



a world class African city



# Johannesburg Development Agency



**Business Plan**


Final Submission

15 May 2017

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# 1 Executive Summary

## 1.1 Strategic Intent<sup>1</sup>

**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 five underlying principles and seven strategic objectives for the medium term:

Five Underlying Principles		Four Strategic Objectives
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.	i) To efficiently, effectively and economically deliver sustainable social and economic infrastructure projects ii) To efficiently, effectively and economically deliver sustainable social and economic infrastructure projects

<sup>1</sup> 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.

Five Principles	Underlying	Four Strategic Objectives
Create great places	Creating robust democratic public spaces <sup>2</sup> that give dignity and choice to city users. As urban densities continue to rise, the public spaces in cities are becoming increasingly important for meeting citizens' social needs. The quality of space is just as important as the quantity. Given the increasing demand for open space, public spaces need to be creatively designed, moving towards greater adaptability and multiplicity of use to ensure their longer-term sustainability.	<ul style="list-style-type: none"> <li>iii) To promote economic empowerment and transformation through the structuring and procurement of JDA developments</li> <li>iv) To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective, efficient, sustainable and well-governed organisation.</li> </ul>
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.	
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.	
Continually improve	Underpinning all the strategic goals, there is the need for the JDA to run as efficiently, effectively and as economically as possible.	

The purpose / value add of the JDA is in:

### Building a Better City

The JDA has in turn 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:

<sup>2</sup> 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>)

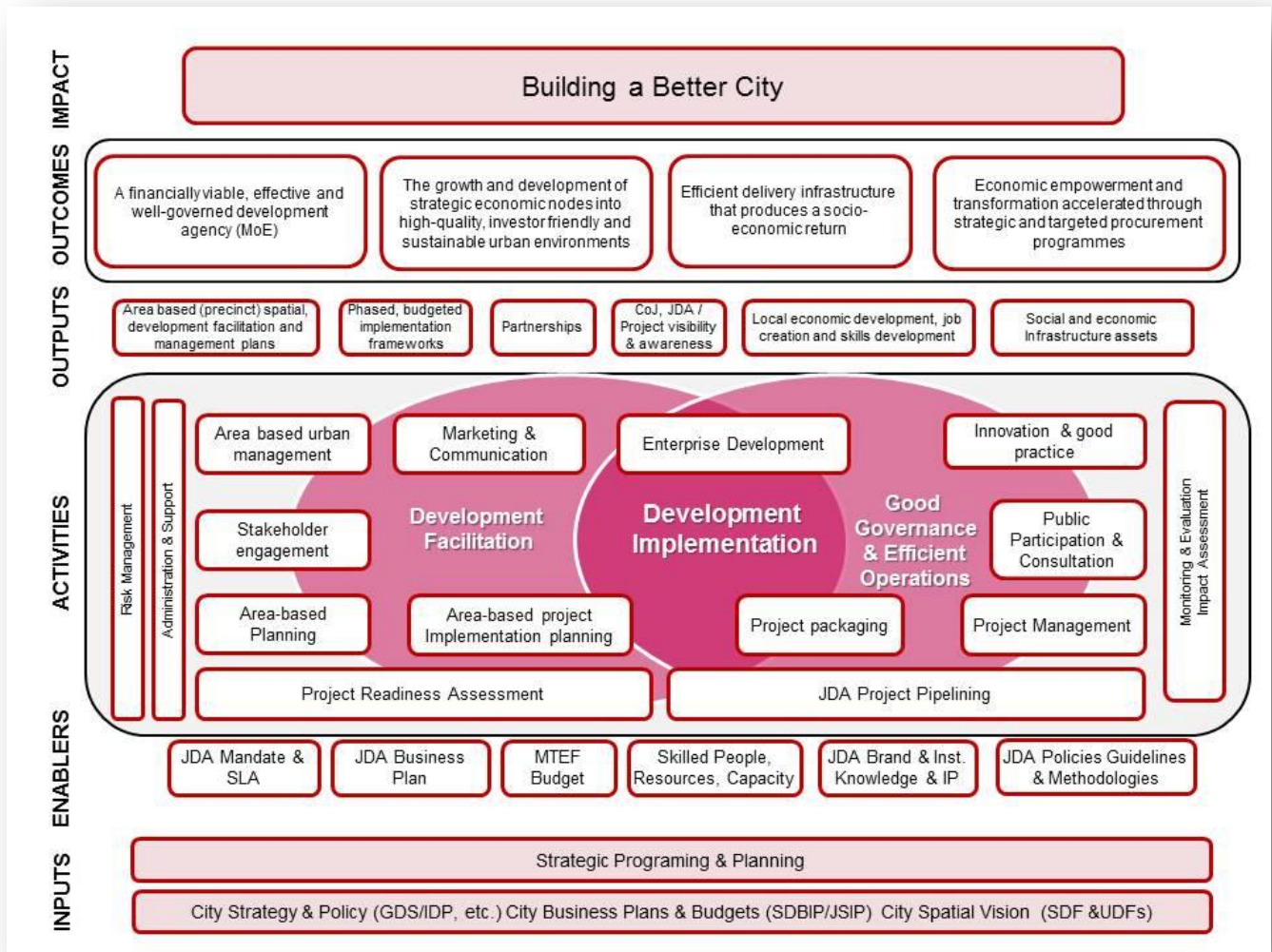


Figure 1 JDA Log Frame

## 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.

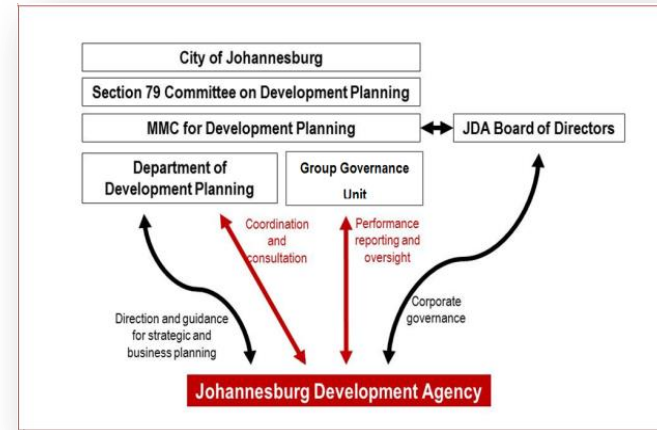
The agency has evolved with the changing requirements of Johannesburg and its people. It has also learnt from its experience over the years. JDA has shifted its focus from triple bottom line outcomes (economic, social and environmental) in the inner city and marginalised areas to an emphasis on resilient,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

The JDA has implemented approximately 387 projects across all administrative regions of the City in 15 years of operation. This amounts to R9.7 billion in Capital Expenditure and at Operating Cost of R570 million.

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 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

### 1.2.1 The Transition of the JDA's Role

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.

## **1.2.2 The Reabsorption of the JDA into the City**

The City of Johannesburg council considered a report proposing the initiation of the process to reintegrating municipal-owned entities like Pikitup, Johannesburg Water, City Power and the JDA at the council meeting held on January 26 2017. The understanding that has been communicated is that the City will reabsorb these entities within the next 18 months with the intention of minimal job losses. During this period of 12 months, while such the plans are being investigated the following have potential implications for the JDA:

- The impact on employees, both attraction and retention, stemming of the processes linked to reabsorption of JDA
- The implications of the JDA being a future going concern would need to be made explicit in the financial statements of the JDA

## **1.2.3 The Transition of the JDA's role over the MTEF**

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.

GDS outcome were expanded to better reflect the long-term vision of the administration, with following amended list of outcomes:

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

Outcomes 1, 2 and 3 are particularly relevant to the JDA business plan

The strategic development plans produced by other spheres of government also need to be considered in defining the JDA's priority programme for 2017/18. 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 17/18 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. In addition to this the JDA will align its work to the new Strategic Agenda announced in 2016/17

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.

Table 1: SDF Priority Transformation Areas and Corresponding JDA Development Regions

SDF Priority Transformation areas	Corresponding JDA Regional Classification
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 Transit-Oriented Development Corridors: Empire-Perth Corridor and Louis-Botha Corridor
OR Tambo Corridor	Alex and the OR Tambo 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 substantive programmes. In addition, we ensure good governance of the organisation through an Operational Focus area, resourced to support the optimal performance of the substantive programme.

Table 2: Summary of JDA Substantive Programmes

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

JDA Substantive Programme	Purpose	Corresponding JDA Regional Classification
	facilitating partnership initiatives.	
2: Strategic economic node programme	The objective is to develop nodes that are compact, walkable, liveable, mixed use and mixed income areas and centres around which to density. They should be areas where people can live, work and play and have good access to public transit. Guided by the CoJ policy <sup>3</sup> on the categorising the current city nodes with prospects for growth, the work of the programme is to promote densification, diversification and development in these nodes. The main categories of nodes are: mixed-use/key urban nodes (under various categories), industrial nodes, Transit Oriented Development (TOD) nodes and neighbourhood nodes.	<ul style="list-style-type: none"> <li>Greater Soweto, (including Lenasia, Eldos, Nancefield)</li> <li>Empire-Perth Transit Oriented Development (ToD) corridor</li> <li>Louis-Botha Transit Oriented Development (ToD) corridor</li> <li>Alexandra and the OR Tambo Corridor (includes Randburg, Cosmo City, Modderfontein, Frankenwald)</li> </ul>
3: Public infrastructure delivery programme	The objective is to effectively and efficiently deliver social and economic infrastructure projects by focusing on two basic questions: how can the City prioritise the key infrastructure projects that provide the optimal social and economic benefit for City and communities; and once these projects are identified, how can stakeholders work together to accelerate the implementation of these projects most effectively and efficiently. This work includes overseeing capital investments by other departments and entities, and facilitating partnership initiatives. This programme includes the continued roll-out of the Rea Vaya BRT infrastructure and service.	<ul style="list-style-type: none"> <li>Greater Soweto, (including Lenasia, Eldos, Nancefield)</li> <li>Alexandra and the OR Tambo Corridor (includes Randburg, Cosmo City, Modderfontein, Frankenwald)</li> <li>Empire-Perth Transit Oriented Development (ToD) corridor</li> <li>Louis-Botha Transit Oriented Development (ToD) corridor</li> <li>Marginalised Areas – Diepsloot, Ivory Park, Orange farm</li> </ul>
4: Greater Alex and Alexandra Renewal Programme (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"> <li>Alexandra and the OR Tambo Corridor (includes Randburg, Sandton Cosmo City, Modderfontein, Frankenwald)</li> </ul>
5. Economic Empowerment Programme	A cluster of the JDA's economic development programmes that aims to (i) Develop skills and capacity within the construction industry in Johannesburg (ii) Optimise the JDA's contribution to inclusive economic growth and empowerment, and the transformation of the construction industry; and (iii) establish a monitoring and reporting system to measure the impact of the JDA's managing contractor development programme.	<ul style="list-style-type: none"> <li>All</li> </ul>

<sup>3</sup> A thorough nodal review is underway to review the boundaries of existing nodes in the city, and define new nodes where appropriate.

Table 3: Summary of the JDA Operational Programme

<b>JDA Programme</b>	<b>Programme Purpose</b>
6: 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

The Annual Business Plan is 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 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 JDA's Board of Directors has the opportunity to engage with the contents of this Business Plans at various stages of its production. The final version of the Business Plan will be reviewed and approved by the Board of Directors in April 2017.

The MMC for Development Planning will sign off on the final version of the Business Plan for 2017/18.

## 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

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 strategic economic node programme focuses on developing high-density movement TOD corridors anchored by transit nodes to restructure the city form, promote efficient land use and improve transport energy consumption.

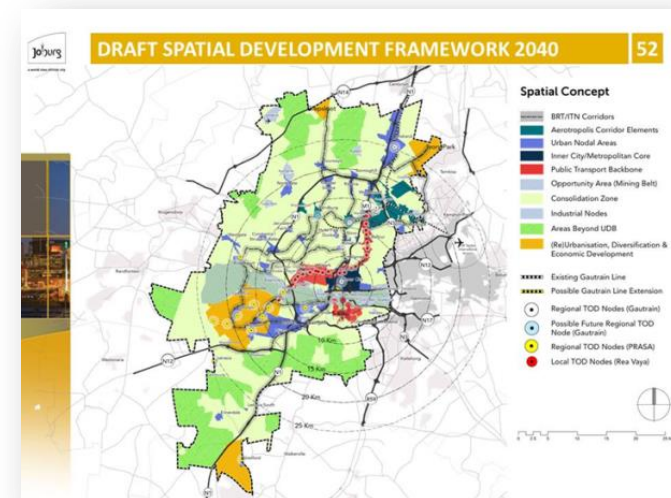
The JDA will continue to transform the spatial economy in Johannesburg through the implementation of the Transit-Oriented Development Corridors initiative. Key precinct developments along the corridors are designed to respond to local conditions, needs and advantages, and to achieve economic, social 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 Transit-Oriented Development Corridors.

## 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.

<b>SDF Priority Transformation areas</b>	<b>Priority transformation areas</b>
Strengthening the metro core INNER CITY	<ul style="list-style-type: none"> <li>• 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:</li> <li>• 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.</li> <li>• Unlocking the Mining Belt – this spatial discontinuity presents 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.</li> </ul>
Unlocking Soweto	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Consolidating public transport backbone	<ul style="list-style-type: none"> <li>• Consolidating a Public Transport Backbone – consolidating appropriate growth and development opportunities around existing and future public transport nodes, starting from the Transit-Oriented Development Corridors 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.</li> </ul>
Consolidating public transport backbone	<ul style="list-style-type: none"> <li>• Consolidating a Public Transport Backbone – consolidating appropriate growth and development opportunities around existing and future public transport nodes, starting from the Transit-Oriented Development Corridors 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.</li> </ul>
OR Tambo Corridor	<ul style="list-style-type: none"> <li>• Developing an OR Tambo Corridor – establishing a strategic connection between the northern parts of the city (Randburg, Sandton and Alexandra) and the OR Tambo OR Tambo; 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.</li> </ul>
Addressing marginalisation	<ul style="list-style-type: none"> <li>• 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</li> </ul>

SDF Priority Transformation areas	Priority transformation areas
	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 recreation

The JDA's development interventions in strategic locations in the city, and especially along the Transit-Oriented Development Corridors, 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 2017/18

Following the Municipal Elections of August 2016, the City of Johannesburg Metropolitan Municipality has a newly elected Mayor and Mayoral Council.

