



Johannesburg Development Agency



2019/20 Business Plan
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1 Executive Summary

1.1 Vision¹

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

1.2 Mission²

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

1.3 Values

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

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

1.4 Guiding Principles & Objectives

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

¹ The Vision Statement focuses on the future; it is a source of inspiration and motivation. Often it describes not just the future of the organisation but the future of the industry or society in which the organization hopes to effect change.

² 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.

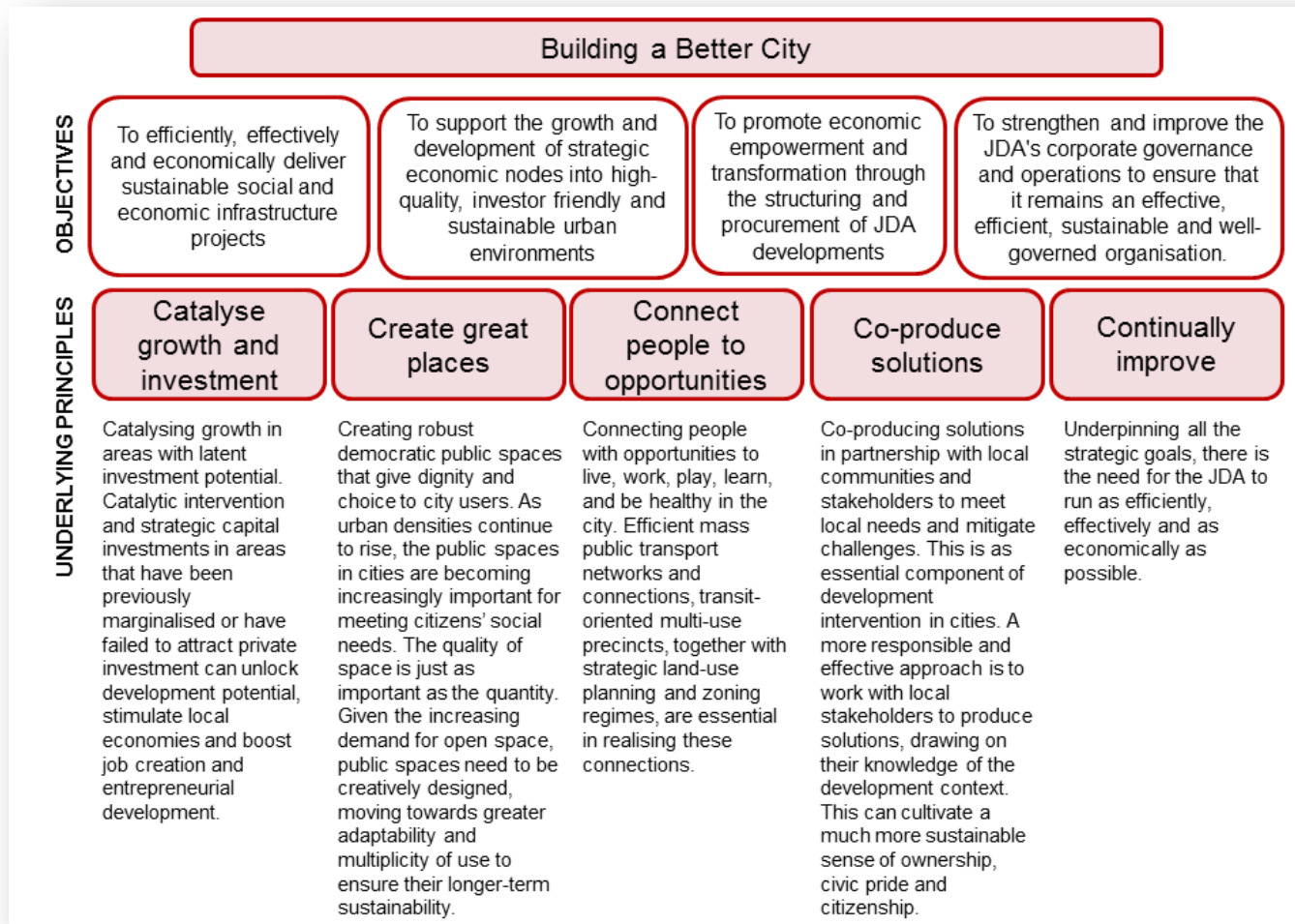


Figure 1: Objectives and Underlying Principles

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:

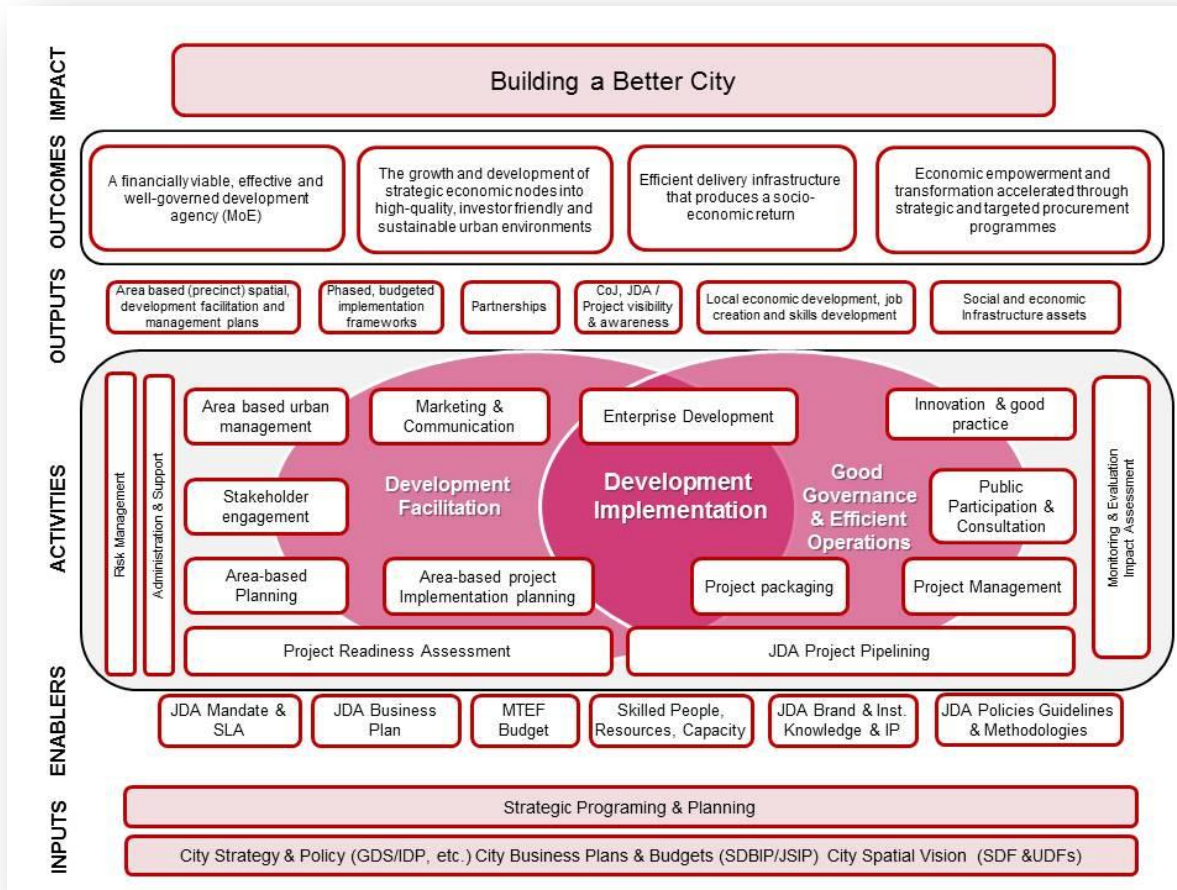


Figure 2 JDA Log Frame

1.5 Brief 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.

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 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. This means that as an area-based development agency, 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.

The JDA has implemented over 600 projects across all administrative regions of the City in 17 years of operation. Over the five years, the JDA has grown by almost 75% from 50 employees to 87 employees and 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 over R5 Billion over the last 5 years

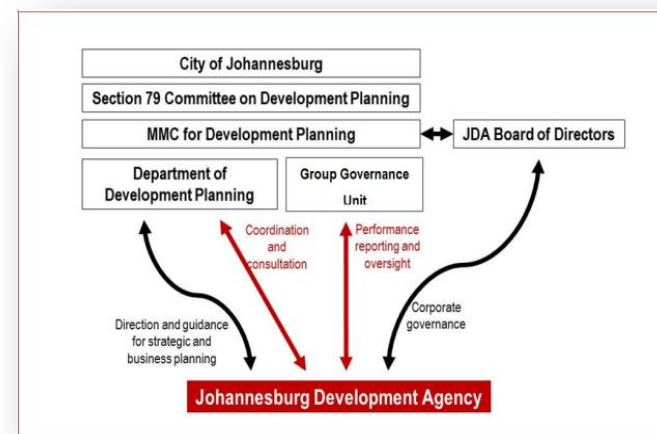
1.5.1 JDA's Governance Arrangements

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.

1.6 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 prior to the end of the 2018/19 Financial Year.

The MMC for Development Planning will sign off on the final version of the Business Plan for 2019/20.

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.

2.1.1 The Joburg 2040 Growth and Development Strategy (GDS) and Integrated Development Plan (IDP)

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. The City has confirmed five IDP Outcomes / Pillars and 9 strategic priorities to guide the strategic planning process leading to the development of 2019/20 Business Plans, Service Delivery and Budget Implementation Plan (SDBIP) and Integrated Development Plan (IDP).

The five outcomes and nine priorities of the City are as follows;

Table 1: City Outcomes and Priorities

Outcomes	Priorities
<ul style="list-style-type: none"> • Outcome 1: A growing, diverse and competitive economy that creates jobs • Outcome 2: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development • Outcome 3: Enhanced, quality services and sustainable environmental practices • Outcome 4: Caring, safe and secure communities • Outcome 5: An honest, transparent and responsive local government that prides itself on service excellence 	<ul style="list-style-type: none"> • 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.

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.

Outcomes 1, 2 and 5 and Priorities 1, 2, 7 and 8 are particularly relevant to the JDA mandate and business plan.

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 implementation plans:

Table 2: Strategic Priorities 2016-2021

Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress
<ul style="list-style-type: none"> • Inner city regeneration, including key economic nodes • Increased infrastructure investment (from both public and private sectors) • Working to cut red tape and improve the ease of doing business in the City 	<ul style="list-style-type: none"> • Prioritising the formalisation of informal settlements Identifying land to be serviced before any human settlements are built • Increasing the delivery of housing • Fast-tracking acquisition of buildings in the Inner City for housing • 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

2.1.2 2019/20 Delivery Agenda (Diphetogo)

Having firmed up the five outcomes and nine strategic priorities for the IDP cycle, the Executive Mayor has identified 40 interventions for implementation in the 2019/20 financial year and outer years. These are called 'Diphetogo'.

The following areas have been identified where the JDA contributes in making an impact:

Table 3: Diphetogo

Diphetogo	Moral Imperative	Impact	Diphetogo Target /s
Finance	<ul style="list-style-type: none"> • Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents 	<ul style="list-style-type: none"> • Increase in the capex budget to keep pace with growth • Increased utilisation and spending of national and provincial grant funding 	<ul style="list-style-type: none"> • 95% capex spend per annum • The achievement of individual grant utilisation targets
Jobs and Growth	<ul style="list-style-type: none"> • Improved support to SMMEs in the City to empower more entrepreneurs 	<ul style="list-style-type: none"> • Increasing the number of SMMEs as suppliers to the City 	<ul style="list-style-type: none"> • Implementation of the SCM regulations to promote SMMEs
Institutional	<ul style="list-style-type: none"> • Creating a responsive administration focused on 	<ul style="list-style-type: none"> • The fast-tracking of the SAP rollout plan 	<ul style="list-style-type: none"> • 100% of City's IT infrastructure operating

Diphetogo	Moral Imperative	Impact	Diphetogo Target /s
	delivering service with pride to the City's residents	throughout the City	off a coherent SAP network by Dec 2018

2.1.3 BEPP Indicators

The Built Environment Performance Plans are a National Treasury requirement for municipalities. Relevant department are required to identify which of the indicators below they will be reporting on in 2019/20. Where there is a proxy indicator that the City has already been measuring, the proxy indicator can continue to be used as a performance measure.

