capacity to implement Jozi@Work	3) Failure to meet Jozi@Work targets										3) Target setting per project when developing the contracting strategy. 3) Impact assessment of Jozi@Work implementation	CEO and EM:DI	30-Sep-16

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control	Control Effectiveness	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale				
		4) Limited number of SMMEs with requisite skills.	4) Inability to transform the construction industry.				4) Enterprise Development Programme Implemented - Managing contractor in place to ensure deliverable. 4) Managing contractor model in place to ensure deliverable.				4) Partnership with financial institutions to assist SMME contractors - Review EDP incubator model for SMMEs 4) Implementing Enterprise Development Programme. Managing contractor model in place to ensure deliverable. 4) Closely monitor work allocated to SMME/BEE sub-contractors. At least 30% of work allocated to local SMME on all CAPEX projects.	EM:DI	31-Oct-16				
		5) Lack of capacity to implement Enterprise development program for emerging contractors	5) Failure to meet SMME targets. 5) Inability to transform the construction industry.				5) Performance indicators incorporated into SDMs performance contracts to ensure effective implementation of enterprise development				5) Appoint a champion to implement, monitor and track performance across the organisation. 5) Impact assessment of enterprise development programme	EM:DI	31-Jul-16				
4	Failure to adequately manage stakeholder expectations.	1) Inadequate and ineffective consultation before and after the completion of the projects 2) Unrealistic community expectations created as a result of impending local government elections. 3) Poor or ineffective communication with key stakeholders.	1) Community protest and delays in implementation of projects 2) Delays in implementation of projects 3) Lack of buy-in by stakeholders.	Major	4	Likely	5	Red	16	Poor	0.90	High	14.4	CEO	1) Improve CoJ coordination and relations (COJ regional directors from Citizen Relations and Urban Management) 2) Stakeholder management training for development teams to engage with various stakeholders 3) On- going engagement with key-stakeholders especially at community level through established structure and public forums.	EM: DF, EM: DI/EM: M & C EM: CS, EM: M & C - EM:DF EM: DF	30-Sep-16 30-Sep-16 30-Sep-16
5	Inability to ensure financial sustainability of the organisation.	1) Failure to meet project implementation targets	1) Loss of revenue.	Catastrophic	5	Almost Certain	5	Red	25	Poor	0.90	Very High	23	CEO	1) Development of ILP's to address skills required to implement projects. 1) Procure a project management system. 1) Tailor made programme	EM: CS & EM: DI	30-Sep-16

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control	Control Effectiveness	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale
							management meetings to discuss project progress & challenges. 1) Planning of project milestones during the preparation of contracting strategies.				specifically to address development needs for development managers. 1) Attraction and retention of the required skills and expertise to implement projects.		
		2) Reduction of budget for implementation of capital projects.	2) Loss of revenue.				2) Constant engagement with CoJ entities and department to sell JDA's technical assistance ability in the implementation of projects. 2) Propose new projects during the City's budget steering committee process.				2) Explore other grant and capital funding opportunities.	EM:P&S, EM: DF & EM: DI	30-Sep-16
		3) Late settlement claims by COJ.	3) Increase in finance cost.				3) Service Level Agreements in place 3) Submit claims timeously to City entities and departments. 3) Inter-company confirmations. 3) Constant and consistent follow up of outstanding claims.				3) Capping of the overdraft amount for the treasury account. 3) Instructing contractors and professionals to stop implementation of projects until there are sufficient funds in the treasury account to pay invoices. 3) Incorporate a project stoppage implementation clause in the SLAs to cover extended periods of unsettled claims for work done.	CFO	30-Sep-16
		4) Unpredictable capex allocation	4) Sustainability - going concern affected				4) Offer technical assistance assignments to other CoJ departments to implement projects on their behalf. 4) Propose new projects during the City's budget steering committee process.				4) Explore other grant and capital funding opportunities.	EM:P&S, EM: DF & EM: DI	30-Sep-16