This change in political leadership in the City brought with it an opportunity to re-examine the City's key strategic priorities.

During the 2016 Mayoral Lekgotla, the City's executive and legislative leadership had an opportunity to engage and reflect on the current political environment. This lekgotla collectively agreed to propose the following priorities to the people of Johannesburg. These priorities are defined as the New Strategic Agenda 2016-2021 and are as follows:

Priority 1: Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment, inequality and poverty

Priority 2: Ensure pro-poor development that addresses spatial and all forms of income inequality and provides meaningful redress.

Priority 3: Create a culture of enhanced service delivery with pride and dignity.

Priority 4: Create a sense of security through improved public safety.

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

Priority 6: Create a City that responds to the needs of citizens, customers, stakeholder and businesses.

Priority 7: Enhance our financial sustainability.

Priority 8: Encourage innovation and efficiency through the Smart City programme.

Priority 9: Preserve our resources for future generations.

To coordinate effective responses to the aforementioned nine priorities, each functional Cluster of the City of Joburg has identified key interventions to pursue toward achieving these.



The JDA forms part of the City's Economic Growth Cluster and has alignment with the following three implementation plans:

Table 4: New Strategic Agenda 2016-2021

Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment, inequality and poverty	Ensure pro-poor development that addresses spatial and all forms of income inequality and provides meaningful redress.
<ul style="list-style-type: none"> <li>• Increase Infrastructure development to 20% of Budget</li> <li>• Urban Regeneration of Key Nodes in particular the Inner City, Randburg, etc</li> <li>• Small and medium business growth</li> <li>• Promote informal sector growth as a path to small business</li> <li>• Promote Broadband and free WiFi access</li> <li>• Reduce unemployment to 20% from 39%</li> <li>• Skills development</li> </ul>	<ul style="list-style-type: none"> <li>• Formalise informal settlements</li> <li>• Electrify informal settlements</li> <li>• (Renew and regenerate) The inner city and other key nodes</li> <li>• Corridor Development and social housing</li> <li>• Corridor development underpinned by good public transport backbone for mixed use, mixed income development</li> <li>• Increased densities, increase access to food, reduced spending on travel resulting in more disposable income</li> <li>• Reduced cost/ capita of infrastructure</li> </ul>

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

Table 5: Alignment to the new Strategic Agenda 2016 -2021

Key CoJ Priority Programmes	Key CoJ IDP Programme/s	Matching JDA Programme/s	JDA Activities
<p>Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment, inequality and poverty</p>	<ul style="list-style-type: none"> <li>• Inner city regeneration, including key economic nodes</li> <li>• Increased infrastructure investment (from both public and private sectors)</li> <li>• Promote informal sector growth as a path to small business</li> </ul>	<p>1: Inner city transformation Programme                  2: Strategic economic node programme                  3: Public infrastructure delivery programme                  5. Economic Empowerment Programme</p>	<ul style="list-style-type: none"> <li>• JDA policy reserves a percentage of the value of all construction contracts for local SMMEs.</li> <li>• Projects will also be packaged to create opportunities for local SMMEs in line with the local job creation principles.</li> <li>• Invest time and resources on development facilitation necessary in the key nodes and precincts in the Inner City and along the corridors to catalyse development.</li> <li>• Nodal developments designed to respond to local conditions, needs and advantages, and to achieve economic, social and sustainable development outcomes.</li> <li>• The JDA promotes green building</li> </ul>

Key CoJ Priority Programmes	Key CoJ IDP Programme/s	Matching JDA Programme/s	JDA Activities
			<p>technologies such as solar water heating, efficient lighting and sustainable urban drainage systems in its designs and projects.</p> <ul style="list-style-type: none"> <li>• The JDA will work with the Department of Economic Development to explore opportunities to support locally produced green building and infrastructure products.</li> </ul>
Ensure pro-poor development that addresses spatial and all forms of income inequality and provides meaningful redress.	<ul style="list-style-type: none"> <li>• Inner city and other key nodes</li> <li>• Corridor Development and social housing</li> <li>• Corridor development underpinned by good public transport backbone for mixed use, mixed income development</li> <li>• Increased densities, increase access to food, reduced spending on travel resulting in more disposable income</li> <li>• Reduced cost/ capita of infrastructure</li> </ul>	<p>1: Inner city transformation programme  2: Strategic economic node programme  3: Public infrastructure delivery programme  4: Greater Alex and Alexandra Renewal Programme (ARP)  5. Economic Empowerment Programme</p>	<ul style="list-style-type: none"> <li>• The continued roll-out of the Rea Vaya BRT infrastructure and service.</li> <li>• 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.</li> <li>• 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.</li> </ul>
Daily Operations		6: Good Governance, Management and Administration	

## 2.3 JDA SWOT Analysis

The strategic issues that are expected to frame the JDA's operations in 2017/18 are our ability to implement capital works projects to achieve visible tangible impact especially in the Transit-Oriented Development Corridors; 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 2017/18.

	Strengths	Weaknesses
Internal	<ul style="list-style-type: none"> <li>Well-skilled and capacitated institution, with a sound reputation and an ability to recruit highly skilled individuals</li> <li>Effective financial, project management, governance and SCM systems as validated by consecutive year of obtaining a Clean Audit Outcome.</li> <li>Ability to implement capital projects on behalf of the City of Joburg within time and budget</li> <li>A pipeline of potential projects has been developed through urban and spatial development planning</li> <li>Both internal and external (client) funding has been secured for the implementation of catalytic projects.</li> <li>Ability to keep its operating costs efficiently low while still being able to sustain high levels of capital expenditure</li> </ul>	<ul style="list-style-type: none"> <li>Dependency on earning development fees on the organisations capital budget allocation to cover operating costs</li> <li>Implementation capacity may be under strain in 2017/18 if we are not able to fill all necessary positions in anticipation of reducing capital budgets.</li> <li>The sustainability and the impact of JDA's projects depend on adequate maintenance, upkeep and management by other City departments and agencies.</li> <li>Ineffective knowledge management systems in place that hamper building on good practice or to ensure continuous learning</li> </ul>
	Opportunities	Threats
External	<ul style="list-style-type: none"> <li>National policy requires a sustained investment in new infrastructure (a) to support economic growth; and (b) to eradicate service backlogs.</li> <li>City development strategy is built around the strategic economic nodes, such as mixed use and Transit-Oriented Development nodes, in which the JDA is positioned as the key implementing agent.</li> <li>The Inner City Transformation / Mayoral priority programme defines a coordinated implementation plan and JDA is identified as the area based development coordinator.</li> <li>There are many areas in the inner city, nodes, townships and informal settlements that require urban regeneration interventions to unlock private investment potential.</li> </ul>	<ul style="list-style-type: none"> <li>Fluctuation in property investor activity due to economic uncertainty</li> <li>Increasing migration pressures, specifically in the inner city</li> <li>Inability to attract and retain personnel qualified in project management, civil engineering and other scarce skills</li> <li>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 jeopardized</li> <li>Announcement of the integration of MOE's may create a certain perception which makes the organisation less desirable in certain instances, i.e. either to contract with or for employment.</li> </ul>

# 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 2017/18 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"> <li>• 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.</li> <li>• 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.</li> </ul>

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 2017/18 further methods of engaging with local stakeholder communities will be explored to better respond to the needs and lifestyles of city users in the 21<sup>st</sup> 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 Managing Stakeholder Relationships

The JDA engages with various external State and community stakeholders. Stakeholders in JDA planning processes and projects are the people and organisations which impact upon and are impacted by JDA plans, interventions and projects.

Internal stakeholders of the JDA include, employees, managers. The employees and managers are the ones who create and deliver services that support the organisations mandate and objectives. The intention is look after them and to attract and retain top talent at all levels.

#### ***City of Johannesburg Stakeholders***

As a Municipal Owned Entity (MOEs) the JDA has key linkages and relationships with the City of Johannesburg and other MOEs. These relationships are vital to ensure that development aligned with the COJ vision and policies for Johannesburg. Some critical stakeholders and the relationships that JDA departments have with them are listed below:

<b>CoJ Stakeholder</b>	<b>Nature of Engagement</b>
Office of the Mayor	The JDA engages with the Office of the Mayor to ensure strategic engagement on city priorities, key decisions and formal oversight committees and steering groups. It ensures internal JDA priorities, policies and frameworks are in line with the Growth and Development Strategy (GDS) 2040 and other plans and policies of the city, and the JDA keeps the Office of the Mayor well informed of JDA project progress. The JDA highlights public addresses, site visits and mayoral priorities to the general public.
Office of the MMC for Development Planning	The JDA engages with the MMC for Development Planning to ensure both strategic and operational engagement on city priorities, key decisions and formal oversight committees. The JDA keeps the Office of the MMC well informed of JDA project process, and where possible, involves the MMC in stakeholder engagement where political intervention is sought.
The JDA Board	The JDA is accountable for strategic and operational matters to the Board of Directors, which controls and maintains a fiduciary relationship with the company.
Members of the Mayoral Committee (MMCs)	The JDA has representation on and reports regularly to oversight committees, as well as to key fora with MMCs from particular client departments. The JDA also provides engagement and support to MMCs in external stakeholder engagement. On particular projects the JDA works with specific portfolios for political support. The JDA also

CoJ Stakeholder	Nature of Engagement
	highlights public addresses, fora and site visits to the general public.
Office of the Speaker of the City of Johannesburg	As an agency of the City of Johannesburg, the JDA is bound by the rules on public participation as set out by the Office of the Speaker. The Speaker has to ensure public consultation, involvement and participation in the affairs of the municipality. As chairperson of the council's public participation and petitions committees, the Speaker must ensure that the public participates in city matters wherever possible, and facilitates the process whereby community requests and complaints are heard and ensures that there are appropriate responses from Council. In order to fulfil the role of building democracy, the Speaker manages community participation in local government.
City of Johannesburg Development Planning (City Transformation) (CT)	Planning roles in the JDA are integrally linked with planning in the City. Local area planning and implementation is undertaken in partnership between the JDA and City Transformation (CT). The JDA reports to City Transformation where it acts as implementing agent for planning projects. The JDA also provides strategic planning input on decision making for planning initiatives. The JDA collaborates with CT on providing input to the Integrated Development Plan (IDP) and associated Spatial Development Framework (SDF) as well as other key strategic planning initiatives. Through its relationship with CT, the JDA influences prioritisation and budgeting for infrastructural development to maximise impact. In terms of Development Facilitation the JDA collaborates closely with CT on spatial planning, precinct/ area research and planning and project prioritisation and budgeting. Development Implementation collaborates with CT on the Capex requirements and scope of work for particular projects, and the DI teams provide critical feedback to the planning department for accurate budgeting for development projects.
Johannesburg Property Company (JPC)	JPC will remain the city property manager, handling all individual transactions of public land; however as the key facilitator of area based developments JDA's participation in these transactions is vital. The JDA provides strategic engagement on land acquisition and disposal matters related to JDA implemented projects. This includes input into strategic decision making on land acquisitions and disposals. At local area level it includes collaboration between the JDA and JPC on land identification, provision of key information and unblocking of developments on both city and privately owned land. Furthermore it includes collaboration on transactions and connected developments are required on a regular basis to ensure that work continues smoothly. The JDA has representation on the Joint Land Steering Committee.
Municipal owned entities (MoEs) and Departments	These include Joburg Water, City Power, Johannesburg Roads Agency, City Parks, Pikitup, Department of Economic Development, Department of Community Development etc. These entities and departments act as project clients, co-implementers and operators in different projects. They are integral to any JDA development process. The JDA's engagement includes soliciting input into strategic planning initiatives underway by all relevant departments and development of linkages between overall planning at city level and the JDA business plan. At a local planning and project level it means bringing relevant departments together to coordinate between existing opportunities and to generate plans for new area based development. It is important to ensure that the adequate complimentary infrastructure is in place (e.g. stormwater, water and electricity reticulation) as well as complementary services (e.g. small cooperatives, social services) to schedule and bring projects to completion. Development Implementation teams interact with relevant MoEs and departments on project specific requirements. Marketing and Communications work with relevant departments, particularly where JDA acted as implementing agent, to share process and completion details as part of ensuring smooth implementation and to publicise the work of the City. The JDA engages with these entities individually as well as in joint forums. Technical forums are established by the DF team. They bring together the various City departments and entities working on specific investments/ projects to ensure that there is smooth communication between parties, that development blockages are blocked and that opportunities in the particular precincts are realised. DI teams utilise these forums to resolve project specific issues

CoJ Stakeholder	Nature of Engagement
	and ensure smooth coordination with other departments for development and handover processes.
Housing Agencies of the City	These include the City's Housing Department and Johannesburg Social Housing Company (JOSHCO), integral partners to ensuring the provision of affordable housing. The JDA provides input into strategic planning initiatives, prioritisation and budgeting for housing in the City. It also provides input into strategies for the provision of adequate housing and related social amenities in particular precincts. The JDA provides a service of implementation of refurbishment and development of housing where requested by JOSHCO or Housing Department.

### **National and Provincial State Stakeholders**

State Stakeholder	Nature of Engagement
National departments and entities include National Treasury, South African Police Services (SAPS) and Department of Public Works (DPW) as well as other critical partners in terms of budgeting and urban management on key projects.	These departments play key roles in developments across the city of Johannesburg in planning, implementation and sustainability of key developments.
Provincial Departments include Departments of Human Settlements, Education, Economic Development, Safety and Security, department of environmental affairs and water affairs etc.	The various JDA departments engage with national and provincial departments at several levels. The JDA collaborates with departments on larger scale planning initiatives and on the finalisation of national or provincial programmatic grants for infrastructural development.  It utilises of national or provincial programmes for area based development initiatives. From time to time the JDA may implement projects for national or provincial client departments and from provincial grant schemes.