The following areas have been identified where the JDA plays a supporting role in making an impact:

Table 4: BEPP Indicators

Department	Indicator	Definition
Housing	<ul style="list-style-type: none"> No. of dwelling units within Integration zones that are within 800m of access point to integrated Public Transport system 	<ul style="list-style-type: none"> This indicator measures the number of dwelling units in integration zones within an 800m radius of an access point to an integrated public transport network, as a percentage of all dwellings in integration zones.
Transport	<ul style="list-style-type: none"> Identification of priority Integrated Public Transport Network(IPTNs) 	<ul style="list-style-type: none">
DED	<ul style="list-style-type: none"> % change in the value of properties within Integration Zones and city wide 	<ul style="list-style-type: none"> Buildings are valued according to a municipality's own valuation practices
	<ul style="list-style-type: none"> Commercial and Industrial ratable value within Integration Zones 	<ul style="list-style-type: none"> The Valuation Rolls of the cities will contain the ratable values of land by land use types. Commercial and industrial land use types will be defined and specified by the different cities, and the value of that ratable area will be used in this indicator

2.1.4 Circular 88 Indicators³

The circular 88 indicators are the new planning reforms that have been introduced by National Treasury. The anticipation of the circular is that it will serve as the new standardised reporting and planning reforms for all the metros. The intent is to monitor and assess the performance of the Metros using a common yard stick.

The following areas have been identified where the JDA plays a supporting role in making an impact:

Table 5: Circular 88 Indicators

Function	Outcome	Outcome Indicators	Output Indicators
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³ <https://mfamirror.github.io/Circulars/Documents/MFMA%20Circular%20No%2088/>

Function	Outcome	Outcome Indicators	Output Indicators
City transformational indicators	T1. Targeted investments in integration zones	<ul style="list-style-type: none"> WG13. Percentage change in the value of properties in Integration Zones 	<ul style="list-style-type: none"> No output indicator proposed
		<ul style="list-style-type: none"> Number of land use applications processed in integration zones as a percentage of the total number of land use applications submitted city-wide 	<ul style="list-style-type: none"> No output indicator proposed
		<ul style="list-style-type: none"> Number of building plan applications processed in integration zones as a percentage of the total number of building plan applications city-wide. 	<ul style="list-style-type: none"> No output indicator proposed
		<ul style="list-style-type: none"> PC4. Commercial and industrial ratable value within integration zone for a single metro as a % of overall commercial and industrial ratable value for that same metro. 	<ul style="list-style-type: none"> No output indicator proposed
Housing and Community Facilities	HS 3 - Increased access to and utilization of social and community facilities	<ul style="list-style-type: none"> HS 3.1 Square meters of municipally owned or maintained public outdoor recreation space per capita 	<ul style="list-style-type: none"> No output indicator proposed
		<ul style="list-style-type: none"> HS 3.2 Number of community halls per 100 000 population 	<ul style="list-style-type: none"> No output indicator proposed
		<ul style="list-style-type: none"> HS 3.3 Number of public libraries per 100 000 population 	<ul style="list-style-type: none"> No output indicator proposed
Transport and Roads ⁴	TR 1 - Modal shift of weekday trips (incl. education trips) from private to public transport and NMT	<ul style="list-style-type: none"> TR1.1 Percentage of dwelling units within 800m of scheduled public transport service 	<ul style="list-style-type: none"> TR1.11 Non-residential development approved within 500m of scheduled public transport service, by internal floor space TR1.12 Number of operational public transport access points added
		<ul style="list-style-type: none"> TR1.2 NMT paths and lanes as a percentage of the total municipal road network length 	<ul style="list-style-type: none"> TR1.21 Length of NMT paths built
	TR 5 - Improved access to public transport (incl. NMT)	<ul style="list-style-type: none"> TR5.1 Percentage of households less than 10 minutes' walk from closest public transport access point 	<ul style="list-style-type: none"> No output indicator proposed

⁴ These are not yet prescribed indicators but that metropolitan municipalities should begin reporting on these indicators if they are able to.

2.1.5 Spatial Development Framework (SDF) 2040

The Spatial Development Framework (SDF) 2040 seeks to address four major issues in Johannesburg's spatial and social landscape; (1) Spatial inequalities and the job-housing mismatch; (2) Urban sprawl and fragmentation; (3) Exclusion and disconnection emanating from securitisation and gated developments, and disconnected street networks (high cul-de-sac ratios); (4) Inefficient residential densities and land use patterns. The SDF 2040 sets the guiding vision and then builds a concrete strategy for its realisation.

Table 6: SDF Priority Transformation areas

SDF Priority Transformation areas	Priority transformation areas	Corresponding JDA Regional Classification
Strengthening the metro core (inner city)	<ul style="list-style-type: none"> Strengthening the metropolitan core – building on the opportunities of the CBD as a dense economic core of the city and tackling issues of fragmented developments, crime, bad buildings and lack of affordable housing. The strategy suggests consolidating the inner city through a public space/street network and expanding it towards the southern industrial area through redeveloping and intensifying underperforming buildings, strategic connector streets, and developing vacant space. The inner city will also be significant in bridging north-south discontinuities specifically. Consolidating a Public Transport Backbone – consolidating appropriate growth and development opportunities around existing and future public transport nodes in the Turffontein area. This will also include a focus on transit oriented development nodes, including Gautrain, Rea Vaya (BRT) and PRASA stations. Unlocking the Mining Belt – this spatial discontinuity presents 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. 	Inner City and the Old South (including Turffontein and Mining Belt)
Unlocking Soweto	<ul style="list-style-type: none"> Unlocking Soweto as a True City District – diversifying Soweto to address its largely residential nature by developing mixed land uses (particularly economically productive ones) and social services, making use of its good street pattern and public transport network. Develop it into a series of self-sufficient mixed-use nodes as drivers of economic growth and job creation, allowing Soweto to function as a liveable city district in its own right with access to jobs and the full array of urban amenities. 	Greater Soweto (including Lenasia, Eldorado Park, Nancefield)
Consolidating public transport backbone	<ul style="list-style-type: none"> Consolidating a Public Transport Backbone – consolidating appropriate growth and development opportunities around existing and future public transport nodes, starting from the 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. 	The Transit-Oriented Development Corridors: Empire-Perth Corridor and Louis-Botha Corridor
OR Tambo / Airport Corridor	<ul style="list-style-type: none"> Developing an OR Tambo Corridor – establishing a strategic connection between the northern parts of the city (Randburg, Sandton and Alexandra) and the OR Tambo Corridor; incorporating the Modderfontein and Frankenwald areas; creating a regional logic for the development of strategic land parcels utilising current development dynamics to drive growth and reduce expansion pressure on the periphery. 	Alex and the OR Tambo Corridor (includes Randburg, Sandton, Cosmo City, Modderfontein, Frankenwald)

SDF Priority Transformation areas	Priority transformation areas	Corresponding JDA Regional Classification
Addressing marginalization	<ul style="list-style-type: none"> Addressing Marginalisation through (re)urbanisation – The areas of Diepsloot, Ivory Park and Orange Farm all have high population densities but are mostly residential and underserved. In these areas mixed land uses must be strategically included, to drive economic development and job creation. Social services should be improved to promote mixed use areas where people can not only live, but access city amenities such as jobs, schooling, healthcare and recreation 	Marginalised Areas – Diepsloot, Ivory Park, Orange Farm

The JDA's current business plan represents a spatial response to specific Priority Transformation Areas as outlined in the current 2015/16 (Is this date correct) review of the City of Johannesburg's Spatial Development Framework. 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.

2.1.6 National and Provincial Development Plans

The strategic development plans produced by other spheres of government also need to be considered in defining the JDA's priority programme for 2019/20. The key ones are the National Development Plan (2030); and Gauteng 2055. In addition there is the Integrated Urban Development Framework (IUDF), which is a national urban development plan meant to give direction to the spatial transformation of cities nationally.

In response to these plans, 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.

Table 7: Responding to National and Provincial Development Priorities

National and Provincial Development Priorities Recognise:	Therefore City restructuring is contingent on achieving the following three development goals:
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 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. 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.

2.2 JDA SWOT Analysis

The strategic issues that are expected to frame the JDA's operations in 2019/20 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 2019/20.

Table 8: SWOT

	Strengths	Weaknesses
Internal	<ul style="list-style-type: none"> Well-skilled and capacitated institution, with a sound reputation and an ability to recruit highly skilled individuals Effective financial, project management, governance and SCM systems as validated by four consecutive years of obtaining a Clean Audit Outcome. Ability to implement capital projects on behalf of the City of Joburg within time and budget A pipeline of potential projects has been developed through a robust urban and spatial development planning policy Both internal and external (client) funding has been secured for the implementation of projects. Ability to keep its operating costs efficiently low while still being able to sustain high levels of capital expenditure 	<ul style="list-style-type: none"> Dependency on earning development fees on the organisations capital budget allocation to cover operating costs Implementation capacity may be under strain in 2019/20 if we are not able to fill all necessary positions in anticipation of reducing capital budgets. Ineffective knowledge management systems in place that hamper building on good practice or to ensure continuous learning Inability to attract and retain personnel qualified in project management, civil engineering and other scarce skills Not effectively managing poorly performing service providers and contractors
	Opportunities	Threats
External	<ul style="list-style-type: none"> National policy requires a sustained investment in new infrastructure (a) to support economic growth; and (b) to eradicate service backlogs. City development strategy is built around the strategic economic nodes, such as the Inner City, as well as mixed use Transit-Oriented Development nodes along key development corridors, in which the JDA is positioned as the key implementing agent. Community infrastructure (clinics, MPCC, sports fields etc.) is physical and must be provided spatially in a manner that is rationally based on where people live and where they can best access such services, the JDA is positioned to support the planning process and act as the key implementing agent. The Inner City Transformation / Mayoral priority programme defines a coordinated implementation plan and JDA is identified as the area based development coordinator. There are many areas in the inner city, nodes, townships and informal settlements that require urban regeneration interventions to unlock private investment potential. 	<ul style="list-style-type: none"> Fluctuation in property investor activity due to economic uncertainty Increasing migration pressures, specifically in the inner city Risk of being hamstrung by politicised situations to the extent that the implementation of its projects is jeopardized Construction sector facing economic downturn impacting contractor's performance and/or financial viability Community, Taxi and SMME disputes resulting in stoppages on site The sustainability and the impact of JDA's projects depend on adequate maintenance, upkeep and management by other City departments and agencies.

2.3 Strategic Response

The JDA's responses to five outcomes, nine priorities, Diphetogo and spatial polices against which it can be measured and held accountable, are outlined in the table below:

Table 9: Alignment to the Priorities 2017 -2021

Key CoJ Priority Programmes	Key CoJ IDP Programme/s	Diphetogo	Moral Imperative	Impact	Matching JDA Programme/s	JDA Sub-Programme/s
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	<ul style="list-style-type: none"> Inner city regeneration, including key economic nodes Increased infrastructure investment (from both public and private sectors) 	<ul style="list-style-type: none"> Finance 	<ul style="list-style-type: none"> Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents 	<ul style="list-style-type: none"> Increase in the capex budget to keep pace with growth Increased utilization and spending of national and provincial grant funding 	<ul style="list-style-type: none"> 1. Strategic Economic Node Delivery Programme 	<ul style="list-style-type: none"> 1A: Inner City Transformation Sub-Programme 1B: Economic Node Sub-Programme
Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Finance 	<ul style="list-style-type: none"> Meaningful progress towards addressing the infrastructure and social backlogs resulting in better quality, reliable services for the City's residents 	<ul style="list-style-type: none"> Increase in the capex budget to keep pace with growth Increased utilisation and spending of national and provincial grant funding 	<ul style="list-style-type: none"> 2. Accelerated infrastructure Delivery Programme 	<ul style="list-style-type: none"> 2A: Deprivation Areas Revitalization Sub-Programme 2B: Urban Infrastructure Delivery Sub-Programme
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Jobs and Growth 	<ul style="list-style-type: none"> Improved support to SMMEs in the City to empower more entrepreneurs 	<ul style="list-style-type: none"> Increasing the number of SMMEs as suppliers to the City 	<ul style="list-style-type: none"> 3. Economic Empowerment Programme 	<ul style="list-style-type: none"> N/A
Encourage innovation and efficiency through the Smart City programme	<ul style="list-style-type: none"> Focused improvement of ICT equipment and software 	<ul style="list-style-type: none"> Institutional 	<ul style="list-style-type: none"> Creating a responsive administration focused on delivering service with pride to the City's residents 	<ul style="list-style-type: none"> The fast-tracking of the SAP rollout plan throughout the City 	<ul style="list-style-type: none"> 4. Good Governance, Management and Administration Programme 	<ul style="list-style-type: none"> N/A

Key CoJ Priority Programmes	Key CoJ IDP Programme/s	Diphetogo	Moral Imperative	Impact	Matching JDA Programme/s	JDA Sub-Programme/s
Daily Operations	<ul style="list-style-type: none"> Day to Day Programmes 	<ul style="list-style-type: none"> Institutional 	<ul style="list-style-type: none"> Creating a responsive administration focused on delivering service with pride to the City's residents 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> 3. Economic Empowerment Programme 4. Good Governance, Management and Administration Programme 	<ul style="list-style-type: none"> N/A

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 2019/20 business plan focuses on making meaningful progress towards spatial transformation and creatively pursuing ways in which its capital works are able to address these challenges.