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control	Control Effectiveness	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale	
6	Fraud and corruption	1) Weak internal control procedures	1) Financial Loss to the organisation	Major	Possible	Red	1) Segregation of duties. 1) Process checklists used. 1) GP, DMIS & Rengisa utilised. 1) Fraud tip-off hotline. 1) Fraud risk management policy. 1) Risk management framework. 1) Whistle blowing policy. 1) Code of ethics.	Fair	Amber	CEO	1) Roll out an ethics management programme.	Risk and Compliance Manager	30-Sep-16	
		2) Collusion between and amongst employees and service providers	2) Receiving poor quality goods and services, employees unduly benefitting from service providers				2) Regular audits of systems and processes are conducted to identify internal control weaknesses within the processes. 2) Fraud tip-off hotline. 2) Fraud Risk management policy. 2) Risk Management Framework. 2) Whistle Blowing Policy. 2) Code of ethics.				2) Roll out an ethics management programme.		Risk and Compliance Manager	30-Sep-16
		3) Inadequate fraud risk management	3) Legal challenges from unsuccessful bidders, reputational damage, financial loss 3) Submission of false tender documents				3) All tender documents include the fraud hotline number to assist reporting of fraud and corruption and training on fraud prevention to all staff members to raise awareness. 3) Annual fraud risk review. 3) Fraud Risk Management Policy and Strategy. 3) Fraud risk awareness.				3) Continuous monitoring and tracking.		Risk and Compliance Manager	On-going

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact		Likelihood		Inherent Risk	Current control	Control Effectiveness		Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale
		4) Conflict of interest.	4) Financial losses.						4) Bidders are required to declare interests in the bid document. 4) Bid Specification, Bid Evaluation and Bid Adjudication committee members are required to declare interests at every sitting.					4) Random lifestyle audits. 4) SCM officials and end users should be required to declare interests per RFQ.	CFO	On-going
7	Reporting inaccurate performance information (over or under reporting).	1) Inadequate performance management systems and processes.	1) Poor quality data and qualified audit. 1) Insufficient evidence to support performance information. 1) Late submission of information. 1) Insufficient evidence to support performance information.	Major	4	Likely	4	Red 16	1) Performance Monitoring & Reporting Management Framework.	Fair	0.75	Amber 12	CEO	1) Reviewed and updated Performance Monitoring & Reporting Management Framework 1) Practical procedures are incorporated to ensure compliance with Monitoring and Evaluation Framework	EM: P&S	30-Sep-16
		2) Poorly crafted Key Performance Indicators.	2) Non Compliance with applicable reporting frameworks. 2) Inability to effectively measure performance.						2) Review of JDA KPI's by JDA Exco, Board, and 2) Review of KPI (SMART) and alignment to CoJ by GSPR.					2) Additional Reviews of JDA KPI's by Group Governance	EM: P&S	30-Sep-16

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control	Control Effectiveness	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale			
8	Collapse of ICT environment.	1) Internal / External disasters (Natural/Hackers, etc.)	1) Disruption of JDA business activities.	Major	4	Possible	3	Red	12	1) JDA data backed up daily. 1) Daily backups are copied to an off-site location. 1) The JDA has a syndicated recovery site at CSA through an SLA, which will be available as and when there is a disaster. 1) The JDA has put in place a firewall to filter traffic into and from the JDA, as well as prevent access to JDA systems. 1) Internally the JDA has installed a centrally managed anti-virus application that manages all JDA computers against viruses and malware. Updates on the anti-virus application are done daily. 1)The JDA conducts frequent patch updates on laptops and servers to ensure that systems are current with latest security patches	Fair 0.75	Amber 9	CEO	1) Backup restore tests are conducted every 6 months 1) The link that transports data between JDA and CSA is monitored daily to ensure that it's performing well. 1) A simulated test to the syndicated site is done every six months 1)The firewall is monitored monthly 1) Virus scans are done daily 1) Patches updates are done every three months	EM: CS (IT)	On-going

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control	Control Effectiveness	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale
		2) Aging ICT infrastructure and systems	2) Disruption of JDA business activities 2) Frequent downtime and faulty hardware				2) The JDA has an SLA with Sage for the supply and maintenance of ICT hardware for the next 36 months. This appointment was in line with the ICT strategy plan, which dictates a procedure that allows ICT infrastructure to be assessed every 2 years to ensure that it is in a good condition to support the business objectives. 2) Aged ICT equipment is replaced as and when assessments are conducted				2) Monthly performance meetings are conducted with Sage to discuss equipment performance matters 2. Equipment is on warranty to ensure that it can be fixed within SLA agreed timeframes.	EM: CS (IT)	On-going
		3) Inadequate IT Governance	3) Lack of full utilization of business applications 3) Misalignment of the JDA objectives and the ICT systems 3) Non Compliance with good governance ICT frameworks				3) The JDA has a Training plan which identifies skills gaps, as well mapping individual training requirements. 3) IT Strategy plan maps the ICT strategic objectives to the JDA main objectives, from then stem ICT projects that support these objectives at both an operational and Capex level. 3) JDA has adopted both the COBIT and King III governance frameworks through its approved ICT Governance charter. All ICT policies and procedures are in line with COBIT and the KING III report.				3) Each employee in ICT has an ILP which allows them to go for training to advance and improve their skills 3) Policies are reviewed annually 3) Procedures are reviewed annually 3)The ICT steering committee is mandated to ensure alignment between the JDA objectives and ICT objectives	EM: CS (IT)	On-going