### **Community Stakeholders**

Community Stakeholders	Nature of Engagement
Private investors and developers	The JDA engages with private investors to share information about the City's work and vision and encourage private investment. It further works with the private sector in conveying the city's vision, policy and processes and assessing and establishing partnerships for achieving this vision. At a local area the DF team engages with private investors and developers to highlight key opportunities for increasing private investment in areas where there is state investment. It also works with these stakeholders to understand the market dynamics and inhibitors to investment as well as to carve area based investment approaches that will enhance the public good within those areas.
Small and Medium Enterprises (SMMEs)	The JDA's mission directs the JDA to create a conducive environment for economic empowerment and makes use of programmes for the development of SMMEs (e.g. Expanded Public Works Programme). SMMEs are an essential stakeholder group to be engaged on local area projects both for determining the economic conditions and opportunities within areas and for identifying opportunities for enhancing opportunities for small business in development areas and directly in JDA projects.
City Improvement Districts (CIDs) and other Urban Management Partnerships	These are key stakeholders in terms of the conceptualisation, implementation and maintenance of area based development. CIDs and Urban Management Partnerships are important stakeholders in the long-term urban

Community Stakeholders	Nature of Engagement
	management of investments made by the JDA and others in local neighbourhoods.
Local area based stakeholder committees	These committees are established by the DF team are representative of community interests in areas. They may include ward councillors, ward committee members, religious leaders, school governing bodies, business representatives, NGOs and community members, amongst others. These committees are integral for the approval and shaping of investments as well as for catalysing community efforts as a key resource for the development of local areas. These committees provide feedback on projects. They are also the platforms for resolving project specific issues, for identifying local opportunities (including employment) and for discussing project schedules.

### **Specific interest groups**

The JDA will engage with specific interest groups to discuss the aspects of the projects that affect them directly and in particular ways. These include:

Specific interest groups	Nature of Engagement
Local residents and business owners	These stakeholders are the people who will benefit from key investments. Engagements focus on how these benefits can be capitalised on and best utilised are key to ensuring responsive development that will be well utilised.
Women and Youth	These groups may be vulnerable in various ways or have unique needs that must be taken into account in projects. Engagements are directed at improving the responsiveness of developments to meet particular needs of these groups to improve living conditions and optimise economic outcomes for them.
Organised Labour	It is necessary to engage workers on their needs in the environment (transport, access, safety etc.) as well as on the development of enterprise and employment opportunity through project interventions.
Researchers and urbanists	The JDA works with these groups at a strategic planning level as well as at project level. At a strategic level the JDA works with researchers to inform evidence based policy development and to gain insight into particular dynamics in areas or particular development issues. It is important that JDA planning and facilitation staff keep abreast of critical research and discussions into various aspects of the city from demographics, to new policies, reports and publications. It is valuable to shaping thinking about area based development, and Development Implementation staff are required to keep abreast of new methodologies, design approaches, materials etc. to ensure best practice implementation of projects

### **3.1.2 Communication & Stakeholder Management in the Inner City and in key identified nodes and corridors**

The JDA's development interventions in strategic locations in the city, and especially in the Inner city, in key strategic nodes and along the Transit-Oriented Development Corridors, 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.

### **3.1.3 Stakeholder Engagement Framework**

One of the JDA's strategic goals to co-produce solutions in partnership with local stakeholders to meet local needs and mitigate challenges. This is an essential component of development intervention in cities, but should not be read or interpreted as if it stands isolated from the other three strategic goals. Since 1994, the state has made concerted efforts to engage resident communities and other affected stakeholders in the development of local solutions. Unfortunately this has not always been successful and has often simply taken 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 by drawing on their knowledge of the development context. This can cultivate a much more sustainable sense of ownership, civic pride and citizenship.

The JDA's Stakeholder Engagement Framework represents the JDA's ongoing commitment to work effectively with its stakeholders through both the plans and interventions it designs and the projects it implements. This includes learning from past stakeholder and community engagement experiences and continuing to improve performance.

The Stakeholder Engagement Framework guides the way in which the JDA supports productive development partnerships and co-operation between all stakeholders in these areas. It frames how the JDA works with the people and organisations which impact upon and are impacted by various JDA plans, interventions and projects which seek to fulfill the City of Johannesburg's development policy objectives. The Framework seeks to:

- ensure a coherent approach to stakeholder engagement across the complete range of JDA plans, interventions and projects
- enable better planned projects and programs
- facilitate effective collaboration with all affected and interested parties

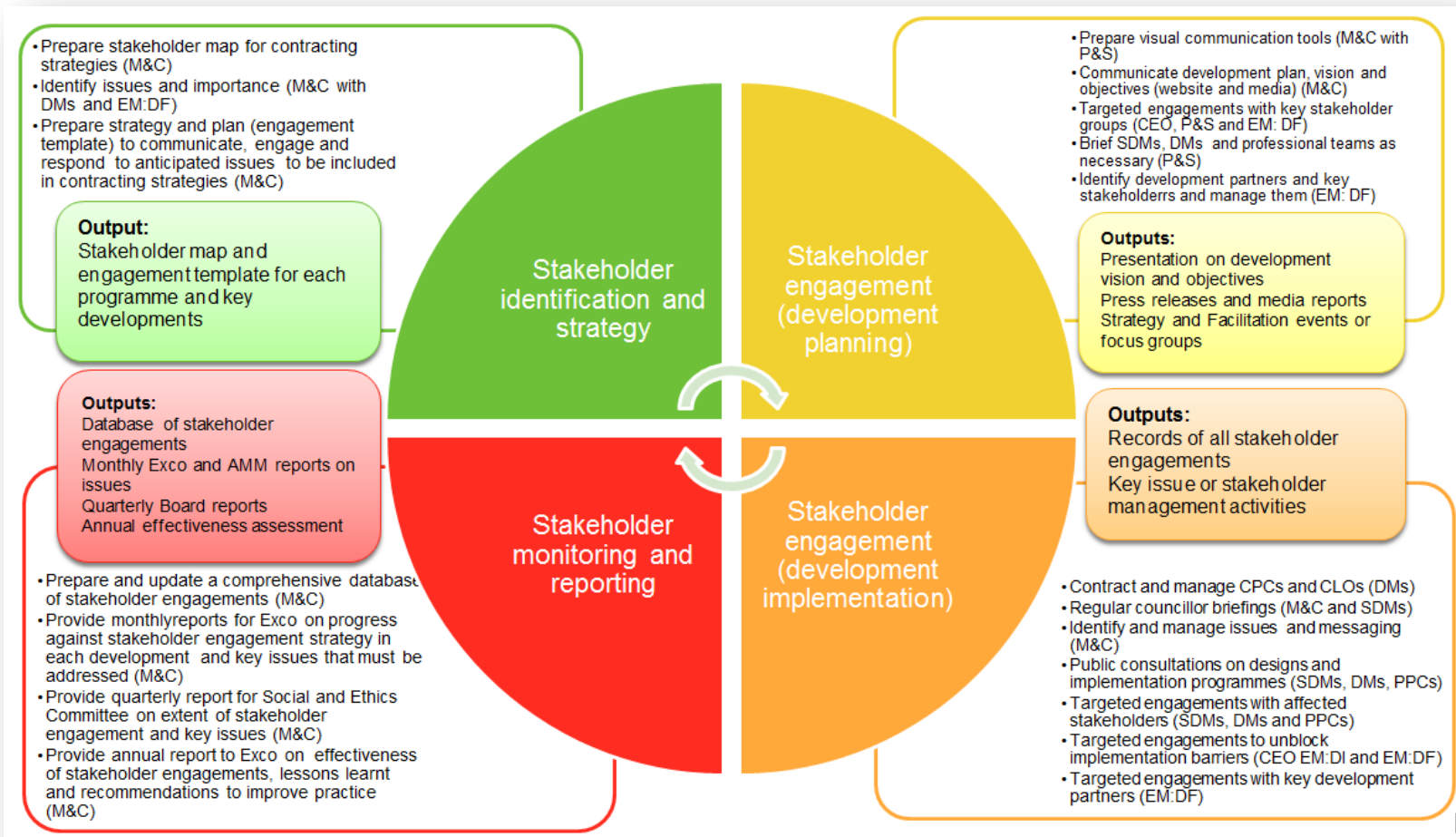


Figure 2 Stakeholder Engagement Framework

<sup>4</sup> M&C – Marketing and Communications, DM – Development Managers, EM:DF – Executive Manager Development Facilitation, P&S – Planning and Strategy, CEO – Chief Executive Officer, PPC – Public Participation Consultants, SDM’s – Senior Development Manager, ED: DI – Executive Manager: Development Implementation

### 3.1.4 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 2017/18

The 2017/18 approach, responds to five IDP priority programmes (contained within the prevailing IDP), with 13 KPI's and one day-to-day Programme, with 5 KPI's.

## Blended / Combined Strategic Programme (SDBIP/IDP)

IDP Priority 1: Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment, inequality and poverty

IDP Priority 2. Ensure pro-poor development that addresses spatial and income inequality and provides meaningful redress

IDP programme/s	Key Performance Indicator	JDA Outcome Statement/s
Inner city regeneration, including key economic nodes including the implementation of the Transit Oriented Development Corridors  Increased infrastructure investment (from both public and private sectors)  Residents live, work and play close to work, leisure and cultural opportunities  Efficient and effective transport (Public and Freight) connecting home, work, culture and leisure	1. Number of pre-feasibility plans or studies <sup>5</sup> produced, reviewed or updated	To efficiently, effectively and economically deliver sustainable social and economic infrastructure projects
	2. Number of area-based or sector based partnerships formalised or partnership programmes implemented	To enable the long-term growth and development of strategic economic nodes in the city (including the CBD, future mixed use and TOD nodes) through multi-year delivery programmes, proactive development facilitation and productive development partnerships.
	3. Number of projects at concept design phase	To efficiently, effectively and economically deliver sustainable social and economic infrastructure projects
	4. Number of projects at detailed design phase	
	5. Number of contracts awarded	
	6. Number of projects at practical completion	
	7. Number of public environment upgrades <sup>6</sup> to support strategic public transport hubs in the Inner City	To enable the long-term growth and development of strategic economic nodes in the city (including the CBD, future mixed use and TOD nodes) through multi-year delivery programmes, proactive development facilitation and productive development partnerships.
	8. Number of Area-Based Precinct Management business plans / frameworks developed or Precinct Management business plans / frameworks programmes implemented	
	9. Number of Media Releases Marketing Projects	
	10. Number of area or project impact (case studies) or performance assessments completed	
IDP Priority 5: Create an honest and transparent City that fights corruption.		
IDP programme	Key Performance Indicator	JDA Outcome Statement/s
Increasing forensic investigative capability and controls	11. Clean audit opinion with a percentage of internal and AG audit findings of the previous financial year resolved	To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective, efficient, sustainable and well-governed organisation.
	12. % delivery on reported cases of corruption	

<sup>5</sup> Detailed local area plans, detailed local area implementation plans, or area-based studies

<sup>6</sup> Increasing accessibility, walkability, public safety and a quality well management urban environment within 500 – 800 metres from a identified public transport hubs

**Blended / Combined Strategic Programme (SDBIP/IDP)**

**IDP Priority 8: Enhance our financial sustainability.**

IDP programme	Key Performance Indicator	JDA Outcome Statement/s
Focusing on driving up capital expenditure investment in infrastructure	13. % budget spent on city-wide infrastructure	To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective, efficient, sustainable and well-governed organisation.

**Priority 8: Encourage innovation and efficiency through the Smart City programme.**

IDP programme	Key Performance Indicator	JDA Outcome Statement/s
Focused improvement of ICT equipment and software	14. Percentage implementation new ERP System (SAP)	To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective, efficient, sustainable and well-governed organisation.

**Day-to-day Programme**

IDP programme	Key Performance Indicator	JDA Outcome Statement/s
Other IDP or Day-to Day programmes	15. Percentage of BBBEE expenditure as a share of total expenditure	To promote economic empowerment and transformation through the structuring and procurement of JDA developments
	16. Number of EPWP opportunities as created	
	17. Percentage of SMME expenditure as a share of total expenditure	To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective, efficient, sustainable and well-governed organisation.
	18. Percentage spend on JDA operating budget against approved operating budget	
19. Percentage implementation of the strategic risk management plan findings resolved		

## 4.1 Blended / Combined Strategic Programme (SDBIP/IDP)

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

<b>National outcome:</b> Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.													
<b>Joburg Outcomes:</b> Outcome 1: A growing, diverse and competitive economy that creates jobs; Outcome 2: Enhanced, quality services and sustainable environmental practices; Outcome 3: An equitable and inclusive society with high quality of life													
IDP programme/s	Key Performance Indicator	Baseline	Target 2017/18	Key Interventions	2017/18 Budget per programme		2017/18 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
Inner city regeneration, including key economic nodes including the implementation of the Transit Oriented Development	Number of pre-feasibility plans or studies <sup>7</sup> produced, reviewed or updated	8	8 Number of pre-feasibility plans or studies produced, reviewed or updated	1: Inner city transformation Programme 2: Strategic economic node programme 3: Public infrastructure delivery programme	R1.8billion		0 pre-feasibility plans or studies produced, reviewed or updated	3 pre-feasibility plans or studies produced, reviewed or updated	0 pre-feasibility plans or studies produced, reviewed or updated	5 pre-feasibility plans or studies produced, reviewed or updated	Pre-feasibility plans or studies produced, reviewed or updated <sup>8</sup>	JDA Exco approval. Exco minutes.  Proof of client sign-off / acceptance	<sup>9</sup>

<sup>7</sup> Detailed local area plans, detailed local area implementation plans or area-based studies

<sup>8</sup> To JDA and / or CoJ Policy Standards

<sup>9</sup> To enable the long-term growth and development of strategic economic nodes in the city (including the CBD, future mixed use and TOD nodes) through multi-year delivery programmes, proactive development facilitation and productive development partnerships. & To efficiently, effectively and economically deliver sustainable social and economic infrastructure projects