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

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

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

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

3.1 Stakeholder Engagement

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

In 2019/20 further methods of engaging with local stakeholder communities will be explored to better respond to the needs and lifestyles of city users in the 21st century. Conventional methods can be enhanced by the use of social media platforms, electronic communication and other more engaging and relevant forms of sharing knowledge and ideas between professional teams and local communities.

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

To this end the JDA will strive to:

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

3.1.1 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 and managers. The employees and managers are the ones who create and deliver services that support the organisation's 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 is aligned with the COJ vision and policies for Johannesburg. Some critical stakeholders and the relationships that JDA departments have with them are listed below:

CoJ Stakeholder	Nature of Engagement
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 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

CoJ Stakeholder	Nature of Engagement
	<p>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.</p>
<p>City of Johannesburg Development Planning (City Transformation) (CT)</p>	<p>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.</p>
<p>Johannesburg Property Company (JPC)</p>	<p>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.</p>
<p>Municipal owned entities (MoEs) and Departments</p>	<p>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 unblocked and that opportunities in the particular precincts are realised. DI teams utilise these forums to resolve project specific issues and ensure smooth coordination with other departments for development and handover processes.</p>
<p>Housing Agencies of the City</p>	<p>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</p>

CoJ Stakeholder	Nature of Engagement
	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. 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.
Provincial Departments include Departments of Human Settlements, Education, Economic Development, Safety and Security, department of environmental affairs and water affairs etc.	It utilises 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 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

Community Stakeholders	Nature of Engagement
	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
Heritage Foundations	The National Heritage Resources Act (NHRA) stipulates due process to protect our City's heritage. The Johannesburg Heritage Foundation (JHF) plays that role in Johannesburg. In the words of Jane Jacobs: "Cities need old buildings so badly it is probably impossible for vigorous streets and districts to grow without them...". Heritage assets add texture and beauty to our city. The JDA will work within the NHRA framework and with the JHF and secure all the necessary heritage approvals when dealing with heritage assets.
Environmental Groups	According to the National Environmental Management Act, 1998 (Act. No. 107 of 1998) (NEMA) the legal definition of "environment" is the surroundings within which humans exist that are made up of: <ul style="list-style-type: none"> • The land, water and atmosphere of the earth; • Micro-organisms, plant and animal life; • Any part of combination of the above and the interrelationships among and between them; and • The physical, chemical, aesthetic and cultural properties and conditions of the foregoing that influence human health and wellbeing. Many of the activities undertaken by government departments, at the national, provincial and local level, have impacts on the environment. The JDA will work with the City's framework with regards to environmental compliance with the requirements of the NEMA Regulations.

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, continues 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 is 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

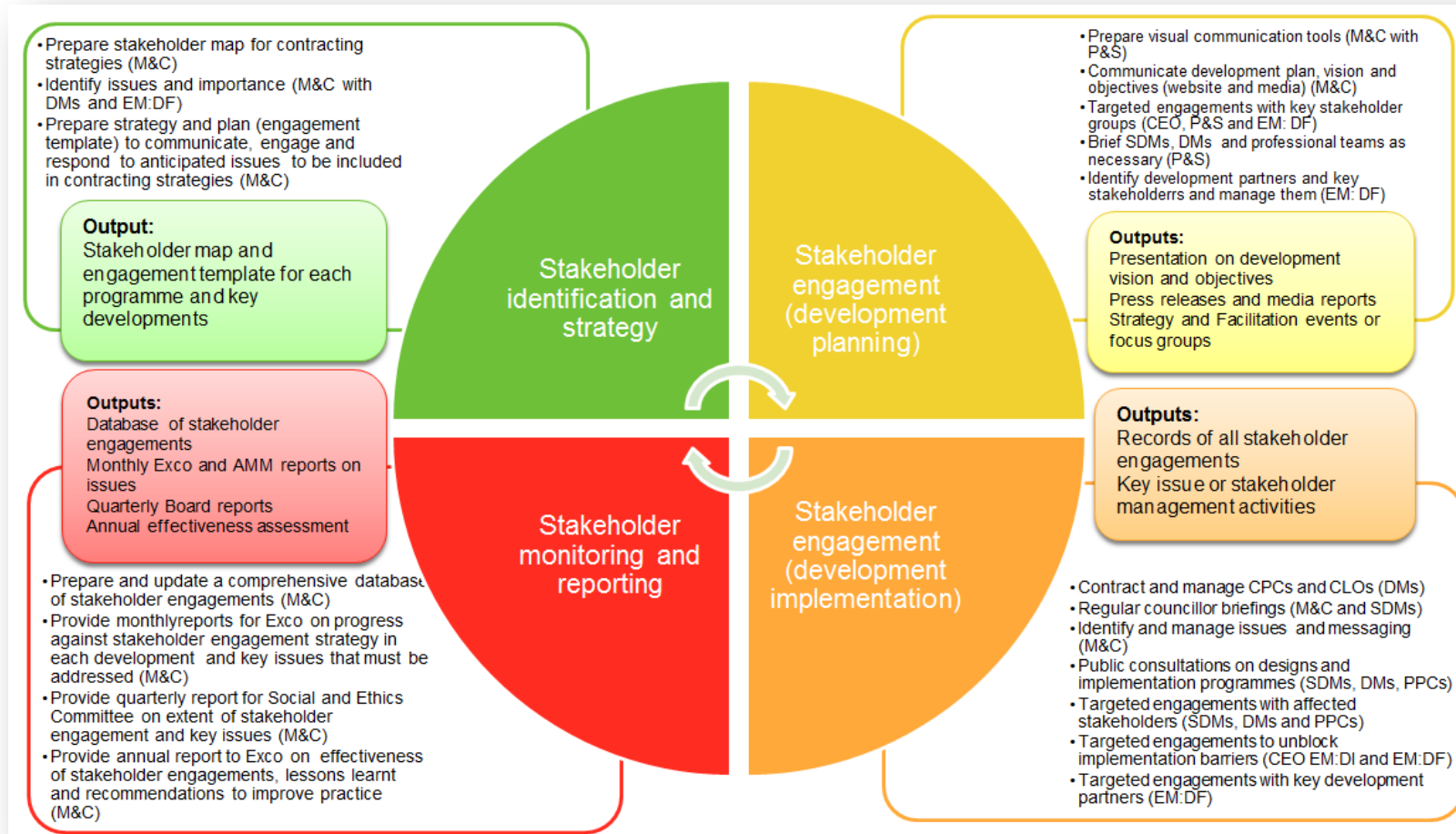


Figure 3: Stakeholder Engagement Framework

⁵ 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, SDMs – 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.

Since 2016/17 the JDA re-imagined the public art programmes not as the production of iconic pieces of art but more importantly as an interactive, community rooted, place-making process that brings community co-production to life through art. It is our intention that locally embedded and locally relevant forms of physical place-making be produced to enrich and enliven public spaces in local communities and along transit routes.

With #ArtmyJozi, the focus has been on working on local creative place-making with local people in Noordgesig, Brixton, Orange Grove, and various points along the Louis Botha Corridor. What is most exciting about the Art My Jozi journey is that it has allowed us, as the city's development agency, to really engage with the expressions of local identity in each place, to elicit people's real and everyday stories about their neighbourhoods, to see what's important to them, and to offer a platform for them to express themselves through music, sport, art, dance, heritage and stories. This process has yielded a rich, fantastic collage of patterns, signs, symbols, narratives and feelings from local participants and community artists.

Example Reya Vaya Artworks: The KES Station along the Louis Botha Corridor. The sandblasted design is against the glass panel.



The Mama Glover Murals: Noordgesig

Sister Betty Glover, or Mama Glover as her people knew her, was an iconic leader of the Noordgesig community. Not only was she a woman of immense spiritual and material generosity, but she was also a selfless leader with a relentless passion to serve and uplift others without expecting anything in return. Mama Glover was best known for opening her home in 1962 to start one of the first feeding schemes in Soweto during apartheid.



4 Implementation and Performance Overview for 2019/20

4.1 Past Performance Highlights

In 2018/19, the JDA implemented just under 100 capital projects across five programmes and therefore continues to support the City in transforming the spatial economy by "Building a Better City".

The JDA played an important role in the work needed to achieve the spatial and economic goals set out in the Joburg 2040 GDS and in the priorities as defined by the New Strategic Agenda 2016-2021. Of particular importance are "Priority 1: To promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment, inequality and poverty"; and "Priority 2: To ensure pro-poor development that addresses spatial and all forms of income inequality and provides meaningful redress".

In 2018/19, the JDA supported these priorities through its focus in the Inner City, in the transport station or TOD precincts, in public transit and mobility infrastructure along the corridor routes and in on-going investments in marginalised areas including Alexandra, Ivory Park, Noordgesig and Westbury.

The JDA also contributed to job creation in the construction sector in Johannesburg, and local SMMEs' development and BBBEE.

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

This increased confidence in the agency's capacity to implement projects is clearly shown in its increased capital expenditure budget as outlined in the table below.

Table 10: Performance of the JDA over the past five years

Performance Indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Number of Projects in the Implementation Phases	18	59	98	91	105	93
Number of Employees	55	61	86	87	96	87
SMME Share of expenditure	R 8,600,000	R 266,788,408	R 390,342,000	R 228,748,457	R 417,322,240	R 358,114,491
BBBEE share of expenditure	R 310,200,000	R 952,029,254	R 1,466,054,000	R1,275,963,352	R1 376,164,339	R1,311,666,041
Operating Budget	R 46,000,000	R 62,200,000	R 88,853,200	R 105,185,000	R 104,555,000	R 106,079,000
Operating Expenditure	R 50,746,000	R 57,400,000	R 76,400,000	R 102,083,310	R 94,588,202	R 87,456,000
Capital Budget	R 376,614,000	R 807,884,000	R 1,678,046,000	R 1,599,560,995	R 1,705,000,000	R 1,536,262,000
Capital Expenditure	R 341,871,000	R 665,700,000	R 1,426,557,000	R 1,482,716,598	R 1,396,628,214	R 1,408,980,000
No. of EPWP Work Opportunities	2737	1741	9611	1219	1262	805

Performance Indicator	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Number Media Releases Marketing Projects	N/A	N/A	N/A	N/A	75	245

4.2 Key JDA Performance Areas / Programmes

In response to the CoJ Priority Programmes and Diphetogo development priorities as outlined above, the JDA has organized its activities through three substantive programmes with four sub-programmes and one administrative programme that support the good governance and optimal performance of the substantive programmes.

Table 11: Summary of JDA Substantive Programmes

JDA Substantive Programme	JDA Sub-Programme	Purpose
1. Strategic Economic Node Delivery Programme	1A: Inner city transformation Programme	Guided by the Mayoral Priority on the Inner City and the Inner City Roadmap the JDA will focus on strengthening the position of the inner city as a critical business and residential node and the primary gateway to transit networks for the city; financial services networks for the City Region; and cross-border trade networks for the African continent. The JDA will continue to implement a phased plan to strengthen inner city precincts, address movement challenges, and improve the quality of the built environment across the inner city. The activities include managing the development of the Johannesburg inner city through capital investments in selected precincts, by overseeing integrated investments by other departments and entities, and by facilitating partnership initiatives.
	1B: Economic Node Sub-Programme	The objective is to develop nodes that are compact, walkable, liveable, mixed use and mixed income areas and centres around which to densify. They should be areas where people can live, work and play and have good access to public transit. Guided by the CoJ policy ⁶ 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.
2. Accelerated Public Infrastructure Delivery Programme	2A: Deprivation Areas Revitalisation Sub-Programme	Investment is specifically required to eradicate backlogs and deficiencies of engineering and social infrastructure related to the revitalization of deprivation areas. Investment in these areas also needs to address the structural and built form aspects that have been raised in the SDF. Infrastructure investment is therefore targeted at resolving problems specifically related to the deprivation areas and at the same time create sustainable and liveable settlements as an outcome. A number of deprivation area programmes are already in place (previously referred to as marginalised area programmes) including Orange Farm, Diepsloot, Ivory Park/Kaalfontein and Alexandra
	2B: Urban Infrastructure Delivery Sub-Programme	The objective is to effectively and efficiently deliver on the City's priority social and/or economic infrastructure programmes. This work includes overseeing capital investments by other departments and entities. This

⁶ A thorough nodal review is underway to review the boundaries of existing nodes in the city, and define new nodes where appropriate.

JDA Substantive Programme	JDA Sub-Programme	Purpose
		programme includes Rea Vaya BRT infrastructure, taxi and transport facilities, primary healthcare clinics and fire-stations.
3. Economic Empowerment Programme		A cluster of the JDA's economic development programmes that aims to (i) Develop skills and capacity within the construction industry in Johannesburg (ii) Optimise the JDA's contribution to inclusive economic growth and empowerment, and the transformation of the construction industry; and (iii) establish a monitoring and reporting system to measure the impact of the JDA's managing contractor development programme.

Table 12: Summary of the JDA Administrative Programme

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

4.3 JDA 2019/20 Entity Scorecard

The 2019/20 Scorecard responds to four IDP priority programmes with 12 KPIs and one day-to-day Programme, with 6 KPI's.