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control	Control Effectiveness	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale				
9	Non-compliance with applicable laws and regulations	1) Ineffective compliance processes and monitoring	1) Penalties for non-compliance 1) Poor compliance culture	Major	4	Likely	4	Red	16	Good	0.75	Amber	12	CEO	1) Improve use of the software and system	EM: CS (IT)	30-Sep-16
		2) Lack of awareness and comprehension of laws and regulation including amendments	2) Penalties for non-compliance 2) Poor compliance culture												2) More training and awareness. 2) Implementation of continuous monitoring and auditing	EM: CS (IT)	30-Sep-16
		3) Non-compliance with SCM regulations and applicable laws	3) Irregular expenditure 3) Penalties for non-compliance 3) Poor compliance culture												3) Improved structuring and scheduling of the training and development of staff on SCM legislation. 3) Develop RFQ and RFP procurement processes	CFO	30-Sep-16

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control	Control Effectiveness	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale				
							documents by the SCM officials. 3) List of bidders that have falsified information is submitted to National Treasury. 3) Compliance reviews done annually by the internal audit department to identify any non-compliance and corrective action taken. 3) Employees are required to sign a code of ethics. 3) Fraud Risk Management Policy for internal and external stakeholders. 3) Whistle Blowing Policy implemented.										
10	Failure to attract, develop and retain skilled employees.	1) Inability to offer competitive salaries	1) Highly skilled and qualified employees leaving the JDA prematurely.	Catastrophic	5	Almost certain	5	Red	25	Good	0.40	Amber	10	CEO	1) Advertise all new and vacated positions in line with the proposed competitive salary grades. Budget for scarce skills market allowances for identified positions and attach these to post advertisements offer letters when deemed necessary	EM: CS (HR)	On-going
		2) High competition in the market for scarce skills	2) Highly skilled and qualified employees leaving the JDA prematurely.												2) Bursary Scheme Policy. 2) Training and Development Policy. 2) Recruitment Policy & Selection Policy that provides processes for competitive salaries.	2) JDA to advertise all new and vacated positions in line with the proposed salary grades. JDA to also budget for scarce skills market allowances for identified positions and attach these to post advertisements and offer letters when deemed necessary.	EM: CS (HR)

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control	Control Effectiveness	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale		
		3) Poor talent and performance management	3) Dissatisfied and underperforming employees. Higher than usual staff turnover.			Red 16	3) Workplace Skills Plan assists in identifying benchmarking in internal skills and identification of future skills requirements.		Yellow 6		3) An organisation wide skills and competency audit will be conducted. This will be followed by a placement-fit verification, based on the said audit. A competency framework for each functional area will be developed. A new remuneration regime will be implemented upon it being approved. Workforce planning (HR Strategy) will be implemented in a phased-in approach upon its approval to drive and support all talent management endeavours.	EM: CS (HR)	31-Dec-16		
		4) Poor recruitment processes	4) Financial loss and time 4) Misalignment of individual and organisational culture				4) Recruitment Policy & Selection Policy				4) Conduct a skills audit to address the misalignment of individual's qualification and skill with job post requirements. Conduct an employee climate survey and initiate change management processes if determine by survey report.	EM: CS (HR)	31-Dec-16		
		5) Lack of effective retention strategy and succession planning	5) Loss of Critical Skills				5) Job profile are reviewed as and when is required to ensure alignment with job requirements				5) Ensure Compliance with current controls	EM: CS (HR)	On-going		
11	Inadequate disaster management processes	1) Lack of JDA project Disaster prevention and management processes	1) Criminal and civil Liability 1) Project delays 1) Fatalities and Injuries 1) Financial Losses	Major	4	Likely	4	Red 16	Good	0.40	6	CEO	1) SDM's will ensure that disaster recovery processes are highlighted as a key specification in all projects.	EM: DI	On-going

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact		Likelihood		Inherent Risk	Current control	Control Effectiveness		Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale
									in place in the event of a disaster							
		2) Inadequate business continuity and disaster recovery plan	2) Business continuity compromised 2) Delayed business resumption 2) loss of critical information 2) Financial loss						2) Business Continuity Plan in place. 2) IT Disaster Recovery Plan in Place. 2) Business impact analysis conducted.					2) Review the business continuity programme to be in line with JDA expansion/growth.	EM: CS:(IT)	31-Dec-16