<b>National outcome:</b> Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.													
<b>Joburg Outcomes:</b> Outcome 1: A growing, diverse and competitive economy that creates jobs; Outcome 2: Enhanced, quality services and sustainable environmental practices; Outcome 3: An equitable and inclusive society with high quality of life													
IDP programme/s	Key Performance Indicator	Baseline	Target 2017/18	Key Interventions	2017/18 Budget per programme		2017/18 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
Corridors  Increased infrastructure investment (from both public and private sectors)  Residents live, work and play close to work, leisure and cultural opportunities  Efficient and effective transport (Public and Freight) connecting home, work, culture and leisure	Number of area-based or sector based partnerships formalised or partnership programmes implemented	5	7 area-based or sector based partnerships formalised or partnership programmes implemented (non-cumulative)	4: Greater Alex and Alexandra Renewal Programme (ARP)			0 area-based or sector based partnerships formalised	0 area-based or sector based partnerships formalised	0 area-based or sector based partnerships formalised <sup>10</sup>	7 area-based or sector based partnerships formalised	Area or sector based partnerships, in the form of MoU's, contracts, letters of intent or related commitment or Partnership Programme Implementation Progress Report	JDA Exco approval.  Exco minutes.	
	Number of projects at concept design phase	15	16 projects at concept design phase (non-cumulative)		6 projects at concept design phase	2 projects at concept design phase	6 projects at concept design phase	1 projects at concept design phase	Project Concept Design report as per JDA/CoJ Standards	JDA Exco approval. Exco minutes and / or Proof of client sign-off.			
	Number of projects at detailed design phase	26	29 projects at detailed design phase (non-cumulative)		10 projects at detailed design phase	9 projects at detailed design phase	2 projects at detailed design phase	6 projects at detailed design phase	Project Design report as per JDA/CoJ Standards	Sign-off on Design Report by Client or PM or Principal Agent			
	Number of contracts awarded	31	30 contracts awarded (non-cumulative)		6 contracts awarded	15 contracts awarded	7 contracts awarded	2 contracts awarded	JDA BAC Approval (Letter)	Letter of Intent and / or Acceptance Letter			

<sup>10</sup> By means of signed MoU's

<b>National outcome:</b> Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.													
<b>Joburg Outcomes:</b> Outcome 1: A growing, diverse and competitive economy that creates jobs; Outcome 2: Enhanced, quality services and sustainable environmental practices; Outcome 3: An equitable and inclusive society with high quality of life													
IDP programme/s	Key Performance Indicator	Baseline	Target 2017/18	Key Interventions	2017/18 Budget per programme		2017/18 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
	Number of projects at practical completion	34	35 projects at practical completion (non-cumulative)				0 projects at practical completion	1 projects at practical completion	1 projects at practical completion	33 projects at practical completion	Practical Completion certificates (3rd Party)	Review of Practical Completion certificates (3rd Party)  Physical inspection	
	Number of public environment upgrades <sup>11</sup> to support strategic public transport hubs in the Inner City	New Indicator	3 public environment upgrades to support strategic public transport hubs in the Inner City				0 public environment upgrades to support strategic public transport hubs in the Inner City	0 public environment upgrades to support strategic public transport hubs in the Inner City	1 public environment upgrades to support strategic public transport hubs in the Inner City	2 public environment upgrades to support strategic public transport hubs in the Inner City	Public environment upgrades Programme Implementation Progress Report	Review of Practical Completion certificates (3rd Party)  Physical inspection	
	Number of Area-Based Precinct Management business plans / frameworks developed or Precinct Management business plans / frameworks	5	5 Area-Based Precinct Management business plans / frameworks developed or Precinct Management business plans / frameworks programmes				0 Area-Based Precinct Management business plans / frameworks developed or Precinct Management	0 Area-Based Precinct Management business plans / frameworks developed or Precinct Management	2 Area-Based Precinct Management business plans / frameworks developed or Precinct Management	3 Area-Based Precinct Management business plans / frameworks developed or Precinct Management	Area Based Management business plans / frameworks as per JDA/CoJ Standards or Precinct Management business plans / frameworks Programme Implementation	JDA Exco approval. Exco minutes.  Proof of client sign-off.	

<sup>11</sup> Increasing accessibility, walkability, public safety and a quality well management urban environment within 500 – 800 metres from a identified public transport hubs



<b>National outcome:</b> Outcome 6: An efficient, competitive and responsive economic infrastructure network. Outcome 8: Sustainable human settlements and improved quality of household life.													
<b>Joburg Outcomes:</b> Outcome 1: A growing, diverse and competitive economy that creates jobs; Outcome 2: Enhanced, quality services and sustainable environmental practices; Outcome 3: An equitable and inclusive society with high quality of life													
IDP programme/s	Key Performance Indicator	Baseline	Target 2017/18	Key Interventions	2017/18 Budget per programme		2017/18 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
	programmes implemented		implemented				ment business plans / frameworks programmes implemented	ment business plans / frameworks programmes implemented	ment business plans / frameworks programmes implemented	ment business plans / frameworks programmes implemented	n Progress Report		
	Number of Media Releases Marketing JDA Development s Initiatives	48	48 Media Releases Marketing JDA Development s Initiatives (non-cumulative)				12 Media Releases Marketing JDA Development s Initiatives	12 Media Releases Marketing JDA Development s Initiatives	12 Media Releases Marketing JDA Development s Initiatives	12 Media Releases Marketing JDA Development s Initiatives	Development initiative related Press Releases as reflected on the JDA Website and / or Social Media Platforms with project name and date presented	Press Releases or Social Media Articles Published (Quarterly).	
	Number of area or project baseline, impact or case study performance assessments completed	6	6 area or project baseline, impact or case study performance assessments completed (non-cumulative)				0 area or project baseline , impact or case study performance assessments completed	0 area or project baseline , impact or case study performance assessments completed	0 area or project baseline , impact or case study performance assessments completed	6 area or project baseline, impact or case study performance assessments completed per JDA/CoJ Standards	Area or project baseline, impact or case study performance assessments completed per JDA/CoJ Standards	JDA Exco approval.  Exco minutes.	

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

National outcome: Outcome 11: Creating a better South Africa and contributing to a better and safer Africa in a better world													
Joburg Outcomes: Outcome 5: An honest, transparent and responsive local government that prides itself on service excellence													
IDP programme	Key Performance Indicator	Baseline	Target 2017/18	Key Interventions	2017/18 Budget per programme		2017/18 Quarterly target				Evidence	Means verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
Increasing forensic investigative capability and controls	Clean audit opinion with a percentage of internal and AG audit findings of the previous financial year resolved <sup>12</sup>	Clean Audit Opinion	Clean Audit opinion with 100% of internal and AG audit findings of the previous financial year resolved (cumulative)	Good Governance, Management and Administration programme			10% of internal audit findings resolved	30% of internal audit findings resolved	70% of internal audit findings resolved	100% of internal audit findings resolved	Internal Audit, Annual Financial and Performance reports	Annual Financial Statement AG Report	13
	% delivery on reported cases of corruption	100%	100% delivery <sup>14</sup> on reported cases of corruption	Internal ethics programme  Promotion of whistle blower / fraud hotline programme			100% delivery on reported cases of corruption	100% delivery on reported cases of corruption	100% delivery on reported cases of corruption	100% delivery on reported cases of corruption	Fraud and Corruption Investigation Register Strategic Risks Tracking Report	Verification of Strategic Risks Tracking Report by Group Risk and Assurance Services	

<sup>12</sup> The findings as contained in the management letter of the previous year

<sup>13</sup> To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective, efficient, sustainable and well-governed organisation.

<sup>14</sup> In terms of the JDA policy and procedures on investigations of Fraud and Corruption

### 4.1.3 IDP Priority 7: Enhance our financial sustainability.

National outcome: Outcome 9: Responsive, accountable, effective and efficient developmental local government system													
Joburg Outcomes: Outcome 1: A growing, diverse and competitive economy that creates jobs; Outcome 2: Enhanced, quality services and sustainable environmental practices; Outcome 3: An equitable and inclusive society with high quality of life													
IDP programme	Key Performance Indicator	Baseline	Target 2017/18	Key Interventions	2017/18 Budget per programme		2017/18 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
Focusing on driving up capital expenditure investment in infrastructure	% budget spent on city-wide infrastructure <sup>15</sup>	95%	95% budget spent on city-wide infrastructure (cumulative)	1: Inner city transformation Programme 2: Strategic economic node programme 3: Public infrastructure delivery programme 4: Greater Alex and Alexandra Renewal Programme (ARP)	R1.8billion		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	<sup>16</sup>

<sup>15</sup> Cumulative and as determined at mid-term adjustment budget

<sup>16</sup> To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective, efficient, sustainable and well-governed organisation. & To efficiently, effectively and economically deliver sustainable social and economic infrastructure projects

#### 4.1.4 Priority 8: Encourage innovation and efficiency through the Smart City programme.

National outcome: Outcome 9: Responsive, accountable, effective and efficient developmental local government system													
Joburg Outcomes: Outcome 5: An honest, transparent and responsive local government that prides itself on service excellence													
IDP programme	Key Performance Indicator	Baseline	Target 2017/18	Key Interventions	2017/18 Budget per programme		2017/18 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
Focused improvement of ICT equipment and software	Percentage implementation on new ERP System (SAP)	New indicator	95% implementation on new ERP System (SAP) <sup>17</sup> (cumulative)	Integration of systems and processes	R10million		10% implementation new ERP System (SAP)	35% implementation new ERP System (SAP)	70% implementation new ERP System (SAP)	95% implementation new ERP System (SAP)	Implementation Progress Report	JDA Exco approval.  Exco minutes	<sup>18</sup>

#### 4.2 Day-to-day Programme

National outcome: Outcome 9: Responsive, accountable, effective and efficient developmental local government system													
Joburg Outcomes: Outcome 5: An honest, transparent and responsive local government that prides itself on service excellence													
IDP programme	Key Performance Indicator	Baseline	Target 2017/18	Key Interventions	2017/18 Budget per programme		2017/18 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	90% spent on Broad-Based Economic Empowerment through local procurement as a share of	100% spent on Broad-Based Economic Empowerment through local procurement		R1.8billion	R109million	100% spent on Broad-Based Economic Empowerment	100% spent on Broad-Based Economic Empowerment	100% spent on Broad-Based Economic Empowerment	100% spent on Broad-Based Economic Empowerment	All necessary BBBEE information certified by an accredited certification authority <sup>20</sup>	Procurement system report	<sup>21</sup>

<sup>17</sup> As defined by implementation plan and change management plan

<sup>18</sup> To promote economic empowerment and transformation through the structuring and procurement of JDA developments & To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective, efficient, sustainable and well-governed organisation

National outcome: Outcome 9: Responsive, accountable, effective and efficient developmental local government system													
Joburg Outcomes: Outcome 5: An honest, transparent and responsive local government that prides itself on service excellence													
IDP programme	Key Performance Indicator	Baseline	Target 2017/18	Key Interventions	2017/18 Budget per programme		2017/18 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
	total expenditure <sup>19</sup>	total expenditure	as a share of total expenditure (non-cumulative)				through local procurement as a share of total expenditure	through local procurement as a share of total expenditure	through local procurement as a share of total expenditure	through local procurement as a share of total expenditure			
	Number of EPWP opportunities as created <sup>22</sup>	1219 EPWP opportunities created	3500 EPWP opportunities created (cumulative)	EPWP Programme			500 EPWP opportunities created <sup>23</sup>	1500 EPWP opportunities created	2500 EPWP opportunities created	3500 EPWP opportunities created	EPWP Database	ID copies with contracts and / or pay slips	
	Percentage of SMME expenditure as a share of total expenditure	14% SMME expenditure as a share of total expenditure	30% SMME expenditure as a share of total expenditure (non-cumulative)	Emerging contractor development programme			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	

<sup>20</sup> 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.

<sup>21</sup> Economic empowerment and transformation accelerated through strategic and targeted procurement programmes & To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective, efficient, sustainable and well-governed organisation.

<sup>19</sup> 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

<sup>22</sup> 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.

<sup>23</sup> Represents a minimum threshold target

National outcome: Outcome 9: Responsive, accountable, effective and efficient developmental local government system													
Joburg Outcomes: Outcome 5: An honest, transparent and responsive local government that prides itself on service excellence													
IDP programme	Key Performance Indicator	Baseline	Target 2017/18	Key Interventions	2017/18 Budget per programme		2017/18 Quarterly target				Evidence	Means of verification	Outcome
					Capex	Opex	Q1	Q2	Q3	Q4			
	Percentage spend on JDA operating budget against approved operating budget	97% spend on JDA operating budget against approved operating budget	95% spend on JDA operating budget against approved operating budget (cumulative)			R109million	25% spend on JDA operating budget against approved operating budget	50% spend on JDA operating budget against approved operating budget	75% 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	
	Percentage implementation of the strategic risk management plan findings resolved	95%	95% implementation of the strategic risk management plan findings resolved <sup>24</sup> (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	

<sup>24</sup> From Red and Amber to Green Status

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

Pre-feasibility plans or studies	Quarter				
	Q1	Q2	Q3	Q4	Grand Total
Alexandra UDF - Detailed Block Plan		1			1
Inner City Eastern Gateway - Development Infill Strategies / Programmes		1			1
Orange Grove - Development Infill Strategies / Programmes		1			1
Roodeport CBD - Regeneration Renewal Precinct Plan / Concept Plan				1	1
Orange Farm and Weilers Farm (Kanana Park) - Development Renewal Precinct / Concept Plan				1	1
Spatialised Art Strategy - Public Art Programme				1	1
Wemmer Pan - Wemmer Pan precinct plan preparation for implementation				1	1
Melville - Precinct Plan				1	1
<b>Grand Total</b>		<b>3</b>		<b>5</b>	<b>8</b>

#### 4.2.2 Number of area-based or sector based partnerships formalised or programmes or plans implemented

Area-based or sector based partnerships	Quarter				
	Q1	Q2	Q3	Q4	Grand Total
UJ School of Architecture - Design Studio in Inner City / Corridor		1			1
Gandhi Square East – Partnership				1	1
Kliptown - Development Partnership: between Gauteng Prov's Kliptown Renewal Programme and CoJ and Private Sector				1	1
Noordgesig - Establishment of a Friends of the Library for the Noordgesig Library JDA is constructing				1	1
TUHF - CID for a corridor node (Yeoville) or inner city				1	1
NASCHO / SHRA – SMART Agreement				1	1
REITS and Banks – BASA - Affordable Housing TOD Opportunity Atlas aligned to SDF				1	1
<b>Grand Total</b>		<b>1</b>		<b>6</b>	<b>7</b>