MFMA Circular No. 88 - Municipal Finance Management Act No. 56 of 2003⁷.

Municipal Circular No. 88 refers to Rationalisation Planning and Reporting Requirements of indicators that Cities are expected to report on. Included are set of city transformational indicators agreed for inclusion in metropolitan Built Environment Performance Plans (BEPPs) as per the National Treasury Guidance Note for the BEPP 2018/19-2020/21. While in the course of its activities of the JDA supports the T1 outcome of "Targeted investments in integration zones", the JDA is not directly responsible for any of the city transformational indicators (BEPP) or Circular No. 88 indicators.

4.3.1 Priority 1: Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021 & Priority 2: Ensure pro-poor development that addresses spatial and all forms of income inequality and provides meaningful redress

Key Performance Indicator	Ref No.	Baseline 2017/18	Target 2019/20	Quarterly Performance Target				2019/20 Budget % Expenditure					
								Total Budget		Quarterly Budget target Capex and Opex			
				Q1	Q2	Q3	Q4	Capex ⁸	Opex	Q1	Q2	Q3	Q4
Number of pre-feasibility plans or studies ⁹ produced, reviewed or updated	JDA_001	8	4 (cumulative)	0	0	1	4	R1.2b	R0	5%	25%	50%	95%
Number of projects at concept design phase	JDA_002	9	23 (cumulative)	2	7	17	23						
Number of projects reaching contract award stage	JDA_003	10	22 (cumulative)	1	14	19	22						
Number of projects reaching practical completion stage	JDA_004	11	35 (cumulative)	0	3	8	35						
Number of precinct management plans or project operationalisation plans	JDA_005	6	3 (cumulative)	0	0	0	3	R0	R600k	0%	0%	50%	95%

⁷ <http://mfmamirror.s3.amazonaws.com/Circulars/Documents/MFMA%20Circular%20No%2088/01.%20MFMA%20Circular%20No.%2088%20-%2030%20November%202017.pdf>

⁸ As determined by the initial and the mid-term adjustment approved council budgets

⁹ Detailed local area plans, detailed local area implementation plans or area-based studies

Key Performance Indicator	Ref No.	Baseline 2017/18	Target 2019/20	Quarterly Performance Target				2019/20 Budget % Expenditure					
								Total Budget		Quarterly Budget target Capex and Opex			
				Q1	Q2	Q3	Q4	Capex ⁸	Opex	Q1	Q2	Q3	Q4
produced, reviewed or updated													
Number of JDA Communication and Media related Initiatives	JDA_006	245	280 (cumulative)	70	140	210	280	N/A	N/A				
Number of area, community or project impact performance assessments completed	JDA_007	13	6 (cumulative)	0	0	1	6	R0	R0.5m	0%	0%	50%	95%

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

Key Performance Indicator	Ref No.	Baseline 2017/18	Target 2019/20	Quarterly Performance Target				2019/20 Budget % Expenditure					
				Q1	Q2	Q3	Q4	Total Budget		Quarterly Budget target Capex and Opex			
								Capex ¹⁰	Opex	Q1	Q2	Q3	Q4
Percentage resolution of Internal Audit findings	JDA_008	Clean Audit Opinion	100%	10%	30%	70%	100%	N/A	N/A				
Percentage resolution of Auditor General ¹¹ findings	JDA_009	84%	100%	50 %	100%	5%	25%	N/A	N/A				

¹⁰ As determined by the initial and the mid-term adjustment approved council budgets

¹¹ From the previous financial year

4.3.3 IDP Priority 7: Enhance our financial sustainability

Key Performance Indicator	Ref No.	Baseline 2017/18	Target 2019/20	Quarterly Performance Target				2019/20 Budget % Expenditure					
				Q1	Q2	Q3	Q4	Total Budget		Quarterly Budget target Capex and Opex			
								Capex ¹²	Opex	Q1	Q2	Q3	Q4
Percentage of budget spent on city-wide infrastructure	JDA_010	92%	95% (cumulative)	5%	30%	50%	95%	R1.2b	R0	5%	25%	50%	95%
Percentage of valid invoices paid within 30 days of invoice date	JDA_011	New KPI	100%	100% of	100%	100%	100%	N/A	N/A				

¹² As determined by the initial and the mid-term adjustment approved council budgets

4.3.4 Day-to-day Programme

Key Performance Indicator	Ref No.	Baseline 2017/18	Target 2019/20	Quarterly Performance Target				2019/20 Budget % Expenditure					
				Q1	Q2	Q3	Q4	Total Budget		Quarterly Budget target Capex and Opex			
								Capex ¹³	Opex	Q1	Q2	Q3	Q4
Percentage spent on Broad-Based Economic Empowerment through local procurement as a share of total expenditure ¹⁴	JDA_012	97%	100%	100%	100%	100%	100%	R1.2b	R0	5%	25%	50%	95%
Number of Expanded Public Works programmes (EPWP) work opportunities created City-wide ¹⁵	JDA_013	805	1000 (cumulative)	100	200	500	1000	N/A	N/A				

¹³ As determined by the initial and the mid-term adjustment approved council budgets

¹⁴ The JDA uses various criteria for calculating the BBEE claimed. Each service provider's individual BBEE rating affects the amount of expenditure the JDA can claim as being from a BBEE-compliant service provider when calculating its preferential procurement points. The higher the service provider's rating, the more expenditure can be claimed. If the agency buys from a level 1 service provider, it can claim 135% of the actual expenditure. For example, if the JDA spends R10 000 with a level 1 service provider, it can claim R13 500 as BBEE spend. If it spends R10 000 with a level 6 service provider, it can only claim R6 000. The JDA only claims 100% for service providers with BBEE level 1 to 4 and 80 percent, 60 percent, 50 percent and 10 percent for service providers with BBEE level 5 to 8 respectively. The JDA confirms the validity of BBEE certificates by verification agencies by tracing the name of the agency to the South African National Accreditation System's list of accredited agencies. Each BBEE level is translated into a BBEE score reflected as a percentage. For example, BBEE level 6 equals 60%, while BBEE level 1 equals 135%.

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

¹⁵ 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.

Key Performance Indicator	Ref No.	Baseline 2017/18	Target 2019/20	Quarterly Performance Target				2019/20 Budget % Expenditure						
								Total Budget		Quarterly Budget target Capex and Opex				
				Q1	Q2	Q3	Q4	Capex ¹³	Opex	Q1	Q2	Q3	Q4	
Percentage of SMME expenditure as a share of total expenditure	JDA_014	26%	30%	30%	30%	30%	30%	R1.2b	R0	30%	30%	30%	30%	
Percentage spend on JDA operating budget against approved operating budget	JDA_015	96%	95% (cumulative)	25%	50%	75%	95%	R0	R118m	25%	50%	75%	95%	
Percentage implementation of the strategic risk management action plan findings resolved	JDA_016	77%	95% ¹⁶ (cumulative)	10%	35%	70%	95%	N/A	N/A					
Percentage of predetermined objectives targets achieved	JDA_017	New KPI	85%	85%	85%	85%	85%	N/A	N/A					

¹⁶ From Red and Amber to Green Status

4.4 KPI Definitions and Means of Verification

Table 13: Scorecard Summary and KPI Definitions

Priority & IDP programme/s	Key Performance Indicator	Evidence	Means of verification	JDA Outcome Statement/s
IDP Priority 1: Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021. <ul style="list-style-type: none"> Inner city regeneration, including key economic nodes Increased infrastructure investment (from both public and private sectors) Working to cut red tape and improve the ease of doing business in the City 	Number of pre-feasibility plans or studies ¹⁷ produced, reviewed or updated	Pre-feasibility plans or studies produced, reviewed or updated ¹⁸	JDA Exco approval. Exco minutes. and / or Proof of client sign-off / acceptance	To efficiently, effectively and economically deliver sustainable social and economic infrastructure projects
	Number of projects reaching concept design stage	Project Concept Design report as per JDA/CoJ Standards	JDA Exco approval. Exco minutes and / or Proof of client sign-off.	To efficiently, effectively and economically deliver sustainable social and economic infrastructure projects
	Number of projects reaching contract award stage	JDA BAC Approval (Letter)	Letter of Intent and / or Acceptance Letter	
	Number of projects reaching practical completion stage	Practical Completion certificates (3rd Party)	Review of Practical Completion certificates (3rd Party)	
	IDP Priority 2. Ensure pro-poor development that addresses spatial and income inequality and provides meaningful redress <ul style="list-style-type: none"> 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 precinct management plans or project operationalisation plans produced, reviewed or updated	Precinct management plans or project operationalisation plans produced, reviewed or updated	JDA Exco approval. Exco minutes. and / or Proof of client sign-off.
Number of JDA Communication and Media related Initiatives		Initiatives include Press or Media Releases as reflected on the JDA Website and / or Social Media Platforms with project names and date presented	Press or Media Releases or Social Media Articles Published (Quarterly).	
Number of area, community or project impact performance assessments completed		Area, community or project baseline, impact or case study performance assessments completed per JDA/CoJ Standards	JDA Exco approval. Exco minutes.	
IDP Priority 5: Create an honest and transparent City that fights corruption. <ul style="list-style-type: none"> Increasing forensic 	Percentage resolution of Auditor General ¹⁹ findings	Internal Audit, Annual Financial and Performance reports	Annual Financial Statement	To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective, efficient, sustainable
	Percentage resolution of Internal Audit findings	AG Management Letter	AG Report	

¹⁷ Detailed local area plans, detailed local area implementation plans, or area-based studies

¹⁸ To JDA and / or CoJ Policy Standards

¹⁹ From the previous financial year

Priority & IDP programme/s	Key Performance Indicator	Evidence	Means of verification	JDA Outcome Statement/s
investigative capability and controls				and well-governed organisation.
IDP Priority 8: Enhance our financial sustainability. <ul style="list-style-type: none"> Focusing on driving up capital expenditure investment in infrastructure 	Percentage of budget spent on city-wide infrastructure	Invoices received, processed and paid	Financial system management report	To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective, efficient, sustainable and well-governed organisation.
	Percentage of valid invoices paid within 30 days of invoice date	Invoices received, processed and paid	Financial system management report	
Other IDP or Day-to Day programmes	Percentage of BBBEE expenditure as a share of total expenditure	All necessary BBBEE information certified by an accredited certification authority ²⁰	Procurement system report	To promote economic empowerment and transformation through the structuring and procurement of JDA developments
	Number of EPWP opportunities created	EPWP Database	ID copies with valid contracts. pay slips, proof of UIF and/or COIDA	
	Percentage of SMME expenditure as a share of total expenditure	SCM verified certificates Contracts awarded	Procurement system report Database of SMMEs	
	Percentage spend on JDA operating budget against approved operating budget	Based on invoices received, processed and paid	Financial system report	To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective, efficient, sustainable and well-governed organisation.
	Percentage implementation of the strategic risk management action plan findings resolved	Strategic Risks Tracking Report	Verification of Strategic Risks Tracking Report	
	Percentage of predetermined objectives targets achieved	Quarterly Reports	Quarterly Reports Exco minutes	

²⁰ 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.

4.5 JDA's Operating Expenditure Estimates

The annual operating budget for the 2019/20 financial year is presented as a budget with a total revenue target of R118 million.

Development fees make up R74 million of this revenue target. In order to earn this the JDA will need to implement capital works to the value of at least R1.06 billion. Therefore, based on the current value of capital works, R1.2 billion, the JDA would have sufficient capital budgets to achieve its revenue target. For the 2018/19 financial year, the development management fee percentage was increased from 5% to 7.5% across all departments except for Transportation, with the proviso that the increase will be effected from the 2019/20 financial year. The Transportation department budget allocation for the 2019/20 financial year contributes 53% to the overall JDA capital allocations and is the JDA largest client department funding source of the JDA. Should the increase in management fee not materialize, the impact to the JDA would result in a R15 million revenue shortfall and should the management fee be increased and the target capital expenditure be achieved, this will result in a R5 million excess in revenue.

In order for the JDA to ensure that there are adequate value of capital projects for the JDA to implement in the outer years, the JDA has approached certain client departments to assist in developing a masterplan for community facilities which will not only assess the project readiness for these facilities but also create a potential pipeline of facilities for the outer years.