### 4.2.3 Number of projects at concept design phase

Projects at Detailed Design	Quarter				
	Q1	Q2	Q3	Q4	Grand Total
Alexandra Sports and Youth Development _SAFA Safe Hub Facility		1			1
Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional	1				1
Fire Station - Alexandra and 'Be Safe Centre' New Building ALEXANDRA EXT.25 E Regional			1		1
Fleurhof Urban Development Framework Interventions Implementation			1		1
Inner City Core: Phase 4 - Inner City Traders and Managed Lanes	1				1
Inner City Partnership Fund	1				1
Jukskei River Environmental Upgrading and Rehabilitation Renewal Bulk Infrastructure ALEXANDRA EXT.1 E		1			1
Naledi clinic New Building NALEDI D			1		1
Old pretoria road	1				1
Park and Ride Facility: Design and Construction of a Park n Ride in Greenside Region E			1		1
Protea South Clinic Renewal Clinic PROTEA SOUTH EXT.1 G Ward			1		1
PTF Holding Facility: Design and Construction of Roodepoort New Nodal Transport Facilities ROODEPOORT C Regional			1		1
PTF: Small Public Transport Facilities: Tshepisong				1	1
Randburg CBD: Phase 2	1				1
Randburg CBD: Phase 4 & 5	1				1
<b>Grand Total</b>	<b>6</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>15</b>

### 4.2.4 Number of projects at detailed design phase

Projects at Detailed Design	Quarter				
	Q1	Q2	Q3	Q4	Grand Total
Alexandra Sports and Youth Development _SAFA Safe Hub Facility			1		1
Bezuidenhout Valley Clinic, Furniture and Equipment Renewal Clinic BEZUIDENHOUT VALLEY E Ward		1			1
Complete Streets: NMT Facilities Linking Railway station Dube, Marafi, Mzimhlophe New Pedestrian Walks DUBE D Regional	1				1



<b>Projects at Detailed Design</b>	<b>Quarter</b>				
<b>Project Names</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Grand Total</b>
CORR - Perth Empire Transit Oriented Development (ToD) corridor - Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction: Phase 2	1				1
CORR - Turffontein Transit Oriented Development (ToD) corridor - Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction: Phase 2	1				1
Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional		1			1
Fire Station - Alexandra and 'Be Safe Centre' New Building ALEXANDRA EXT.25 E Regional				1	1
Fleurhof Urban Development Framework Interventions Implementation				1	1
Fordsburg PEU	1				1
Ghandi Square	1				1
Ghandi Square East		1			1
Inner City Core: Phase 4 - Inner City Traders and Managed Lanes		1			1
Inner City Partnership Fund		1			1
Inner City Eastern Gateway	1				1
Ivory Park UDF_ Development_ Catalytic Node infrastructure projects		1			1
Jukskei River Environmental Upgrading and Rehabilitation Renewal Bulk Infrastructure ALEXANDRA EXT.1 E			1		1
Lehae Training Academy	1				1
Mayfair PEU: Phase 1	1				1
Naledi clinic New Building NALEDI D				1	1
Old pretoria road		1			1
Park and Ride Facility: Design and Construction of a Park n Ride in Greenside Region E				1	1
Protea South Clinic Renewal Clinic PROTEA SOUTH EXT.1 G Ward				1	1
PTF Holding Facility: Design and Construction of Roodepoort New Nodal Transport Facilities ROODEPOORT C Regional				1	1
Randburg CBD: Phase 2		1			1
Randburg CBD: Phase 4 & 5		1			1
Small: Public Transport Facility in Zakariya Park Region G	1				1
Watt Street Precinct, Wynberg	1				1
<b>Grand Total</b>	<b>10</b>	<b>9</b>	<b>2</b>	<b>6</b>	<b>27</b>

## 4.2.5 Number of contracts awarded

Projects at Contract Award	Quarter				
	Q1	Q2	Q3	Q4	Grand Total
Alexandra Sports and Youth Development _SAFA Safe Hub Facility				1	1
Bezuidenhout Valley Clinic, Furniture and Equipment Renewal Clinic BEZUIDENHOUT VALLEY E Ward			1		1
Campus Square Pedestrian Facility	1				1
Complete Streets: NMT Facilities Linking Railway station Dube, Marafi, Mzimhlophe New Pedestrian Walks DUBE D Regional		1			1
CORR - Louis Botha Transit Oriented Development (ToD) corridor - Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction and Upgrading Renewal Transit Oriented Development (ToD) corridor Intervention ORANGE GROVE E Regional		1			1
CORR - Perth Empire Transit Oriented Development (ToD) corridor - Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction: Phase 2		1			1
CORR - Turffontein Transit Oriented Development (ToD) corridor - Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction: Phase 2		1			1
Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional			1		1
Emthonjeni Terminal	1				1
Fire Station - Central Fire Station Renewal Building Alterations MARSHALLS TOWN F Ward		1			1
Fordsburg PEU		1			1
Ghandi Square		1			1
Ghandi Square East			1		1
Inner City Core: Phase 4 - Inner City Traders and Managed Lanes			1		1
Inner City Partnership Fund			1		1
Inner City Eastern Gateway		1			1
Ivory Park UDF_ Development_ Catalytic Node infrastructure projects			1		1
Jukskei River Environmental Upgrading and Rehabilitation Renewal Bulk Infrastructure ALEXANDRA EXT.1 E				1	1
Kliptown Renewal Precinct Redevelopment (Walter Sisulu Square) KLIPSPRUIT EXT.4 D Ward		1			1
Lehae Fire Station	1				1
Mayfair PEU: Phase 1		1			1
Milpark Precinct Implementation: Milpark Precinct Development: Pedestrian Bridge	1				1
Pedestrian Bridge Vincent Tshabalala Road New Bulk Infrastructure FAR EAST BANK EXT.9 E		1			1

Projects at Contract Award	Quarter				
	Q1	Q2	Q3	Q4	Grand Total
PTF Small Public Transport Facility Design and Construction of Zola Public Transport Facility New Nodal Transport Facilities ZOLA D Regional		1			1
PTF: Small Public Transport Facilities: DRIEZIEK EXT.3	1				1
PTF: Small Public Transport Facilities: Orange Farm Ext 7 (Region G)		1			1
RABIE RIDGE Sport Centre New Construction	1				1
Randburg CBD: Phase 2			1		1
Small: Public Transport Facility in Zakariya Park Region G		1			1
Watt Street Precinct, Wynberg		1			1
<b>Grand Total</b>	<b>6</b>	<b>15</b>	<b>7</b>	<b>2</b>	<b>30</b>

#### 4.2.6 Number of projects at practical completion

Projects at Practical Completion	Quarter			
	Q2	Q3	Q4	Grand Total
Braamfischerville Ext 12&13:Roads and Stormwater Management Systems including a Pedestrian Bridge New Bulk Infrastructure BRAM FISCHERVILLE EXT.13 C Ward			1	1
Brixton Social Cluster: Work Package 1 : New multi-purpose sports and recreation hall			1	1
Campus Square Pedestrian Facility			1	1
Claremont Renewal Clinic CLAREMONT B Ward			1	1
Complete Streets: NMT Facilities Linking Railway station Dube, Marafi, Mzimhlophe New Pedestrian Walks DUBE D Regional			1	1
CORR - Louis Botha Transit Oriented Development (ToD) corridor - Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction and Upgrading Renewal Transit Oriented Development (ToD) corridor - Intervention ORANGE GROVE E Regional			1	1
CORR - Perth Empire Transit Oriented Development (ToD) corridor - Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction: Phase 2			1	1
CORR - Turfontein Transit Oriented Development (ToD) corridor - Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction: Phase 2			1	1
EBONY PARK Renewal Clinic EBONY PARK A Ward			1	1
Emthonjeni Terminal			1	1
Fire Station - Central Fire Station Renewal Building Alterations MARSHALLS TOWN F Ward			1	1

Projects at Practical Completion	Quarter			
	Q2	Q3	Q4	Grand Total
Florida clinic New Clinic FLORIDA EXT C Ward			1	1
Ghandi Square			1	1
Hillbrow Tower Precinct			1	1
Inner City Core: Phase 3 - Inner City Traders and Managed Lanes	1			1
Inner City Core: Phase 4 - Inner City Traders and Managed Lanes			1	1
Inner City Partnership Fund			1	1
Jabulani TOD (Phase 4);			1	1
Kliptown Renewal Precinct Redevelopment (Walter Sisulu Square) KLIPSPRUIT EXT.4 D Ward			1	1
Managed Lanes: Dedicated Public Transport Lanes: Inner City			1	1
Milpark Precinct Implementation: Milpark Precinct Development: Pedestrian Bridge			1	1
Nancefield Station Precinct Development New Precinct Redevelopment KLIPSPRUIT D Regional			1	1
Noordgesig - Social Precinct Implementation: Phase 1 – Library			1	1
Noordgesig - Social Precinct Implementation: Phase 2 – Square			1	1
Park Station to Civic Centre PEU (Park Station Regeneration)			1	1
Phase 1C BRT Stations			1	1
PTF Small Public Transport Facility Design and Construction of Zola Public Transport Facility New Nodal Transport Facilities ZOLA D Regional			1	1
PTF: Small Public Transport Facilities: DRIEZIEK EXT.3			1	1
PTF: Small Public Transport Facilities: Orange Farm Ext 7 (Region G)			1	1
RABIE RIDGE Sport Centre New Construction		1		1
Randburg CBD: Phase 2			1	1
Refuse Bins New Bulk Infrastructure FAR EAST BANK EXT.9 E			1	1
Small: Public Transport Facility in Zakariya Park Region G			1	1
Westbury TDC			1	1
Westdene Dam-precinct interventions NMT Phase 4			1	1
<b>Grand Total</b>	<b>1</b>	<b>1</b>	<b>33</b>	<b>35</b>

#### 4.2.7 Number of Area Based Precinct Management business plans / frameworks developed or activation programmes or plans from plan implemented

Area Based Precinct Management business plans / frameworks	Quarter				
	Q1	Q2	Q3	Q4	Grand Total
Project Names					
Doornfontein - Area Based Precinct Management business plan developed				1	1
Vilakazi Street - Area Based Precinct Management business plan developed				1	1
Jabulani - CID Establishment				1	1
Westbury - Area Based Precinct Management business plan developed				1	1
Balfour Park - Urban Management Agreements				1	1
Milpark - CID Establishment				1	1
<b>Grand Total</b>				<b>6</b>	<b>6</b>

### 4.3 Strategic Programme Project Summary

#### 4.3.1 Development Focus 1: Inner city transformation

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

The project list is as follows:

Projects (JDA)	Description	Client / Funding Source
Fordsburg PEU	Public Environment Upgrades. This is an area of focus for upgrade and redevelopment due to the significant changes in land use and population density in these areas. The public environment is in need of reinvestment to support a range of new uses and users in the area. There is significant private sector investment at various scales in this area. The JDA's initiatives will be guided by the Urban Development Framework currently being developed for this area in conjunction with the City's Department of Development Planning.	Inner City (Dev Planning) Renewal Inner City Intervention JOHANNESBURG F Regional
Ghandi Square East	Develop a safe, vibrant and well-designed public realm in the Ghandi Square East precinct. This is a precinct of the Inner city that has not yet received focused public investment. There is currently substantial capital being invested in the part of the Inner City by private sector capital investors including ABSA. Total investment planned by the private sector totals approximately R3 billion. The area is in need of public environment upgrades to improve user experience and mobility	Inner City (Dev Planning) Renewal Inner City Intervention JOHANNESBURG F Regional
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 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 2017/18.	Inner City (Dev Planning) Renewal Inner City Intervention JOHANNESBURG F Regional
Inner City Partnership Fund		Inner City (Dev Planning) Renewal Inner City Intervention JOHANNESBURG F Regional
Inner City Core: Phase 1	Public environment and urban amenities upgrade in the Inner city. 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.	Inner City (Dev Planning) Renewal Inner City Intervention JOHANNESBURG F Regional
Inner City Core: Phase 2		Inner City (Dev Planning) Renewal Inner City Intervention JOHANNESBURG F Regional
Inner city Eastern Gateway	Implementation of projects identified from Inncity Eastern Gateway Precinct Plan. The Eastern Gateway Urban Development Framework was completed by the JDA in conjunction with the Department of Development Planning in 2015/16. This framework highlights the importance of the eastern areas of the Inner City as a gateway to employment and housing opportunities for the Region. The JDA will plan upgrades, land transactions and open space development in the area in line with the approved implementation plan.	Inner City (Dev Planning) Renewal Inner City Intervention JOHANNESBURG F Regional
Mayfair PEU: Phase 1	Public Environment Upgrades	Inner City (Dev Planning) Renewal Inner City Intervention JOHANNESBURG F Regional
Park Station to Civic Centre PEU	Public environment and urban Amenities upgrade in Park Station and surrounding. This project deals with	Inner City (Dev Planning)

Projects (JDA)	Description	Client / Funding Source
(Park Station Regeneration)	redesign and upgrade of the pedestrian environment between the Metro Centre and Joburg Theatre Complex to the Park Station and Gautrain Station complex. This is a high pedestrian volume route and is currently not supportive of safe and efficient pedestrian mobility.	Renewal Inner City Intervention JOHANNESBURG F Regional
Fire Station - Alexandra and 'Be Safe Centre' New Building ALEXANDRA EXT.25 E Regional		Public Safety: EMS
Fire Stations - Central Museum Establishment Renewal Building Alterations JOHANNESBURG A Regional		Public Safety: EMS
Large: Public Transport Facility Redevelopment of Karzene, NEWTOWN EXT.1 Region F	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 Kazeme 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 2017/18 financial year.	Transportation
Managed Lanes: Dedicated Public Transport Lanes: Inner City	Implementation of dedicated public transport lanes in the Johannesburg CBD	Transportation

### 4.3.2 Development Focus 2: Strategic economic node programme

JDA Substantive Programme	Purpose	Corresponding JDA Regional Classification
2: Strategic economic node programme	The objective is to develop nodes that are compact, walkable, liveable, mixed use and mixed income areas and centres around which to density. They should be areas where people can live, work and play and have good access to public transit. Guided by the CoJ policy <sup>25</sup> on the categorising the current city nodes with prospects for growth, the work of the programme is to promote densification, diversification and development in these nodes. The main categories of nodes are: mixed-use/key urban nodes (under various categories), industrial nodes, Transit Oriented Development (TOD) nodes and neighbourhood nodes.	<ul style="list-style-type: none"> <li>Greater Soweto, (including Lenasia, Eldos, Nancefield)</li> <li>Empire-Perth Transit Oriented Development (ToD) corridor</li> <li>Louis-Botha Transit Oriented Development (ToD) corridor</li> <li>Alexandra and the OR Tambo Corridor (includes Randburg, Cosmo City, Modderfontein, Frankenwald)</li> </ul>

The project list is as follows:

<sup>25</sup> A thorough nodal review is underway to review the boundaries of existing nodes in the city, and define new nodes where appropriate.

Projects (JDA)	Description	Client / Funding Source
CORR - Louis Botha Transit Oriented Development (ToD) corridor - Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction and Upgrading Renewal Transit Oriented Development (ToD) corridor - Intervention ORANGE GROVE E Regional	The Louis Botha Transit Oriented Development (ToD) corridor - Stormwater Master Plan (COF SMP) project entails the design and implementation of stormwater upgrades required to support all the precinct developments that the City has identified along the Louis Botha Corridor. During the 2015/16 financial year the Johannesburg Roads Agency (JRA) completed a stormwater master indicating all the required upgrades along the corridor.	JDA
CORR - Perth Empire Transit Oriented Development (ToD) corridor - Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction: Phase 2	The Empire Perth Transit Oriented Development (ToD) corridor - Stormwater Master Plan (COF SMP) project entails the design and implementation of stormwater upgrades required to support all the precinct developments that the City has identified along the Empire Perth Corridor. During the 2015/16 financial year the Johannesburg Roads Agency (JRA) completed a stormwater master indicating all the required upgrades along the corridor.	JDA
CORR - Turffontein Transit Oriented Development (ToD) corridor - Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction: Phase 2	The Turffontein Transit Oriented Development (ToD) corridor - Stormwater Master Plan (COF SMP) project entails the design and implementation of stormwater upgrades required to support all the precinct developments that the City has identified along the Turffontein Corridor. During the 2015/16 financial year the Johannesburg Roads Agency (JRA) completed a stormwater master indicating all the required upgrades along the corridor.	JDA
Jabulani TOD (Phase 4);	The Jabulani Node (along with the Nancefield Station Precinct) is a City of Johannesburg Transit Oriented Development (TOD) project.	JDA
Jabulani TOD (Phase 5);	The Jabulani Node (along with the Nancefield Station Precinct) is a City of Johannesburg Transit Oriented Development (TOD) project.	JDA
Jabulani TOD (Phase 6);	The Jabulani Node (along with the Nancefield Station Precinct) is a City of Johannesburg Transit Oriented Development (TOD) project.	JDA
Jabulani TOD (Phase 7);	The Jabulani Node (along with the Nancefield Station Precinct) is a City of Johannesburg Transit Oriented Development (TOD) project.	JDA
Kliptown Renewal Precinct Redevelopment (Walter Sisulu Square) KLIPSPRUIT EXT.4 D Ward	The second phase of works to improve the Walter Sisulu Square of Dedication started during April 2016 and will be completed during by November 2016. Further phases of the programme include a comprehensive overhaul of the informal trading market and the relocation of the Freedom Charter Museum to a more prominent position on the square. Planning work on these initiatives is underway and construction works are expected to start by November 2016. An extensive community consultation process will start during June 2015. A priority plan will be finalised after this process.	JDA
Milpark Precinct NMT: Phase 1	Capitalize on the unique value proposition of the Precinct by attracting complementary uses to the space and enhancing its functionality as an innovation hub. Projects include public environment upgrades and a pedestrian bridge.	JDA
Nancefield Station Precinct Development New Precinct Redevelopment KLIPSPRUIT D	Phase 4 will focus on the construction of the multi-purpose hall with the outdoor tennis court, splash pad and the parking area in the Nancefield precinct. This project is part of the Nancefield TOD development. The overall scope of works entails design and construction of a new multipurpose sports facility in	JDA



Projects (JDA)	Description	Client / Funding Source
Regional	Klipspruit, Soweto.	
Randburg CBD: Phase 1	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 uses and limited public amenities. The Randburg CBD has experienced more than two decades of decline and under development due to several factors ranging from property trends, lack of maintenance (of buildings and the public environment), competition with other retail and office nodes, and relocation of several key government functions. Despite several plans being commissioned and completed, limited success has been achieved in turning Randburg around since 2002. The upgrade initiatives in 2016/17 will focus on the completion of the public environment on Hill Street and Braam Fischer Street. Currently the contractor is on site and the work is progressing well. Agreements have been reached with the stakeholder and the contractor has completed the stormwater installation on block 2.	JDA
Randburg CBD: Phase 2		JDA
Rotunda: Phase 2	Phase 1 of the project will be completed by end June 2016. Phase 2 of the project is currently in evaluation stage. The scope of works include the demolition of the existing road and construction of two new roads along a section of De Villiers Street and the upgrading of bulk services in the area to support the densification along the street. Construction was planned to commence during July 2016 and will be completed by October 2017. Further phases of the project include the construction of a linear park along De Villiers Street	JDA
Rotunda: Phase 3		JDA
Westbury Precinct: Phase 1	This project is part of the Empire Perth Transit Oriented Development (ToD) corridor. The overall scope of works entails upgrade and refurbishment of existing community facility on behalf of the CoJ Social Development.	JDA
Westbury Precinct: Phase 2		JDA
Brixton Social Cluster: Phase 1	Renewal of the facility	Libraries
Fleurhof Urban Development Framework Interventions Implementation	Implementation of projects identified in Fleurhof Urban Development Framework	Mining Belt West Corridor New Capex Mining Belt Interventions
Jabulani TOD (Phase 5);	<p>The CoJ is implementing the Jabulani node project 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"> <li>• 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.</li> <li>• Nhlanzane Station Link – This project upgraded the public environment and infrastructure to link the Jabulani precinct with the nearby train station.</li> <li>• The JDA together with the Department of Sports and Recreation would like to enter into a MoU with the SAFA (South African Football Association) Development Agency to co-fund and develop SAFA Safe Hub facilities in priority areas. The SAFA Safe Hub in Jabulani is being funded by the National Treasury as part of its Neighbourhood Development Partnership Grant.</li> </ul> <p>The professional team will focus on the planning and design of linkages between Jabulani and other development nodes in Soweto.</p>	NDPG Hub Projects New Programme JOHANNESBURG F City Wide
Jabulani TOD (Phase 6);		NDPG Hub Projects New Programme JOHANNESBURG F City Wide
Jabulani TOD (Phase 7);		NDPG Hub Projects New Programme JOHANNESBURG F City Wide
Brixton Social Cluster: Phase 1	Develop a vibrant community space where the new library is complimented by play areas for kids, soccer and five-a-side courts and a swimming pool and a tranquil park for those that to relax. New pedestrian walkways will link this facility to the Recreation Centre.	Public Transport Corridor Development (TOD) New Operational Capex JOHANNESBURG F City Wide

Projects (JDA)	Description	Client / Funding Source
Milpark Precinct Implementation: Milpark Precinct Development: Pedestrian Bridge	Capitalize on the unique value proposition of the Precinct by attracting complementary uses to the space and enhancing its functionality as an innovation hub. Projects include public environment upgrades and a pedestrian bridge.	Public Transport Corridor Development (TOD) New Operational Capex JOHANNESBURG F City Wide
Noordgesig - Social Precinct Implementation: Phase 1 Library	Planning, designing and management of the implementation of the Noordgesig Social Cluster project. This project includes the creation of an integrated cluster of social and community facilities in Noordgesig, some of which are already located in proximity to each other. Together with Community Development and Development Planning Departments in the City of Joburg, design and construction will be implemented in 2017/18	Public Transport Corridor Development (TOD) New Operational Capex JOHANNESBURG F City Wide
Noordgesig - Social Precinct Implementation: Phase 2 Square		Public Transport Corridor Development (TOD) New Operational Capex JOHANNESBURG F City Wide
Patterson Park Work Package TBC	Stormwater & new social facilities, park and road upgrading. 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. Implementation work is on-going and is due to be completed in 2017/18	Public Transport Corridor Development (TOD) New Operational Capex JOHANNESBURG F City Wide
Patterson Park Work Package TBC		Public Transport Corridor Development (TOD) New Operational Capex JOHANNESBURG F City Wide
Patterson Park Work Package 3 (Multipurpose Centre);		Public Transport Corridor Development (TOD) New Operational Capex JOHANNESBURG F City Wide
Westdene Dam-precinct interventions	Development of the the dam into a multi-purpose recreational facility. Projects includes the rehabilitation of wetlands; improved vehicular access; designated parking, kids play area, outdoor gym facility, picnic area, sports facilities, walkways and sports share facilities.	Public Transport Corridor Development (TOD) New Operational Capex JOHANNESBURG F City Wide
Westbury TDC	Construction of the One Stop Service Centre for the Social Development. 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 2017/18 further works will continue to address the public environment upgrading and complete streets projects as well as housing upgrades and improvements.	Social Development
Brixton Social Cluster: Phase 2	Renewal of the facility. 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, design and construction will be implemented in 2017/18	Sport and Recreation
Union Stadium Renewal Building Alterations WESTBURY	Construction of 1 Soccer Field, 2 hard courts, 1 five-a-side court, Stabilisation of the ground (earthworks), Stabilisation of the ground and reconstruction of the Stadium and associated buildings.	Sport and Recreation

Projects (JDA)	Description	Client / Funding Source
EXT.3 B Ward		

### 4.3.3 Development Focus 3: Public infrastructure delivery programme

JDA Substantive Programme	Purpose	Corresponding JDA Regional Classification
3: Public infrastructure delivery programme	The objective is to effectively and efficiently deliver social and economic infrastructure projects by focusing on two basic questions: how can the City prioritise the key infrastructure projects that provide the optimal social and economic benefit for City and communities; and once these projects are identified, how can stakeholders work together to accelerate the implementation of these projects most effectively and efficiently. This work includes overseeing capital investments by other departments and entities, and facilitating partnership initiatives. This programme includes the continued roll-out of the Rea Vaya BRT infrastructure and service.	<ul style="list-style-type: none"> <li>Greater Soweto, (including Lenasia, Eldos, Nancefield)</li> <li>Alexandra and the OR Tambo Corridor (includes Randburg, Cosmo City, Modderfontein, Frankenwald)</li> <li>Empire-Perth Transit Oriented Development (ToD) corridor</li> <li>Louis-Botha Transit Oriented Development (ToD) corridor</li> <li>Marginalised Areas – Diepsloot, Ivory Park, Orange farm</li> </ul>

The project list is as follows:

Projects (JDA)	Description	Client / Funding Source
Bezuidenhout Valley Clinic, Furniture and Equipment Renewal Clinic BEZUIDENHOUT VALLEY E Ward	Planning, design, layout of clinic, construction of building and carports, landscaping and paving, furniture, medical equipment and signage. The JDA will continue to implement a number of new health facilities and the upgrading of existing such facilities on behalf of the City of Johannesburg Directorate of Health who will identify and fund these for 2017/18.	Health
Claremont Renewal Clinic CLAREMONT B Ward	Planning, design, layout of clinic, construction of building and carports, landscaping and paving, furniture, medical equipment and signage. The JDA will continue to implement a number of new health facilities and the upgrading of existing such facilities on behalf of the City of Johannesburg Directorate of Health who will identify and fund these for 2017/18.	Health
EBONY PARK Renewal Clinic EBONY PARK A Ward	Planning, design, layout of clinic, construction of building and carports, landscaping and paving, furniture, medical equipment and signage. The JDA will continue to implement a number of new health facilities and the upgrading of existing such facilities on behalf of the City of Johannesburg Directorate of Health who will identify and fund these for 2017/18.	Health
Florida clinic New Clinic FLORIDA EXT C Ward	Planning, design, layout of clinic, construction of building and carports, landscaping and paving, furniture, medical equipment and signage. The JDA will continue to implement a number of new health facilities and the upgrading of existing such facilities on behalf of the City of Johannesburg Directorate of Health who will identify and fund these for 2017/18.	Health
Naledi clinic New Building NALEDI D	Planning, design, layout of clinic, construction of building and carports, landscaping and paving, furniture, medical equipment and signage. The JDA will continue to implement a number of new health facilities and the upgrading of existing such facilities on behalf of the City of Johannesburg Directorate of Health who will identify and fund these for 2017/18.	Health

Projects (JDA)	Description	Client / Funding Source
Protea South Clinic Renewal Clinic PROTEA SOUTH EXT.1 G Ward	The JDA will continue to implement a number of new health facilities and the upgrading of existing such facilities on behalf of the City of Johannesburg Directorate of Health who will identify and fund these for 2017/18.	Health
Braamfischerville Ext 12&13:Roads and Stormwater Management Systems including a Pedestrian Bridge New Bulk Infrastructure BRAM FISCHERVILLE EXT.13 C Ward	Infrastructure Project	Housing
Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional	Mixed-use nodes and corridors form the third important structuring element of the urban design concept. Mixed-use nodes are based on the principle of grouping social and commercial facilities together in order to minimise trips and allow for the sharing of facilities. Nodes should be spaced in such a way as to low for equal access throughout the site.	JDA
Ivory Park UDF_ Development_Catalytic Node infrastructure projects	Ivory Park is a previously disadvantaged area requiring upgrading in terms of quality social, infrastructural, economic and environmental services in order to develop into a viable, self-sustaining community. Ivory Park is one of the most densely populated areas within the Region and is also characterised by a concentration of people with very low income levels. There are currently about 9 000 families residing in informal structures in the area, there is an urgent need to upgrade informal settlements The consolidation of Ivory Park falls within the Upgrading of Marginalised Areas Programme. This programme aims broadly to ensure that marginalised areas are spatially integrated into the City so that as a matter of principle, the City facilitates the transition of the poor into fully-fledged urban citizens through their proactive absorption into City and their social mobility, both spatially and economically.	JDA
Lehae Fire Station		Public Safety: EMS
Lehae Training Academy		Public Safety: EMS
RABIE RIDGE Sport Centre New Construction	Construction of a sport centre	Sport and Recreation
Complete Streets: NMT Facilities Linking Railway station Dube, Marafi, Mzimhlophe New Pedestrian Walks DUBE D Regional		Transportation
Park and Ride Facility: Design and Construction of a Park n Ride in Greenside Region E		Transportation
PTF Holding Facility: Design and Construction of Roodepoort New Nodal Transport Facilities ROODEPOORT C Regional	Construction of a public transport holding facility in Roodepoort	Transportation
PTF Small Public Transport Facility Design and Construction of Zola Public Transport Facility New Nodal	Design and Construction of a Public Transport Facility in Zola	Transportation