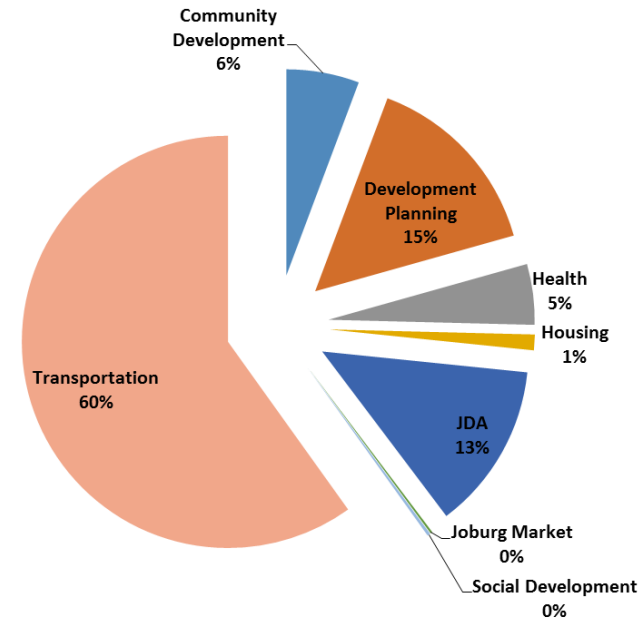
An operational capital expenditure budget of R1 million has been allocated to fund Information Systems upgrades as well as building facilities upgrades that will be funded from the JDA reserves.

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.

4.6 JDA's Capital Budget Estimates²¹

Table 14: Capex Projects by Funding Source

Capex by Funding Source	Total 2018 / 2019
Community Development	72 000 000
Development Planning	188 500 000
Health	60 000 000
Housing	15 500 000
JDA	165 287 687
Joburg Market	2 000 000
Social Development	3 000 000
Transportation	755 840 000
Grand Total	1 262 127 687



²¹ Reflects the JDA budgets submitted on JSIP in April 2018

4.7 JDA's Budget Summary Overview

Table 15: SUMMARY OF OPERATING EXPENDITURE ALLOCATED TO PROGRAMMES 2019/20

	2019/20	%	2020/21	2021/22
Programmes	Drafft	Incr.	Drafft	Drafft
	Budget		Budget	Budget
	R 000		R 000	R 000
Diphetogo Programmes	63 630		66 425	70 310
Other Programmes		-100%		
Day-to-Day Programmes	54 204	-4%	57 826	61 690
Total	117 834	3%	124 251	132 000
SUMMARY OF JDA FUNDED CAPITAL EXPENDITURE ALLOCATED BY FUNDING SOURCE 2019/20				
APPROVED CAPITAL BUDGET : 2018/19 - 2020/21	206 800		306 300	
DRAFT CAPITAL BUDGET²²	206 800	27%	306 300	324 678
External Loan (by the City)	135 800		201 300	249 678
Cash CRR	21 000		80 000	75 000
Nat. Grant				
Prov. Grant				
USDG	50 000		25 000	
Other				

²² Budget allocation provided by the City of Johannesburg, allocation based on City's funding sources.

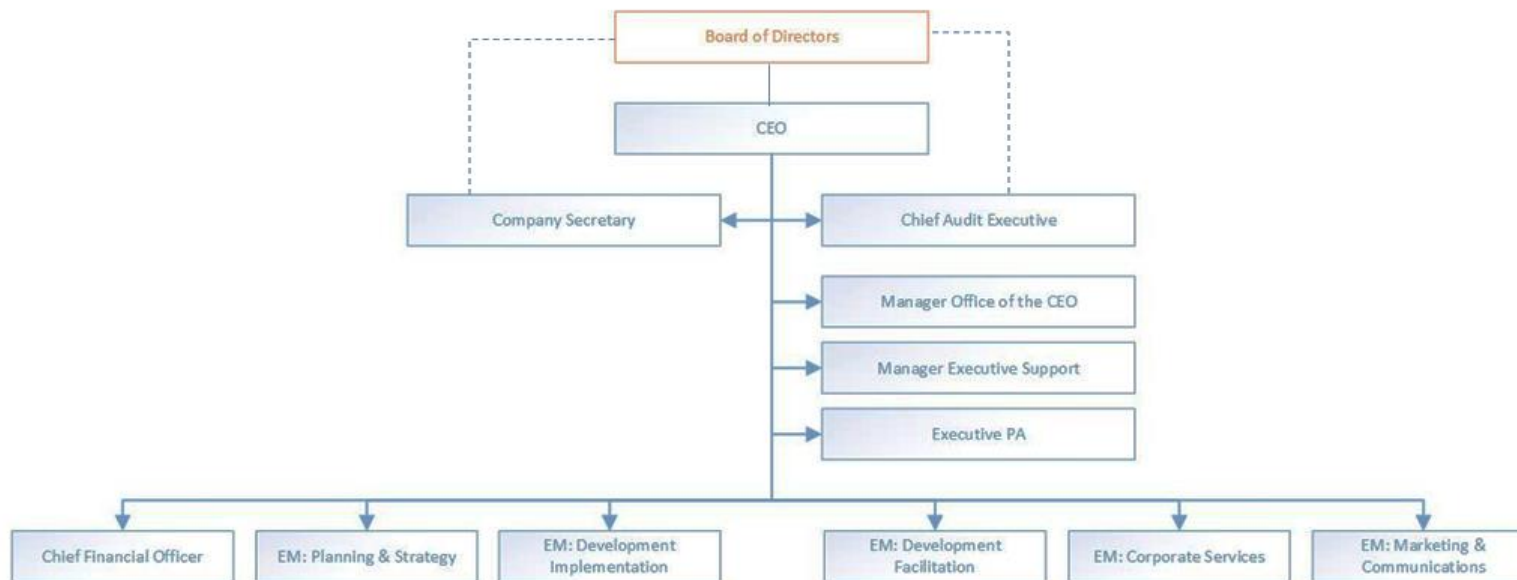
5 Management and Organisational Structures

5.1 Organisational Structure

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

The JDA is busy undergoing an Organisation Design review. When the outcomes are presented to the Board there may be recommendations to alter the organisational structure.

Figure 4: Overarching Structure of the JDA



5.2 Management Team

The JDA prides itself on appointing leaders in the field to bring fresh new ideas and vast experience in transforming specific geographic areas within the city.

Table 16: JDA Management Team

Position	Name	Experience
Company Secretary	Rodney Shirinda	<p>Rodney Shirinda is the company secretary. His role is to ensure a smooth interface between the agency's deliverables and the JDA Board's mandate. He also eases the chief executive's work load by providing legal advice where needed.</p> <p>He has an LLB degree from the University of Pretoria and is completing his LLM Masters in Corporate Law. He is an admitted attorney of the High Court and worked for Werksmans Attorneys in Sandton from 2005 until 2007.</p> <p>Before joining the JDA, he held positions at Global Forests Products and Safcol, and was a non-executive director at Komatiland Forests, Temba Timbers, Abacus, Mistlands, Kamhlabane Forestries, Singisi Forests Products, and Mountains to Oceans.</p>
Executive Manager: Planning and Strategy (Acting CEO)	Douglas Cohen	<p>Douglas' experience cuts a diverse range of industries, private and public sectors, but specifically with a programmatic focus on local government and on urban development. Prior to his appointment at the JDA, Mr. Cohen was the Specialist: Strategic Support in the Neighbourhood Development Partnership Unit at the National Treasury from 2013 to 2015, Specialist: Economic Development at the SALGA (National) from 2009 to 2012, a consultant in the private sector between 2007- 2009. Before that he worked as a Programme Consultant in the Sector Support Programme, Economic Development Unit, and City of Joburg 2005 – 2007.</p> <p>Mr. Cohen holds formal qualifications including: Architecture (BaS – Wits), Project Management (Unisa), Business Administration (MBA– GIBS), Economics and Public Finance (Unisa), Property Investment (Wits) and a Masters in Urban Studies at UJ.</p>
Acting Executive Manager: Development Facilitation	Yasmeen Dinath	<p>Yasmeen Dinath, Planning Manager of the 'Planning and Strategy' team at the Johannesburg Development Agency (JDA) and is currently assisting with heading the Development Facilitation Unit at the JDA. She has experience in the private, academic and local government sectors.</p> <p>She graduated in 2002 from the University of the Witwatersrand with a degree in Town and Regional Planning with distinction (cum laude), and later with a Master of Science in Town and Regional Planning with distinction (cum laude).</p> <p>In the past 15years, her career has seen her occupy roles as lecturer, researcher, urban regeneration consultant, and government policy-maker on numerous projects in Gauteng. As Urban Planning Projects Manager for Kagiso Urban Management, she was responsible for the urban regeneration frameworks for Sandton, Rosebank and the Inner City, by means of partnerships with the local property sector and local government.</p> <p>As Assistant Director at the City of Johannesburg Metropolitan Municipality in the Directorate of Development Planning</p>

Position	Name	Experience
		<p>and Facilitation, she managed strategic planning of inner city regeneration processes. Yasmeeen represented the municipality in engagements with the private and public sectors, in the formulation of city policy and in the negotiation of a series of public-private partnerships to upgrade parts of the city.</p> <p>In 2011, she was invited to return to Wits University to take on the position of Researcher, for the South African National Research Foundation and the Gauteng City-Region Observatory. She formulates, manages and publishes research on the smaller urban centres of the Gauteng City Region; the needs of mothers in urban environments; and forms part of a team researching the evolving Urban Footprint of Islam in Johannesburg.</p> <p>As a recipient of numerous academic prizes, awards and a sought-after consultant, Yasmeeen has been able to make a contribution to the ways in which South African cities can better meet the diverse social and economic demands of the 21st century.</p>
Chief Audit Executive	Zelda Tshabalala	<p>Zelda Tshabalala has experience in both the private and public sector in the internal audit and risk management field. She started her internal auditing career in 2005 in a consulting environment and held internal audit positions at various audit firms such as SAB&T Chartered Accountants, Deloitte, and PwC; where she was exposed to a variety of organisations in different industries. She later joined National Treasury as an internal audit manager and then the Department of Energy as the Chief Audit Executive. She also ran her own consulting company providing risk advisory services, prior to joining JDA in 2016. She serves as an Independent Audit Committee member for the City of Ekurhuleni metropolitan municipality and its 3 entities (East Rand Water Care Company; Brakpan Bus Company and Ekurhuleni Housing Company). An independent role that mainly focuses on providing oversight on governance and performance related processes.</p> <p>She holds a Bachelor of Commerce degree (University of Pretoria); Post Graduate Diploma in Business Administration (Gordon Institute of Business Science); Master of Business Administration (Gordon Institute of Business Science); Certificate in Control – Self Assessment (Institute of Internal Auditors) and a Certificate in Financial Management for Municipal Executives (Wits Business School).</p>
Acting Executive Manager: Marketing and Communication	Susan Monyai	<p>Susan Monyai heads up the Marketing and Communications Unit within the JDA. As a Marketing and Communications Practitioner she has over 10 years' experience and has worked in the local government space for almost 15 years.</p> <p>Her experience lies in the management and coordination of strategic events; public relations/reputation management; brand positioning; brand application and advertising; media relations</p> <p>Susan has an Honours Degree in International Relations from the University of the Witwatersrand and is to complete her Master of Management in Strategic Marketing with Wits Business School.</p>
Executive Manager: Corporate Services	Boledi Seopela	<p>Boledi Seopela is responsible for providing shared corporate support to all business units. She has extensive experience in people management, organisational design and capacity building. Prior to joining the JDA she was the Executive: Corporate Services at TEDA, Ms. Seopela worked as the Head of Human Capital for Broadband Infracore (SOC), where she was in the first team that was appointed to establish the entity from inception to a fully operational organisation. She was with the entity for five (5) years and left footprints. She worked for City of Joburg where she was responsible for the entire human capital value chain and enhancing relations with labour and management. She started her career at National Prosecuting Authority (NPA) in 1999 as an HR Practitioner and then promoted to Business Partner (HR Consultant). Ms. Seopela has an MBL (UNISA-SBL), BA Social Sciences (UNIN), Post Graduate Diploma in HRM (UJ), Management Development Programme (UNISA-SBL) and Advanced Programme in Organisational Design (UNISA)</p>

Position	Name	Experience
Chief Financial Officer	Sherylee Moonsamy	Sherylee Moonsamy is responsible for both the Finance and Supply Chain unit. She has over 12 years' experience in corporate finance which includes 9 years in the public sector. Sherylee started her career while serving articles at an audit firm and joined the JDA in 2009 as an Accountant. In 2012 she was promoted to Finance Manager and obtained her Chartered Accountant accreditation during this time. She led an integrated process to improve JDA's financial, risk, procurement management and governance practices to shift the annual audit opinion from unqualified to clean. In 2016 she was placed as the Acting CFO and in 2017 was officially appointed as the JDA's Chief Financial Officer. Sherylee has a Bcompt Honours degree.

5.3 Capacity Analysis

The revised JDA staff establishment and organogram was approved by the Board on the 28th of August 2017. It has a total of 112 positions. Of the 112, 21 are vacant and 12 are unfunded and will be kept in the abeyance until funds become available.

In terms of physical location, 92 employees including 1 learner and 1 intern are based at the JDA Head Offices in Newtown.

The structure includes:

- Top Management consists of level 1 and 2 which accounts for the CEO and Executive Management Committee team i.e. 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 both report to the Board.
- Senior Management consists of level 3 and 4 comprising Senior Development Managers, Executive Support Manager, Monitoring and Evaluation Manager, Internal Audit Manager, Finance Manager, Budget Manager, Supply Chain Manager, Communications Manager, Marketing and Communications Manager, Human Resources Manager, IT Manager, Risk and Compliance Manager, Legal Manager, Manager: Stakeholder Relations, Enterprise Development Manager, Planning Manager, Development Facilitation Manager and Development Managers.
- Professional and Middle Management consists of level 5 and 6, comprising Personal Assistants, Coordinators, Accountants, Accounts Payable Officers, SCM Officer, Marketing Business Partners, HR Business Partners, Assistants Development Managers, Internal Auditors, Risk and Compliance Officer, Legal Officer, Monitoring and Evaluation Data Information Officer, IT Support Officer, IT & IS Administration Officer, SCM Coordinators and Fixed Asset Register Officer.
- Skilled technical, academically qualified and junior management are level 7 and 8, comprising Learners, General Worker, Drivers and Housekeepers.

In terms of physical location, 91 employees, including 1 learners and 1 intern (not represented on the organogram) are based at the JDA Head Offices in Newtown. The 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 17: Staff establishment (as at end of April 2019)

Description	Approved no. of posts per approved organogram	No. of employees	No. of vacancies	% of vacancies	No. of unfunded vacancies
Top management level	1	0	1	100%	0
Executive management	8	6	2	25%	0
Senior management	17	18	-1	-6%	0
Middle management	49	33	16	33%	10
Skilled technical/junior management	27	25	2	7%	2
Semi-skilled	4	3	1	25%	0
Unskilled housekeepers/cleaners	6	6	0	0%	0
Total	112	91	21	19%	12

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

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

5.4 Employment Equity

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

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

The Employment Equity Plan which was developed previously will be re-evaluated by the newly established EE Committee 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 such as an Employment Equity Committee and Nominated Shop Stewards have been put in place to coordinate and monitor employment equity implementation across the organisation.

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

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

Table 18: Employment Equity Breakdown (end of March 2018)

Occupational Levels									Foreign Nationals		Total
	Male				Female				Male	Female	
	A	C	I	W	A	C	I	W			
Top management	0	0	0	1	0	0	0	0	0	0	1
Executive Management	2	0	0	1	2	0	1	0	0	0	6
Senior Management	6	1	0	1	7	0	1	0	0	0	16
Professionally qualified and experienced specialists and mid-management	15	0	0	0	14	1	1	2	0	0	33
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	0	0	0	21	1	1	0	0	0	28
Semi-skilled and discretionary decision making	1	0	0	0	2	0	0	0	0	0	3
Unskilled and defined decision making	2	0	0	0	4	0	0	0	0	0	6
Total Permanent	31	1	0	3	50	2	4	2	0	0	93

The JDA targets and achievements as at end of March 2018:

- 82% of employees are African
- 61 % of employees are female
- 43% of employees who are black women are in management positions
- 2% of the JDA has employees have physical disabilities. This percentage is equal to the COJ's strategic target of 2%.

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

6 Risk Management

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

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

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

6.1 Risk Management Process

Risk identification and assessment is an on-going process. The JDA's management conducts an annual strategic and operational risk assessment workshop. This process is supported by an on-going risk management process at departmental level; and all employees are required to take ownership of risks that fall within their respective areas of responsibilities. For example, the risk management programmes and/or activities include:

- Strategic Risks Management and Monitoring
- Operational Risks Management and Monitoring
- Universal Regulatory Register (URR) and Compliance Monitoring
- Fraud Risk Register reviewed by EXCO.
- Code of Ethics Policy was reviewed by EXCO
- Strategic Risk Register reviewed and aligned to the Business Plan.

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. The seven strategic risks, should they materialise, they have the implications of impacting the achievement of short, medium and/or long term plans and objectives of the JDA. The table below plots the risks that would be impacted in the short, medium and/or long term:

The seven strategic risks identified are:

1. Failure to delivery capital projects on time and on budget
2. Inadequate development facilities in key development areas/ strategic economic nodes
3. Failure to implement effective job creation, SMME's and support systems.
4. Failure to adequately manage stakeholder expectations.
5. Inability to ensure financial sustainability
6. Fraud and corruption
7. Ineffective management systems and processes

The risk register is included as Annexure A.

7 Appendices

7.1 Strategic Risk Register

Table 19: Strategic Risk Register

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control			Control Effectiveness		Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale		
	1. Failure to deliver capital projects on time and within Budget.	1.1 Political uncertainty and interference	1.1.(i) Project implementation delays 1.1.(ii) CAPEX budget not spent as targeted 1.1.(iii) Failure to meet JDA revenue targets. 1.1.(iv). Clashing priorities and lack of co-operation by stakeholders (e.g. MOEs). 1.1.(v) Late start of stakeholder/community communication & consultations	Major	4	Almost Certain	4	High	16	1.1.(i). Stakeholder Engagement Framework. 1.1.(ii). Community Participation Consultants contracted for every project. 1.1.(ii) Community Participation Consultants outsourced to assist with community consultation and communication for projects to be implemented in volatile areas 1.1.(iii) Continuous engagement with stakeholders at contracting strategy phase. 1.1.(iv). Project readiness conducted prior to inclusion of project in business plan 1.1(v)Project readiness template and assessment process developed and implemented to assist in the assessment of projects upfront [EXCO adopted & approved implementation of the readiness template and assessment process] 1.1. (vi) Establish area based development technical steering committees with City Departments, MOEs and other Stakeholders. 1.1 (vii) Area Based Development Facilitation Plans developed. 1.1. (viii) Establish Project Steering Committees that include ward councilors and community members. 1.1(ix) Use of project readiness assessment to identify projects that require a pre-feasibility assessment. (Linked to KPI 1,table 4.3.1 in the Business Plan "Number of feasibility plans or studies per project") 1.1(x) CoJ coordination and relations with regional directors from Citizen Relations and Urban Management. 1.1(xi) Monthly reports and meetings with Client	Fair	0.75	Medium	12	CEO	1.1.(i) Review Stakeholder Engagement Framework. 1.1(ii) Train relevant employees on the reviewed Stakeholder Engagement Framework and Stakeholder Engagement Processes.	EM: DI	31 July 2019 30 September 2019

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
								Departments for intervention. 1.1(xii) The office of the CEO continuously engages with the office of the Mayor to defuse political interference.						

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
		1.2. Inadequate project capacity and capability and lack of continuous skills development across the value chain	1.2.(i) Under expenditure on budget and overrun on project time. 1.2.(ii) Inconsistent project management practices. 1.2.(iii) Inability to effectively respond to emerging project risks and challenges.				1.2.(i).Development Managers manage development projects with the support of professional service providers 1.2.(ii). Appointment of qualified personnel. 1.2.(iii).Training and development - Implementation of Individual Learning Plans for Development teams to ensure that they are capacitated with the requisite knowledge and skills.				1.2(i) Review capacity (both warm bodies and skills) to match with delivery requirements.(OD process) 1.2(ii) Develop and implement organizational development training plan/ Development program	EM: CS EM: CS DI	31 July 2019. 30 August 2019
		1.3. Change in CoJ priorities and late confirmation of projects by Client Departments.	1.3.(i). Failure to meet JDA revenue targets. 1.3(ii) Delays in project implementation. 1.3. (iii) Reputational damage. 1.3(iv) CAPEX budget not spent as targeted				1.3.(i). Continuous engagement with clients to align the CoJ priorities and JDA project planning process. 1.3.(ii) Service Level Agreements with COJ client departments. (Linked to KPI 1, table 4.3.1 in the Business Plan "Number of feasibility plans or studies per project") 1.3(iii) Continuous engagement with client departments regarding the inherent risk of projects that are not implementation ready.				1.3(i) Identify projects that are not ready for implementation. 1.3(ii) Consult relevant Client Department regarding projects not implementation ready and propose a plan to assist at an agreed upon fee. 1.3(iii) Revise JDA Business Model towards an Area Based Development strategy as oppose just a project implementation.(OD process will provide structure) 1.3(iv) Develop a pipeline of projects with at least a two year lead time prior to implementation to ensure effective planning and that projects will be implementation ready.	EM: P&S and EM: DI	1 July 2019. 30 June 2020 30 June 2020
		1.4. Loss of critical staff at crucial points.	1.4.(i). Delays in the implementation of projects. 1.4(ii) Reputational damage. 1.4(iii) CAPEX budget not spent as targeted.				1.4.(i). Retention and Succession Policy. 1.4.(ii) Employee Climate Surveys conducted. 1.4(iii) Recruitment Policy				1.4(1) Retention and Succession Policy to be revised based on the outcome of the OD process. 1.4(ii) Build internal capacity to ensure succession 1.4(iii)Finalize the strategic direction from the funding model of the JDA.	EM: CS CFO	1 July 2019 31 July 2019 31 December 2019.

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
		1.5. Implementing projects in social and politically volatile areas.	1.5.(i). Lack of community confidence due to unfulfilled expectations. 1.5.(ii). Community protest and stopping of projects 1.5.(iii). Delayed implementation of projects.				<p>1.5.(i). As per the Stakeholder Engagement Strategy Framework 1.5.(ii). Consultation with respective ward councilors and regional directors. Area based Stakeholder Engagement Forums including social and political structures engagement forums.</p> <p>1.5.(iii). JDA Stakeholder Manager assists with the identification of area based SMMEs with compliance matters.</p> <p>1.5.(iii). Participation in identified/recognized task team meeting and engage with the respective representatives.</p> <p>1.5.(iv). Constant engagement with the MMC and Development Planning.</p> <p>1.5.(v). Escalate lack of co-operation and progress to CoJ. Executive Management.</p> <p>1.5.(vi). Community Participation consultants contracted for every project.</p> <p>1.5.(vii). Community Participation Consultants outsourced to assist with community consultation and communication for projects to be implemented in volatile areas</p> <p>1.5.(viii).Indicators of political conflict identified during project implementation are and communicated to COJ in order to collectively devise a political solution to proactively defuse them at an early stage.</p> <p>1.5.(ix) Conducted Continuous engagement with key-stakeholders especially at community level through established structures and public forums.</p> <p>1.5.(x) Finalized Roles and responsibilities of the Community Liaison Officers defined.</p> <p>1.5.(xi) Reviewed and updated the stakeholder engagement strategy to address the risk if necessary.</p> <p>1.5 (xii) Project Steering Committee in place that</p>				1.5(i)Train relevant employees on the reviewed Stakeholder Engagement Framework and Stakeholder Engagement Processes.	EM: DI EM:DI	30 September 2019 31 July 2019

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
								include ward councilors. 1.5(xiii) The office of the CEO continuously engages with the office of the Mayor to defuse political interference.						

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
		1.6. Internal inefficiencies across the organization (such as poor planning & ineffective SCM processes)	1.6.(i). Delays in implementation of projects. 1.6.(ii). Delays in the appointment of service providers				1.6.(i). Contracting Strategies for multi-year projects. 1.6.(ii). Continuous training & development. 1.6.(iii) Developed a JDA Development Programme Lifecycle to ensure better planning upfront 1.6.(vi) Project Implementation Manual				1.6.(i) Activate the SAP Project Management Module. 1.6.(ii) Revise Standard Operating Procedure. 1.6.(iii) Appoint Panels of Professional Service Providers. 1.6.(iv) Assess Development Implementation capacity and where gaps are identified, recruit additional resources to close capacity gaps. (OD Process).	CFO EM: P&S CFO EM: DI & CS	30 September 2019 30 September 2019 31 December 2019 30 September 2019
		1.7. Lack of co-ordination between City departments and MoE's resulting in delays in regulatory approvals.	1.7. Delay in the implementation of Projects.				1.7.(i). Area based technical steering committees. 1.7.(ii) Continuous participation with relevant Technical Cluster Committee meetings 1.7.(iii) Area Based Development Facilitation Plans. 1.7.(iv) Formal SLAs with Client Departments. 1.7.(v) CoJ has established technical cooperating forum in the COO				1.7 None		