Projects (JDA)	Description	Client / Funding Source
Transport Facilities ZOLA D Regional		
PTF: Small Public Transport Facilities: DRIEZIEK EXT.3	Construction of a public transport facility in Drieziek Ext. 3	Transportation
PTF: Small Public Transport Facilities: Orange Farm Ext 7 (Region G)	Design and Construction of a Public Transport Facility in Orange Farm	Transportation
PTF: Small Public Transport Facilities: Tshepisong	Construction of a Public Transport Facility in Tshepisong	Transportation
Ghandi Square		Transportation
Alex NMT Urban Upgrade Phase 3	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, 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.	Transportation
Old pretoria road		Transportation
Phase 1C Landscaping		Transportation
Section 15J: Watt Road Works		Transportation
Phase 1C BRT Stations		Transportation
Emthonjeni Terminal		Transportation
Small: Public Transport Facility in Zakariya Park Region G	Design and Construction of a Public Transport Facility in Zakariyya Park	Transportation

#### 4.3.4 Development Focus 4: Greater Alex and Alexandra Renewal Programme (ARP)

JDA Substantive Programme	Purpose	Corresponding JDA Regional Classification
4: Greater Alex and Alexandra Renewal Programme (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"> <li>Alexandra and the OR Tambo Corridor (includes Randburg, Sandton Cosmo City, Modderfontein, Frankenwald)</li> </ul>

The project list is as follows:

Projects (JDA)	Description	Client / Funding Source
Watt Street Precinct, Wynberg	Implementation of projects identified from Watt Street Precinct	ICDG Projects
Alexandra Sports and Youth Development _SAFA Safe Hub	The SAFA Development Agency has teamed up with Totalsports and City of Johannesburg to build one of their first SAFA Safe-Hubs in Alexandra, Johannesburg. The SAFA Safe-Hubs aim to promote social	JDA

Projects (JDA)	Description	Client / Funding Source
Facility	upliftment and development through youth-focused football programmes. The centre will be a multi-purpose centre where various activities will take place which will include educational, health and enterprise development facilities.	
Jukskei River Environmental Upgrading and Rehabilitation Renewal Bulk Infrastructure ALEXANDRA EXT.1 E	Civil Engineer for the Design and Implementation of Juskei River Upgrading and Rehabilitation. The JDA invites Proposals for the Design and Implementation of the Juskei River Upgrading and Rehabilitation for a Civil Engineer. Tenderers are invited to submit Proposals for the Design and Implementation of the Jukskei River Environmental Upgrading and Rehabilitation in Alexandra Township. The Civil Engineer will be responsible for the Design and Carrying Out Construction Supervision Services to ensure Compliance with the Approved Engineering Designs, Bill of Quantities, Working Drawings and Technical Specifications for the Various Flood Mitigation Measures which will include River Works, Flood Defences and Embankment Landscaping Works in accordance with acceptable Design Standards and Engineering Code of Practices. The Proposal must include all Services required to deliver the above stated Scope of Works as stated below.	JDA
Pedestrian Bridge Vincent Tshabalala Road New Bulk Infrastructure FAR EAST BANK EXT.9 E	Vincent Tshabalala Bridge is part of the Alexandra Renewal Programme. The overall scope of works entails design and construction of a Pedestrian Bridge over Vincent Tshabalala connecting River Park and the Far East Bank. The scope of works for the 2016/17 financial year entails concept design, detailed design, and contractor appointment and construction stage up to 40%.	JDA
Refuse Bins New Bulk Infrastructure FAR EAST BANK EXT.9 E	Refuse Bins from Pikitup procured through the JDA	JDA

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 2017/18 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"> <li>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.</li> </ul>
Bothlabela Phase 2 Housing	<ul style="list-style-type: none"> <li>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.</li> </ul>
M1 Hostel Re-development	<ul style="list-style-type: none"> <li>This project is about the re-development of the entire M1 Madala Hostel in Alexandra into conventional housing of mixed tenure including other social amenities. This will ultimately result in the demolition of the hostel structures.</li> <li>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.</li> </ul>
Alexandra Ext 31 Housing	<ul style="list-style-type: none"> <li>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.</li> </ul>

Project	Project Overview
	<ul style="list-style-type: none"> <li>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.</li> </ul>
Lombardy West Housing	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>In 2014/15 a professional team was appointed to complete planning and design. Construction will continue in 2016/17</li> </ul>
Linbro Park Housing	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Construction will continue in 2017/18</li> </ul>
Old Alex housing redevelopment	<ul style="list-style-type: none"> <li>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.</li> </ul>

### 4.3.5 Development Focus 6: Economic Development

#### 4.3.5.1 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"> <li>• Assess emerging contractors holistically according to milestones and development targets (maintain a development framework for each contractor)</li> <li>• Apply progression and exit criteria to track and record results</li> </ul>
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"> <li>• Set targets within JDA portfolio of projects for Emerging Contractor contracts (either directly, through joint ventures, or through sub-contracts to main contractors)</li> <li>• Establish a data base of emerging contractors linked to the CIDB register and customise support for a range of categories</li> <li>• Design the Enterprise Development Programme to progress from basic competencies (ECDM) to enterprise best practices (SACAM) and provide appropriate, targeted and accredited training</li> </ul>
Reduce barriers to entry and progression in relation to JDA contracts	<ul style="list-style-type: none"> <li>• Ensure prompt payments</li> <li>• Reduce tender complexity by standardising industry bid docs and introducing user-friendly tender procedures</li> <li>• Where appropriate, introduce programme-level services such as insurance, combined materials purchase, and finance guarantees to achieve economies of scale</li> <li>• Provide training on winning work and information on work opportunities for future business planning</li> </ul>
Limit dependency on enterprise development programme	<ul style="list-style-type: none"> <li>• CET or other progression meeting NCCC requirements</li> <li>• Holistic enterprise mentorship progressively from 'basic internship' to 'strategic' mentorship'</li> <li>• No reserved contracts, all participants must compete for work through normal procurement processes</li> </ul>
Undertake systematic monitoring and evaluation of results and impact	<ul style="list-style-type: none"> <li>• Establish and maintain contractor databases</li> <li>• Establish key performance indicators and targets against which to measure performance (scorecard approach)</li> <li>• Report quarterly on qualitative and quantitative data</li> </ul>

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).

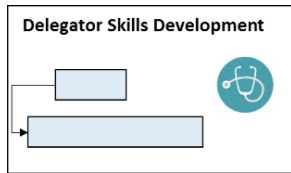
As a key part of JDA's practice and approach, we will continue to seek to create jobs and economic development opportunities for small businesses through our construction programme.

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

In a study of the Enterprise Development Programmes demonstrated that the JDA has delivered a degree of success, however there is an opportunity for JDA to raise the bar on SMME development. The study recommended that JDA consider 3 options to enhance SMME development going forward. These options are outlined in the subsections that follow. Each of the models range in the extent of benefits received, the resourcing required, and implementation complexity.

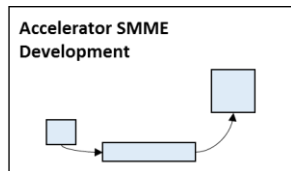
These are briefly discussed below:

#### **Delegator Skills Development Model**



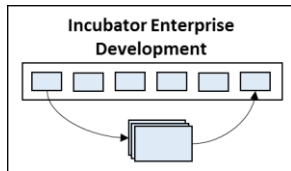
The Delegator Skills Development model comprises of JDA delegating responsibilities such as mentoring and training to the Contractors (as currently), while the JDA conducts continuous monitoring to ensure that activities delegated are taking place.

#### Accelerator SMME Development Model



The figure describes the Accelerator SMME Development Model. This involves SMME development being accomplished through work exposure via JDA projects (as currently), though with JDA assuming full accountability for SMME development, including training and mentoring. Contractors continue to play a role in SMME development, though focused more on providing work exposure than assuming of full responsibility for SMME development as currently. SMME development is limited to the particularly project that the SMME is involved in. Given current limitations, it is unlikely that the same SMME will be involved in more than one JDA project.

#### Incubator Enterprise Development Model



The figure describes the Incubator Enterprise Development model. SMME development is undertaken on a pervasive basis, with SMME's development proceeding from selection, through to successive competency building exposure, with ongoing monitoring and support, culminating in promotion from one level of capability to the next up to exit from the incubator as a fully-fledged medium size business. Under this scenario, JDA takes full accountability for enterprise development, with delegated responsibility to relevant service providers (e.g. for training).

#### 4.3.5.2 SMME expenditure

In 2017/18 the JDA will continue to ramp-up its creation of SMME work opportunities through the Managing Contractor model currently in use. The model requires the managing contractor to appoint SMME's on a project, mentor and train them and thereby enhancing their skills and CIDB grading to equip them to compete in the construction market with enhance competences

# 5 Financial Impact

## 5.1 JDA's Operating Expenditure Estimates

The annual operating budget for the 2017/18 financial year is presented as a budget with a total revenue target of R109 million.

Development fees make up R80.5 million of this revenue target. In order to earn this the JDA will need to implement capital works to the value of R1.7 billion, or 95% of the allocated capital budget for the year being R1.8 billion.

This is expected to cover all of the priority costs that the JDA will have to incur.

The Alexandra Renewal Programme has an operational budget of R7 million, funded by the JDA. These costs include operational costs such as contracted services, repairs and maintenance and security expenses, inter alia. This operational budget is included in the expenditure allocated to the JDA under internal transfers and are paid to Development Planning on a monthly basis.

An operational capital expenditure budget of R10 million has been allocated to fund Information Systems upgrades as well as building facilities upgrades that will be funded from the JDA reserves.

Table 6: Draft Opex Budget

Description	Approved		Adjusted	Adjustment	Indicative	Indicative
R millions	Budget		Budget	Budget	Budget	Budget
	2016/17	Adjustment	2016/17	2017/18	2018/19	2019/20
	R m		R m	R m	R m	R m
Other revenue	84 426	(8 226)	76 200	80 467	85 215	89 817
Subsidy from COJ	16 942	(15 282)	1 660	26 823	27 605	29 160
Other Internal Revenue	3 187	23 508	26 695	1 705	3 550	4 561
<b>Total Revenue</b>	<b>104 555</b>	<b>0</b>	<b>104 555</b>	<b>108 995</b>	<b>116 370</b>	<b>123 538</b>
Employee related cost	58 565	0	58 565	62 782	67 114	71 409
Debt impairment		0			-	-
Depreciation	1 245	0	1 245	2 561	2 712	2 858
Repairs/maintenance	1 827	0	1 827	2 560	2 866	3 021
Contracted services	6 308	0	6 308	6 699	7 074	7 456
Other	18 482	0	18 482	19 628	20 786	21 908
Internal Expenditure	18 128	0	18 128	14 765	15 818	16 886
<b>Total Expenditure</b>	<b>104 555</b>	<b>0</b>	<b>104 555</b>	<b>108 995</b>	<b>116 370</b>	<b>123 538</b>
<b>Surplus / (Deficit)</b>						

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.

# 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 and Governance Committee (GRGC). The GRGC 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 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 2016/2017 financial year are as follows:

- Strategic Risk Register and the monitoring thereof
- Finalised the Insurance Risk Cover for 2016/2017
- Updated the Universal Regulatory Register
- Conducted Enterprise- wide Risk Management Training
- Finalised an Ethics Management Programme
- Conducted an Ethics Management Awareness JDA-wide
- Tracking and Monitoring of SAP Risk Register
- Implemented the Governance, Risk and Compliance (GRC) Software System
- 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.

## 6.2 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 8 strategic risks were identified for 2017/18 that are linked to four JDA strategic objectives. These risks are ranked highly in accordance with the residual risks rating and pose significant threat to the business of the JDA.

The seven strategic risks identified are:

- Failure to delivery capital projects on time and on budget

- Failure to implement effective Job creation, SMME and BBBEE support systems
- Inadequate project packaging, budgeting and sequencing that ensure that the impact can be assessed in terms of economic outcomes in key development areas
- Inability to ensure financial sustainability
- Fraud and Corruption
- Ineffective management processes

The risk register is included as Annexure A.

## 6.3 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 2016/17, 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 as experienced in the current year in Alexandra, Orlando East and Kliptown during the implementation of projects.

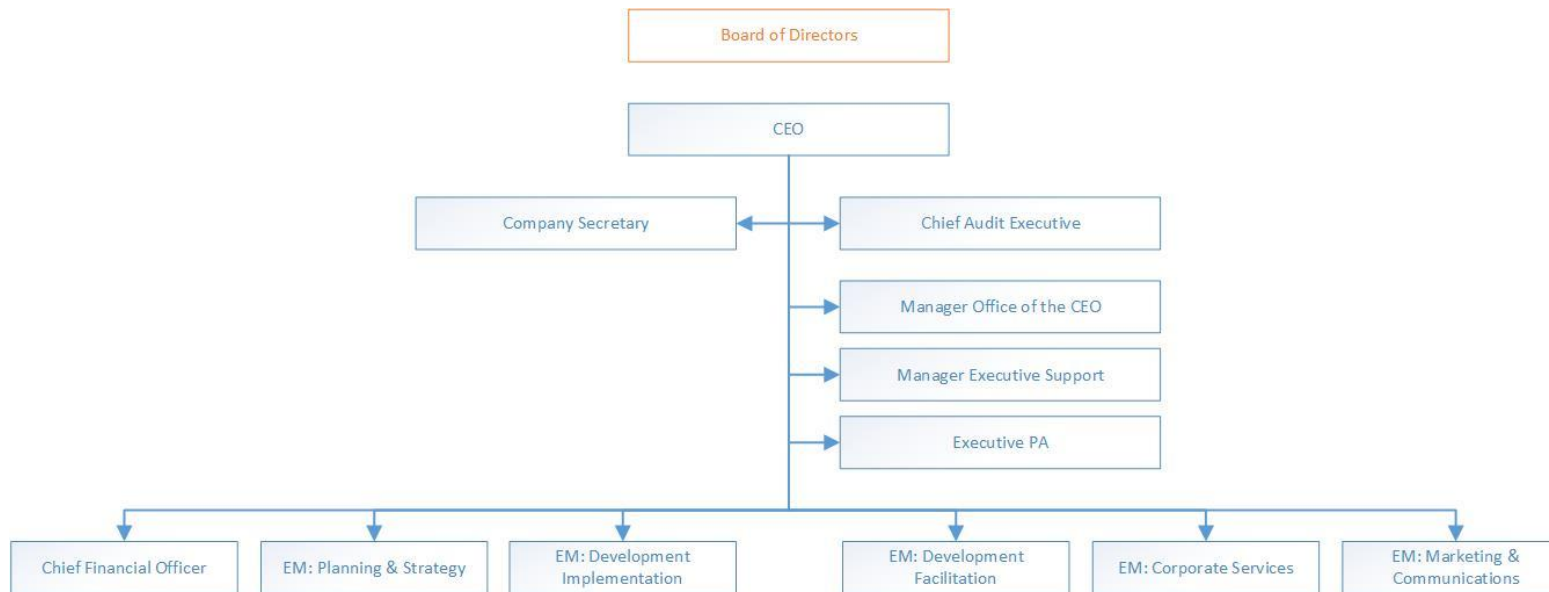
<b>The critical challenges identified were as follows</b>	<b>To address these challenges, the JDA will:</b>
Lack of consensus on developmental outcomes	Undertake annually a number of impact assessments and cases studies to evaluate the changes brought about by JDA involvement.
Unrealistic community expectations and service delivery protests	Develop a development facilitation and stakeholder management framework to effectively address how to implement projects with minimal resistance from key stakeholders.
Lack of capacity and requisite skills to deliver projects in volatile areas	Undertake a skills audit, develop a training programme on stakeholder engagement and management to capacitate facilitation and development managers, and ensure implementation of training.
Risk management not fully institutionalised within the JDA.	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 one 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.