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
		1.8. Acceptance of projects not ready for implementation	1.8.(i). Delayed implementation of projects. 1.8.(ii). Unspent Budget.				1.8.(i). Contracting strategies signed with Client Departments. 1.8.(ii) Development Facilitation team assists in the project facilitation process to ensure projects are implemented with minimal glitches. 1.8.(iii) Project readiness template and assessment process developed to assist in the assessment of projects upfront [EXCO adopted & approved implementation of the readiness template and assessment process] 1.8.(v) Project implementation plans. 1.8 (vi) Use of project readiness assessments to identify which projects may first require a pre-feasibility stage. (Linked to KPI 1, "Number of feasibility plans or studies per project")				1.8 (i) Devise a cost structure for projects that are not implementation ready. 1.8 (ii) Develop a pipeline of projects with at least a two year lead times prior to implementation to ensure effective planning and those projects will be implementation ready. 1.8 (iii) Revise Business Model and develop Funding Model which is aligned. 1.8(v) Review and implement project implementation plan.	EM: DI EM: P&S CFO EM: PS	30 June 2020 30 September 2019
		1.9. Poor Performance by contracted Service Providers	1.9.(i). Delayed implementation of projects. 1.9.(ii) Unspent Budget. 1.9.(iii) Additional project cost incurred due to contract terminations 1.9 (iv)Inability to pay subcontractors				1.9.(i) Regular service provider performance management by the project managers and the development managers. 1.9.(ii) Monthly internal project management meetings (PMMs) to monitor project performance. 1.9(iii) SCM Risk Tolerance Framework 1.9.(v) Defined evaluation criteria with the assistance of the outsourced construction engineers/ quantity survey 1.9.(iv) Financial analysis performed for the recommended bidder 1.9(vi) BEC evaluates bids as per the criteria 1.9(vii) BAC adjudicates compliance to SCM processes, technical and financial capability of the recommended bidder.				1.9(i) Increase Terms of Reference of the Project Management Meeting to monitor performance in Development Facilitation and Planning & Strategy. 1.9(ii) Conduct a workshop to develop Standard Performance Management Framework to measure Service Provider's performance and report periodically.	EM:DF EM: P&S EM:DF SCM Manager	31 July 2019 31 July 2019

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
		1.10. Inadequate management of SMMEs	1.10.(i)Inconsistent application/implementation of EDP Programme 1.10.(ii) Inconsistent appointment, management and payment to SMMEs 1.10.(iii) Community protest and delay in implementation of projects 1.0.(iv)Negative perception of JDA's interventions						1.10.(i) (i) EDP Programme/ Framework 1.10.(ii) Appointment of CLOs and Community Participation Consultants 1.10.(iii) EDP Manager appointed 1.10.(iv) Project Stakeholder Department						1.10.(i)Formalise Economic Empowerment Program 1.10.(ii) Contract construction SMME mentors from the Project Management and Construction Board while awaiting the results of the OD process 1.10.(iii) Develop JDA standard scope of services	EM: DI	30 September 2019
	2. Inadequate development facilities in key development areas/ strategic economic nodes	2.1. Lack of market intelligence	2.1.(i) Failure to achieve economic growth priorities 2.1.(ii) Project packaging that does not meet the economic and developmental needs and targets	Major	4	Almost Certain	5	20	2.1 (i) Area Development Facilitation Plan 2.1.(ii) Local Spatial Plan/ guide	Good	0.40	8	CEO	2.1(i) Develop a Framework for Area Based Development. 2.1(ii) Prepare SWOT analysis for each strategic economic node	EM: DF	30 September 2019 30 June 2020	
2.2. Poor inter-governmental & Inter-departmental relations		2.2.(i). Failure to achieve economic growth priorities 2.2.(ii). Project packaging that does not meet the economic and developmental needs and targets	2.2. Stakeholder Management Framework - identifying key stakeholders and development partners before implementation of projects.(inter-governmental and inter-departmental stakeholder)						2.2.(i) Establish Area Based Technical Forums to include relevant departments.					EM:DF			01-Jul-19
2.3. Poor stakeholder management		2.3.(i). Failure to achieve economic empowerment priorities 2.3.(ii) Negative perception of JDA's interventions	2.3.(i)Economic Impact assessments to determine relationship between JDA investment and economic growth. 2.3.(ii) Project steering committees that include ward councilors and community members that will agree on economic empowerment outcomes of projects						2.3(i) Conduct Social Economic Impact Assessments.					EM: P&S			30 June 2020

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control			Control Effectiveness		Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale
	3.Failure to implement effective job creation, SMME's and support systems.	3.1. Inability to package/implement projects as to achieve set EPWP targets	3.1. Failure to meet targets on job creation.	Major	4	Likely	4	High	16	Fair	0.75	12	CEO	3.1 None		
		3.2 Inability to package/implement projects so as to achieve set SMME and targets.	3.2. Failure to meet JDA's job creation and SMME's targets.											3.1.(i). Project designs consider EPWP Job numbers. (Linked to KPI 2.table 4.3.4 in the Business Plan "Number of EPWP opportunities created") 3.1.(iii) Development are designed and scoped to optimize SMME development .(Linked to KPI 3,table 4.3.4 in the Business Plan "Percentage of SMME expenditure as a share of total expenditure")		

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control			Control Effectiveness	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale		
		3.3. Lack of adequate capacity to implement Enterprise Development program for emerging contractors	3.3(i). Failure to meet SMME targets. 3.3(ii). Inability to transform the construction industry.						3.3(i). Performance indicators incorporated into SDMs performance contracts to ensure effective implementation of enterprise development 3.3(ii). Project management processes (e.g. PMMs) in place. 3.3(iii) Identification of work packages within projects to be implemented through SMMEs. 3.3(iv) Target setting per project when developing the contracting strategy 3.3(v) EDP Manager appointed.				3.3 Formalise Economic Empowerment Program.	EM: DI	30 September 2019		
	4. Failure to adequately manage stakeholder expectations.	4.1. Inadequate and ineffective consultation before and after the completion of the projects	4.1. Community protest and delays in implementation of projects	Major	4	Likely	5	16	4.1(i) Stakeholder Engagement Framework. 4.1(ii) Continuous CoJ coordination and relations (COJ regional directors) 4.1(iii) Monthly reports and meetings with Client Departments for intervention where necessary	Poor	0.90		14.4	CEO	4.1(i) Train relevant employees on the reviewed Stakeholder Management Framework and Stakeholder Engagement Processes.	EM: DI & CS	30 September 2019
		4.2. Unrealistic community expectations	4.2 Delays in implementation of projects						4.2(i) Communication of the JDA's plans including job creation opportunities and SMME's development. (Linked to KPI 3.table 4.3.4 in the Business Plan "Percentage of SMME expenditure as a share of total expenditure")			High			4.2(i) Formalize Economic Empowerment Program.	EM:P&S	30 September 2019
		4.3. Poor or ineffective communication with key stakeholders.	4.3 Lack of buy-in by stakeholders.						4.3(i). Stakeholder Management Framework 4.3(ii). Community Participation consultants contracted for projects. 4.3(iii). Community Participation toolkit. 4.3(iv) Continuous engagement with key-stakeholders especially at community level through established structure and public forums.						4.3(i) Review of the Stakeholder Management Framework 4.3(ii) Train relevant employees on the reviewed Stakeholder Management Framework and Stakeholder Engagement Processes.	EM: DI & CS	31 July 2019 30 September 2019

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	
5.	Inability to ensure financial sustainability	5.1 Failure to meet project implementation targets	5.1 Loss of revenue.	Catastrophic	5	Almost Certain	5	Very High	25	Poor	0.90	High	CEO	5.1(i) Activate SAP Project Management Module. 5.1(ii) Assess Development Implementation capacity and where gaps are identified, recruit additional resources to close capacity gaps. 5.1(iii) Develop departmental training plan to address the needs of the department. 5.1(iv) Implementation of Retention Policy 5.1(v) Assess projects for implementation readiness 5.1(vi) Train relevant employees on the reviewed Stakeholder Management Framework and Stakeholder Engagement Processes.	EM: CS & IT Manager EM: P&S EM: CS EM: CS EM: P&S EM:DI	31 July 2019 31 July 2019 01 July 2019 30 September 2019 30 September 2019 30 September 2019	
		5.2. Reduction of budget for implementation of capital projects	5.2(i). Loss of revenue. 5.2(ii) Inability to pay operational expenses as they arise											5.2(i). Constant engagement with CoJ entities and department to sell JDA's technical assistance ability in the implementation of projects. 5.2(ii). Propose new projects during the City's Budget Steering committee process in consultation with client department 5.2(iii) Higher management fees have been implemented with all departments with an exception of Department of Transport.	5.2(i) Explore other COJ grant and capital funding opportunities. 5.2 (ii) Negotiate higher management fees with Department of Transport.	EM:DI, DF & P&S CFO	Ongoing 30 September 2019.
		5.3. Late settlement claims & financing projects on behalf of the City	5.3(i) Incurring of finance cost. 5.3(ii). Cash flow pressure 5.3(iii). Late payments to service providers 5.3(iv). Longer debt collection days 5.3(v). Non-Compliance with MFMA											5.3(i). Service Level Agreements in place 5.3(ii). Submit claims timeously to City entities and departments. 5.3(iii). Inter-company confirmations. 5.3(iv). Constant and consistent follow up of outstanding claims.	5.3 (i) Align payments to service provider with claims collected from CoJ.	CFO	31-Jul-19

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	
		5.4.Escalating operational expenditure	5.4(i). Technical Insolvency 5.4(ii) liquidity crisis									5.4(i)Monthly reports on capex progress to be presented to EXCO 5.4(ii)Costed operational plans(Funding Model)	CFO	On Going	
	6. Fraud and corruption	6.1. Weak internal control /procedures	6.1 Financial Loss to the organization	Major	4	Pos sible	3	12	Fair	0.75	9	CEO	6.1(i) Training on Ethics and Fraud 6.1(ii) Review of Delegation of Authority Framework 6.1(iii) Records Management Policy (manage confidential information) 6.1(iii) Update IT Security Policy to include at least secure messaging medium when Email Server is down.	Risk and Compliance Manager Company Secretary EM: CS IT Manager	30 March 2020 1 July 2019 1 July 2019 30 September

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control	Control Effectiveness	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale
		6.2. Collusion between and amongst employees and service providers	6.2 Receiving poor quality goods and services, employees unduly benefiting from service providers				6.2(i). Regular audits of systems and processes are conducted to identify internal control weaknesses. 6.2(ii). Fraud tip-off hotline. 6.2(iii). Fraud Risk management policy. 6.2(iv). Risk Management Framework. 6.2(v). Whistle Blowing Policy. 6.2(vi) Code of ethics. 6.2(vii) Implement the Ethics Management programme, Ethics Risk Register, Ethics workshops and Tracking and monitoring progress. 6.2(viii) Declaration of Interest declared annually 6.2(x) Fraud detection Review				6.2 (i) Training on Ethics and Fraud	Risk and Compliance Manager	30 March 2020
		6.3. Inadequate fraud risk management	6.3(i) Legal challenges from unsuccessful bidders, reputational damage, financial loss 6.3(ii) Submission of false tender documents				6.3(i) All tender documents include the fraud hotline number to assist reporting of fraud and corruption and training on fraud prevention to all staff members to raise awareness. 6.3(ii). Annual Fraud Risk Register Review. 6.3(iii). Fraud Risk Management Policy and Strategy. 6.3(iv). Fraud risk awareness.				6.3 None		
		6.4. Conflict of interest.	6.4 Financial losses.				6.4(i). Bidders are required to declare interests in the bid document. 6.4(ii). Bid Specification, Bid Evaluation and Bid Adjudication committee members are required to declare interests at every sitting. 6.4(iii) SCM officials and end users are required to declare interests per RFP. 6.4(iv) Declaration of Interest declared annually 6.4(v) SCM officials and end users declare interests for RFQ.				6.4 Exco and Development Coordination Forum to declare business/ financial interest at every meeting.	CFO	On-going

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control			Control Effectiveness		Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale		
	7. Ineffective management systems and processes	7.1 Inadequate, monitoring and reporting processes	7.1(i) Poor quality data and qualified audit. 7.1(ii) Late submission of information. 7.1(iii) Financial loss 7.1(iv) Silo perpetuation	Major	4	Likely	4	High	16	7.1(i). Management Committee(Manco) 7.1(ii). Governance Committees 7.1(iii). Policies and Procedures 7.1(iv). Training and workshops on new and revised business processes 7.1(v). Internal Audit 7.1(vi). Risk and Compliance process 7.1(vii) Management's performance scorecards include KPI regarding the submission of accurate, complete and timeous information. 7.1(viii) Monitoring Evaluation Department. 7.1(ix) Planning, Monitoring and Evaluation Policy 7.1(x) Review processes in place to verify reported performance information as per Planning, Monitoring and Evaluation Policy.	Fair	0.75	Medium	12	CEO	7.1 Review Standard Operating Procedure	IT Manager EM: P&S	30 September 2019
		7.2 Ineffective implementation of performance management system and processes at organizational level	7.2(i). Non Compliance with applicable reporting frameworks. 7.2(ii). Inability to effectively measure performance.							7.2(i). Review of JDA KPI's at Exco and oversight committees 7.2(ii). Review of KPI (SMART) and alignment to CoJ by GSPCR. 7.2(iii) Performance Information Policy and Reporting Framework 7.2(iv).Performance Management Policy(HR) 7.2(v). Internal Audit quarterly reviews 7.2(vi). Additional Reviews of JDA KPI's by Group Governance 7.2.(x) Employee performance agreements and score cards. 7.2.(ix) Employee quarterly performance reviews. 7.2.(xi) Monthly Management Committees 7.2.(xii) Internal project scheduling and management to ensure effective management.						7.2(i) Check alignment between the Business Scorecards and departmental Operational Plans.. 7.2.(ii) Check alignment between the departmental Operational Plans and employee Performance Scorecards. 7.2.(iii) Implement internal project scheduling and management to ensure effective monitoring.	EM: P&S EM:CS EM: DI	31 July 2019 30 August 2019 31 July 2019

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control	Control Effectiveness	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale			
		7.3 Inadequate ICT Governance.	7.3(i). Lack of full utilization of business applications 7.3(ii). Misalignment of the JDA 7.3(iii). Objectives and the ICT systems 7.3(iv). Non- compliance with good governance ICT frameworks								7.3 (ii) Review ICT Strategy and Plan.	EM: CS IT Manager	1 July 2019			
		7.4 Collapse of ICT environment e.g. aging ICT infrastructure and systems.	7.4 (i) Disruption of JDA business activities. 7.4.(ii)Internal / External disasters (Natural/Hackers, etc.) 7.4.(iii) Lack of full utilization of business applications 7.4.(iv)Misalignment of the JDA objectives and the ICT systems 7.4.(v)Non Compliance with good governance ICT frameworks								7.4 (i) JDA data backed up daily. 7.4.(ii)Daily backups are copied to an off-site location. 7.4.(iii)The JDA has a syndicated recovery site. 7.4.(iv)The JDA has put in place a firewall. 7.4.(v)Internally the JDA has installed a centrally managed anti-virus application . 7.4(vi)The JDA conducts frequent patch updates on laptops and servers. 7.4(vii) Monitor the link that transports data between JDA and off site backup daily to ensure that its performing well. 7.4.(viii) Simulate test to the syndicated site every six months 7.4 (ix) Scan viruses daily			7.4 (i) Assess current aging infrastructure. 7.4.(ii) Insert a penalty clause for poor performance on service provider's contracts. 7.4.(iii) Fill vacant funded positions.	EM: CS IT Manager	1 July 2019.