Figure 3: Overarching Structure of the JDA



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.
- 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 Support Manager.
- Professional and middle management, comprising Development Managers, Accountants, Development Facilitation Managers, the Risk and 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.

At mid-year of 2016/17, the JDA's total staff-complement including permanent, non-permanent staff and seconded staff is 100 employees.

A key HR strategy of the JDA is to ensure that there is adequate human resources capacity to efficiently deliver on the JDA's expanded mandate.

Table 7: HR Breakdown

Description	2017/18					
	Approved no. of posts per organogram for 2017/18	Additions to the approved structure	to the	No. of employees 2016/17	No. of vacancies	% of vacancies
Top management	1	0		1	0	0
Executive management	7	0		7	0	0
Senior management	9	0		6	3	33
Middle management	41	0		40	1	2.4
Skilled technical/junior management	27	0		25	2	7.4
Semi-skilled	14	0		13	1	7.1

Description	2017/18					No. of vacancies	% of vacancies
	Approved no. of posts per organogram 2017/18	Additions to the structure for	to	No. of employees 2016/17			
Unskilled housekeepers/cleaners	7	0		6		1	14.2
Intern / Learners	3	0		2		1	33.3
<b>Total</b>	<b>109</b>	<b>0</b>		<b>100</b>		<b>9</b>	<b>8.3</b>

### 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.

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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 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.

Table 8: Employment Equity Breakdown

Occupational levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Executive Management	3	0	0	2	2	0	0	0	0	0	7
Senior Management / HODS	2	1	0	1	2	0	0	0	0	0	6
Professionally qualified and experienced specialists and mid-management	15	0	1	3	14	2	3	2	0	0	40

Occupational levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	0	1	0	18	1	2	1	0	0	25
Semi-skilled and discretionary decision making	7	0	0	0	6	0	0	0	0	0	13
Unskilled and defined decision making	1	0	0	0	5	0	0	0	0	0	6
Learners	1	0	0	0	1	0	0	0	0	0	2
<b>GRAND TOTAL</b>	<b>32</b>	<b>1</b>	<b>2</b>	<b>6</b>	<b>48</b>	<b>3</b>	<b>5</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>100</b>

## 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 times 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	<b>Strategic objective 1: To efficiently, effectively and economically deliver sustainable social and economic infrastructure projects</b>													
	Failure to delivery capital projects on Time within Budget.	<p>1) Late start of stakeholder/community communication &amp; consultation.</p> <p>2) Inadequate project management capacity and capability at the JDA.</p>	<p>1) Failure to meet JDA objectives.</p> <p>1) Clashing priorities and lack of co-operation by stakeholders (e.g. MOEs).</p> <p>2) Under expenditure on budget and overrun on project time.</p>	Major	4	Almost Certain	4	<p>1) Stakeholder engagement strategy.</p> <p>1) Community Participation consultants contracted for every project.</p> <p>1) Community Participation toolkit.</p> <p>2) All the projects have external qualified project managers.</p> <p>2) Appointment of qualified personnel</p> <p>2) continuous training &amp; development funded by JDA.</p> <p>2) Implementation of Individual Learning Plans for Development teams to ensure that they are capacitated with the requisite knowledge and skills.</p>	Fair	0.75	12	CEO	<p>1) Early engagement with stakeholders at contracting strategy phase.</p> <p>1) Establish area based development technical steering committees with City departments, MOEs and stakeholders.</p> <p>1) Area Based Development Facilitation Plans</p> <p>2) Review capacity of development teams with increasing budgets.</p>	<p>EM:DI</p> <p>EM:DF</p> <p>EM:DI</p> <p>EM:CS</p>







	6) Lack of coordination 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:D F	31-Oct-17
	7) Political Instability	8) Lack of community confidence due unfulfilled expectations. 8) Community protest and stopping of projects 8) Delayed implementation of projects.						8) Indicators of political conflict identified during project implementation are communicated to COJ in order to collectively devise a political solution to proactively defuse them at an early stage.			8) Politically volatile areas should be identified and proactive stakeholder communication and engagement initiated before implementation of projects.	EM:D F	On-going
	8) Climate Change	9) Delayed implementation of projects. 9) Financial Loss						9) 21 days built into contract on account of bad weather to avoid standing costs. 9) Insurance cover contracted with contractor for possible flood damage.			None	EM:DI	Not Applicable
	9) Acceptance of projects not ready for implementation	10) Delayed implementation of projects. 10) Unspent Budget						10) Contracting strategies signed with Client Departments. 10) Development Facilitation team assists in the project facilitation process to ensure projects are implemented with minimal glitches.			10) Development of a filter system that vets projects that will only permit projects ready for implementation to be passed to Development Implementation. EXCO to adopt, approve and ensure implementation of the project filtering system.	EM:P &S	Quarter 2

		10) Poor Performance by contracted Service Provider	11) Delayed implementation of projects. 11) Unspent Budget												None	EM:DI	Not Applicable		
2	<b>Strategic objective 2 : To efficiently, effectively and economically deliver sustainable social and economic infrastructure projects</b>																		
	Inadequate project packaging, budgeting and sequencing that ensure that the impact can be assessed in terms of economic outcomes in key development areas	1) Lack of market intelligence	1) Failure to achieve economic growth priorities	Major	4	Almost Certain	5	Red	20	1) Economic Impact assessments to determine relationship between JDA investment and economic growth.	Good	0.40	Green	8	CEO	1) Develop area-based development facilitation plans and spatial plans to give direction to economic development vision and potential for development areas	EM:DF	31-Dec-17	
2) Poor inter-governmental relations		2) Failure to achieve economic growth priorities	2) Stakeholder engagement strategy identify key stakeholders and development partners before implementation of projects.							2) Partnership with Economic Development and Development Planning to ensure that CoJ interventions are aligned						EM:DF			30-Sep-17
3) Poor stakeholder management		3) Failure to achieve economic growth priorities 3) Negative perception of JDA's interventions	3) Economic Impact assessments to determine relationship between JDA investment and economic growth.							3) Conduct social economic impact assessments.									
3	<b>Strategic objective 3: To promote economic empowerment and transformation through the structuring and procurement of JDA developments</b>																		

Failure to implement effective job creation, SMME's and BBEE support systems.	1) Failure to design projects that are labour intensive.	1) Failure to meet goals of job creation.	Major	4	Likely	4	Red	12	1) Designed and scoped developments and contracts to optimise EPWP jobs.	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-17
	2) Poor project Planning to cater for SMME's.	2) Failure to meet JDA's job creation, SMME's and BBEE targets.							2) Designed and scoped developments and contracts to optimise SMME development.						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-17
	3) Inadequate capacity to implement jozi@work	3) Failure to meet jozi@work targets							3) Project management processes (e.g. PMMs) in place. 3) Identification of work packages within projects to be implemented through Jozi@Work.						3) Target setting per project when developing the contracting strategy. 3) Impact assessment of jozi@work implementation	CEO and EM:DI	30-Sep-17

		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-Jul-17
		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-17
4	<b>Strategic objective 2: To efficiently, effectively and economically deliver sustainable social and economic infrastructure projects</b>																						
	Failure to adequately manage stakeholder expectations.	1) Inadequate and ineffective consultation before and after the completion of the projects	1) Community protest and delays in implementation of projects	Major	4	Likely	5	Red	16	1) Formal stakeholder management programme has been established.	Poor	0.90	High	14.4	CEO	1) Improve CoJ coordination and relations (COJ regional directors from Citizen Relations and Urban Management)	EM: DF, EM: DI /EM: M & C					30-Sep-17	

	2) Unrealistic community expectations created as a result of impending local government elections.	2) Delays in implementation of projects						2) Communication of the JDA's plans including job creation opportunities and SMME's development.			2) Stakeholder management training for development teams to engage with various stakeholders	EM: CS, EM: M & C - EM:D F	30-Sep-17
	3) Poor or ineffective communication with key stakeholders.	3) Lack of buy-in by stakeholders.						3) Stakeholder engagement strategy 3) Community Participation consultants contracted for every project. 3) Community Participation toolkit.			3) On-going engagement with key-stakeholders especially at community level through established structure and public forums.	EM: DF	30-Sep-17
5	Strategic Objective 4: To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective, efficient, sustainable and well-governed organisation.												

Inability to ensure financial sustainability	1) Failure to meet project implementation targets	1) Loss of revenue.	Catastrophic	5	Almost Certain	5	Red	25	1) Project management IT system. (DMIS & MS Projects) 1) Project managers. (internal and external) 1) Monthly project management meetings to discuss project progress & challenges. 1) Planning of project milestones during the preparation of contracting strategies.	Poor	0.90	Very High	23	C E O	1) Development of ILP's to address skills required to implement projects. 1) Procure a project management system. 1) Tailor made programme specifically to address development needs for development managers. 1) Attraction and retention of the required skills and expertise to implement projects.	EM: CS & EM: DI	30-Sep-17
	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-17

		3) Late settlement claims by COJ.	3) Increase in finance cost. 3) Cash flow pressure 3) Late payments to service providers 3) Longer debt collection days 3) Non-Compliance with MFMA													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-17
		4) Unpredictable capex allocation	4) Sustainability - going concern affected													4) Explore other grant and capital funding opportunities.	EM:P &S, EM: DF & EM: DI	30-Sep-17
6	Fraud and corruption	1) Weak internal control procedures	1) Financial Loss to the organisation	Major	4	Possible	3	Red	12	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.	Fair	0.75	Amber	9	CEO	1) Implement the Ethics Management programme. - Updating of the Ethics Risk Register; - Conducting an Ethics workshops JDA-wide; and Tracking and Monitoring committed ethics management action plans.	Risk and Compliance Manager	30-Jul-17





		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	Ineffective management processes	1) Reporting inaccurate performance information (over or under reporting).	1) Poor quality data and qualified audit. 1) Late submission of information. 1) Financial loss 1) Silo perpetuation	Major	4	Likely	4	Red	16	1) Management Committee 1) Governance Committee 1) Policies and Policies 1) Training and workshops on new and revised business processes 1) Automated IT systems 1) Internal Audit 1) Risk and Compliance process	Fair	0.75	Amber	12	CEO 1) Develop business systems that are integrated to ensure synergy and optimal use of resource. 1	EM: P&S	30-Sep-17

		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: CS	30-Sep-17
		3. Collapse of ICT environment. ( Aging ICT infrastructure and systems and Inadequate IT Governance)	3. Disruption of JDA business activities. 3. Internal / External disasters (Natural/Hackers, etc.) 3) Lack of full utilization of business applications 3) Misalignment of the JDA objectives and the ICT systems 2) Non Compliance with good governance ICT frameworks										3) JDA data backed up daily. 2) Daily backups are copied to an off-site location. 3) The JDA has a syndicated recovery site at CSA through an SLA , which will be available as and when there is a disaster. 3) The JDA has put in place a firewall to filter traffic into and from the JDA , as well as prevent access to JDA systems. 3) 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. 3)The JDA conducts frequent patch updates on laptops and servers to ensure that systems are current with latest security patches					3) Backup restore tests are conducted every 6 months 3) Monitor the link that transports data between JDA and CSA daily to ensure that its performing well. 3) Simulate test to the syndicated site every six months 3) Monitor firewall monthly 3) Scan viruses daily 3) Conduct patches updates every three months 3) Hold monthly performance meetings with Sage to discuss equipment performance matters 3) Ensure equipment is on warranty and fixed within SLA agreed timeframes	EM: CS (IT)	On-going

		<p>4) Non-compliance with applicable laws and regulations. (Ineffective compliance processes and monitoring and Non compliance with SCM regulations and applicable laws)</p>	<p>4) Penalties for non compliance 4) Poor compliance culture</p>					<p>4) Risk and Compliance software is utilised to document and update risk assessments. 4) Regulatory Compliance Universe assessment assists management in prioritising the applicable legislation that JDA must comply with. 4) Standard Operating procedure for all RFQ and RFP processes. 4) Risk and compliance unit providing training and awareness on compliance with laws and regulations. 4)Regular training and development of staff on SCM legislation and processes. 4) Verification of submitted compliance documents by the SCM officials. 4) Compliance reviews done annually by the internal audit department to identify any non-compliance and corrective action taken.</p>				<p>4) Improve use of the software and system. More training and awareness. 4) Implementation of continuous monitoring and auditing. 4) Improve structuring and scheduling of the training and development of staff on SCM legislation. 5) Develop RFQ and RFP procurement processes</p>	<p><b>EM:</b> <b>CS (IT)</b> <b>CFO</b></p>	<p>30-Sep-17</p>
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