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control	Control Effectiveness	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale
		7.5 Non-compliance with applicable laws and regulations. (Ineffective compliance processes and monitoring and non-compliance with SCM regulations and applicable laws)	7.5(i) Penalties for non-compliance 7.5(ii) Poor compliance culture				7.5(i) Governance, Risk and Compliance and Internal Audit system in place. 7.4(ii). Regulatory Compliance Universe applicable laws and legislations are in place. 7.5(iii) SCM Framework 7.5(iv) Awareness of laws and regulations at Departmental level. 7.5(v) In-house SCM training on processes and change in SCM legislation and process improvement. 7.5(vi). Verification of submitted compliance documents by the SCM officials. 7.5(vii). Compliance audited by Internal Audit Department to identify any non-compliance for all audit projects. 7.5(viii) Quarterly Compliance Report to the City. 7.5(x) Compliance Management Framework. 7.5(xi) Policy Registers 7.5(xii) Policy Development Framework 7.5(xiii) Periodic annual Independent Compliance verifications. 7.5(xx) Independent Compliance Review at least every 3 years.				7.5 None.		

No	Risk Description	Causes/ Background to the risk	Risk Consequences	Impact	Likelihood	Inherent Risk	Current control	Control Effectiveness	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time Scale
		7.6 Failure to attract, develop and retain skilled employees.	7.6(i) Highly skilled and qualified employees leaving the JDA prematurely. 7.6(ii) Dissatisfied and underperforming employees. 7.6(iii) Loss of Critical Skills				7.6(i). Recruitment & Selection Policy. 7.6(ii). Align to the City salary parity exercise/ assessment 7.6(iii). Potential new entrants are given an opportunity to negotiate the employment offer. 7.6(iv). Bursary Scheme Policy. 7.6(v) Talent Management and Development Policy. 7.6(vi) Advertise all new and vacated positions in line with the proposed competitive salary grades. 7.6(vii) Fill vacant critical positions within 90 days from date of vacancy 7.6(viii) Acting Policy to ensure business continuity. 7.6 (ix)Communication and Marketing strategy (to enhance JDA brand)				7.6(i)Review workplace Skills Plan	EM: CS	31 December 2019
		7.7 Inadequate business continuity management	7.7(i). Criminal and civil liability 7.7(ii). Project delays 7.7(iii). Fatalities and Injuries 7.7(iv) Financial losses 7.7(v). Business continuity compromised 7.7(vi). Delayed business resumption 7.7(vii). Loss of critical information 7.7(viii). Financial loss				7.7(i) Business Continuity Policy 7.7(ii) Business Continuity Framework. 7.7(iii) Business Continuity Plans. 7.7(iv) Business Recover Site. 7.7(v) Daily Data Backup. 7.7(vi) Creation of Awareness. 7.7(vii). IT Disaster Recovery Plan. 7.7(viii). Business impact analysis.				7.7 (ii) Develop and implement records management programme for the JDA.	EM: CS	1 July 2019
		7.8. Ineffective knowledge management systems in place that hamper building on good practice or to ensure continuous learning	7.8. Loss of institutional knowledge				7.8(i) Annual Performance Reports. 7.8(ii) JDA success and challenges captured by Marketing and Communication 7.8(iii) JDA website and intranet 7.8(iv) Shared drive/ folder.				7.8(i) Develop a knowledge management programme/ system 7.8(ii) Develop and implement records management programme for the JDA.	EM: P&S EM:CS	31 December 2019

7.2 Detail of JDA Corporate Scorecard

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

Number of pre-feasibility plans or studies produced, reviewed or updated	Quarter			
	Q2	Q3	Q4	Grand Total
Project Names				
High Court Precinct Study		1		1
NR: Nodal Regeneration: Parking Solutions for small nodes JOHANNESBURG City Wide			1	1
Orlando East Station Precinct New Precinct Redevelopment ORLANDO EAST D Ward			1	1
Randburg CBD regeneration Renewal Precinct Redevelopment FERNDALE B Regional			1	1
Grand Total		1	3	4

7.2.2 Number of projects at concept design phase

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

Number of project at concept design phase	Quarter				
	Q1	Q2	Q3	Q4	Grand Total
Project Names					
Melville Activity Street_Neighbourhood Development_CoF_Upgrade			1		1
Naledi clinic New Building NALEDI D		1			1
NR: Nodal Regeneration: Braamfontein Precinct			1		1
Pennyville Precinct Renewal Precinct Redevelopment PENNYVILLE EXT.1 B City Wide			1		1
PRINCESS Renewal Clinic PRINCESS C Ward			1		1
PTF: Small Public Transport Facility Design and Construction of Kya Sand Superstop New Nodal Transport Facilities KYA SAND			1		1
Rec - Construction of the new multipurpose centre (Library included) at Kaalfontein(Ebony Park) New Community Centre KAALFONTEIN EXT.4 A Ward		1			1
Revitalisation of Pageview and Vrededorp			1		1
Soweto Phase 2A vs Ivory Park Route				1	1
Upgrading of Midrand Public Transport Facility				1	1
Zandspruit New Clinic ZANDSPRUIT EXT.4 C Ward 114 (Acquisition of land, layout and design and construction of buildings etc.)				1	1
Grand Total	2	5	10	6	23

7.2.3 Number of contracts awarded

Number of contract awarded	Quarter				
	Q1	Q2	Q3	Q4	Grand Total
Project Names					
3877_01_Brixton Social Cluster: Work Package 2 : Library, Pool and Related Facilities			1		1
4003_06_Inner City Partnership Fund: Round 2			1		1
4003_11_Park Station to Civic Centre PEU (Park Station Regeneration)				1	1
Aqua - Construction of a new Cosmo City swimming pool New Community Centre COSMO CITY EXT.3 C Ward			1		1
Banakekelen Hospice New Clinic ALEXANDRA EXT.38 E Ward		1			1
COMPL: Sidewalk Improvements: Tsiawelo Metrorail Station Link: Mhlaba / C Hani New Nodal Transport Facilities CHIAWELO D City Wide		1			1
Complete Streets: (KFW - German Development Bank): Orlando East to UJ Soweto Route			1		1
CORR - Louis Botha Transit Oriented Development (TOD) corridor Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction and Upgrading Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional		1			1
CORR - Perth Empire Transit Oriented Development (TOD) corridor Traffic Impact Assessment (TIA), Stormwater Masterplan		1			1

Number of contract awarded	Quarter				
Project Names	Q1	Q2	Q3	Q4	Grand Total
and New Constriction and Upgrading Renewal Corridors of Freedom Intervention WESTBURY B Regional					
Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional: Phase 2		1			1
Heritage Bridge Landscaping		1			1
Lehae MPC New Construction LEHAE G		1			1
Park and Ride Facility: Design and Construction of a Park n Ride in Greenside Region E	1				1
PRINCESS Renewal Clinic PRINCESS C Ward				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: Orange Farm Ext 7 (Region G)		1			1
PTF: Small Public Transport Facilities: Tshepisong		1			1
Rec - Construction of the new multipurpose centre (Library included) at Kaalfontein(Ebony Park) New Community Centre KAALFONTEIN EXT.4 A Ward			1		1
Regeneration of Lenasia CBD and Anchorville Industrial Hub – Region G		1			1
Roodeport CBD regeneration Renewal Precinct Redevelopment REGION C		1			1
Small: Public Transport Facility in Zakariya Park Region G		1			1
Upgrading of Meadowlands Stadium Renewal Community Centre MEADOWLANDS D Ward				1	1
Grand Total	1	13	5	3	22

7.2.4 Number of projects at practical completion

Number of projects at practical completion	Quarter			
Project Names	Q2	Q3	Q4	Grand Total
3877_01_Brixton Social Cluster: Work Package 1 : New multi-purpose sports and recreation hall	1			1
3877_13_Paterson Park - stormwater & new social facilities, park and road upgrading		1		1
3879_02_Jabulani Precinct Upgrades: Phase 6b - Safe Hub			1	1
3879_02_Jabulani Precinct Upgrades: Phase 7 - Bridge			1	1
4003_03_Ghandi Square East		1		1
4003_06_Inner City Partnership Fund: Round 1	1			1

Number of projects at practical completion Project Names	Quarter			
	Q2	Q3	Q4	Grand Total
ACH - Joburg Art Gallery Upgrade JOHANNESBURG F			1	1
ACH - Upgrading of Museum Africa and Precinct (Three houses, workers museum, Mary Fitzgerald Square)			1	1
ACH - Upgrading of the June 16 Acre Memorial Renewal Heritage Area Upgrade JABAVU CENTRAL WESTERN D			1	1
Alexandra Sports and Youth Development _SAFA Safe Hub Facility			1	1
Aqua - Construction of a new Cosmo City swimming pool New Community Centre COSMO CITY EXT.3 C Ward			1	1
Bophelong Clinic			1	1
Braamfischerville Ext 12&13:Roads and Stormwater Management Systems including a Pedestrian Bridge New Bulk Infrastructure BRAM FISCHERVILLE EXT.13 C Ward			1	1
Bus Monitoring and Contract Management			1	1
COMPL: Sidewalk Improvements: Dube NMT Links: DUBE D City Wide		1		1
Construction of a new MPC in Matholessville New Community Centre MATHOLESVILLE C Regional			1	1
Florida Clinic		1		1
Greenstone to Watt and Alex NMT			1	1
Heritage Bridge Landscaping			1	1
Inner City Eastern Gateway_ TOD and Movement Corridors			1	1
ITS Redundancy Loop			1	1
Large: Public Transport Facility Redevelopment of Karzene, NEWTOWN EXT.1 Region F			1	1
Lib.Johannesburg Library (Centre of Excellence) JOHANNESBURG F			1	1
Minor Upgrades of all Social Development Facilities in all the Regions JOHANNESBURG F			1	1
Minor works at various Sport and Recreational facilities: Citywide (Aqua, stadiums recreational centres etc.)			1	1
Orchards Clinic	1			1
Park and Ride Facility: Design and Construction of a Park n Ride in Greenside Region E		1		1
Phase 1C Stations (Sandton Station, Gandhi Square Station)			1	1
PTF: Upgrading of Sunning hill Public Transport Facilities			1	1
Rec - Construction of the new multipurpose centre (Library included) at Kaalfontein(Ebony Park) New Community Centre KAALFONTEIN EXT.4 A Ward			1	1
Rec- Construction of Drieziek MPC (ACH and Sports and Recreation)			1	1
Section 15K (Watt Interchange Station Road Works and Bridges)			1	1
Selby Depot 2B			1	1

Number of projects at practical completion	Quarter			
Project Names	Q2	Q3	Q4	Grand Total
Selby Depot 2C			1	1
Signage, Demarcation blocks and related studies			1	1
Grand Total	3	5	27	35

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

Number of Area-Based Precinct Management business plans / frameworks developed or Precinct Management business plans / frameworks programmes implemented	Quarter			
Project Names	Q2	Q3	Q4	Grand Total
Our City Our Block – Hillbrow Theatre Area Based Management Plan			1	1
Our City Our Block – Indlulamithi Routes Partnership Area Based Management Plan			1	1
Ghandi Square East Area Based Management Plan			1	1
Grand Total			3	3