

a world class African city



# JOHANNESBURG DEVELOPMENT AGENCY (SOC) LIMITED

Registration no: 2001/005101/07



## MID-YEAR PERFORMANCE REPORT 2016/17

### JULY TO DECEMBER 2016

In terms of section 121 of the Municipal Finance Management Act (2003) and section 46 of the Municipal Systems Act (2000)

Registration number: 2001/005101/07  
Parent municipality: City of Johannesburg Metropolitan Municipality  
Directors: C Coovadia (Chairperson)  
K Govender  
E Harvey  
Z Mafata (Chief Financial Officer) *Resigned 30 Nov 2016*  
P Masilo  
P Mashiane  
T Mendrew (Chief Executive Officer)  
N Selamolela  
W Thwala  
P Zagaretos  
T Mukhuba

Registered address: 3 President (Helen Joseph) Street, Newtown, Johannesburg  
Postal address: PO Box 61877, Marshalltown, 2107  
Telephone number: +27 (0) 11 688 7851  
Website: [www.jda.org.za](http://www.jda.org.za)  
Bankers: Standard Bank of SA Limited  
Auditors: The Auditor-General of South Africa  
Company secretary: Hasani Rodney Shirinda

### ***JDA Vision***

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

### ***JDA Mission***

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

### ***JDA Values***

Accountability: To its shareholders, Board and key stakeholders



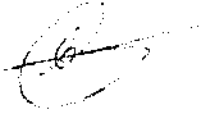
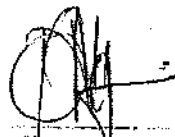
Innovation and creativity: Promoting an environment of fast-tracked decision-making and broader financial leverage, within which developments are planned, led, managed and implemented.

Responsiveness: To market forces, operating where it can make a difference, in locales and sectors where shareholders and their partners have a concentration of assets and expertise.

Results-driven and stakeholder-focused: With a 'user friendly' approach

Seeking to empower: Through progressive procurement and work practices

## APPROVAL

Ms Sherylee Moonsamy		9 <sup>th</sup> January 2017
Name & Surname Acting Chief Financial Officer	Signature	Date of approval
Mr Thanduxolo Mendrew		9 <sup>th</sup> January 2017
Name & Surname Chief Executive Officer/MD	Signature	Date of approval
Mr Cassim Coovadia		20 <sup>th</sup> January 2017
Name & Surname Chairperson of the Board	Signature	Date of approval
Clr Richard Fuzela Ngobeni		20 <sup>th</sup> January 2017
Name & Surname MMC: Development Planning	Signature	Date of approval

## CONFIRMATION OF RECEIPT

Name & Surname Cluster Champion Group Governance	Signature	Date of approval:

## VERSION CONTROL

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## CHAPTER 1: JDA LEADERSHIP AND CORPORATE PROFILE

### SECTION 1: CORPORATE PROFILE AND OVERVIEW

The JDA was established by the City of Johannesburg (CoJ) in April 2001 to initiate, stimulate and support development projects and rejuvenate economic activity throughout Johannesburg. The agency initially focused on applying economic development strategies to regenerate underperforming neighbourhoods, mostly in the inner city. However, this has evolved to focusing on transforming Johannesburg into a resilient, sustainable and liveable city by developing transit nodes and corridors.

#### **Outcomes and challenges**

The JDA’s evolution into an area-based development agency has prepared it to respond to the objectives as outlined in the GDS. Under this model, the JDA takes on a more central role in developing strategic capital works projects and establishing urban management partnerships. Crucially, the model allows the JDA to mobilise development partners and other stakeholders to sustainably achieve the common economic and social objectives defined for each area. However, given the spatial, socioeconomic and political environment in which the JDA operates, there are challenges that affect area-based development and the JDA’s ability to facilitate common economic and social objectives.

#### **Political governance and accountability**

The JDA is accountable to the Department of Development Planning and the Member of the Mayoral Committee for Development Planning, who exercises political oversight and to whom the JDA submits compliance reports in respect of its performance scorecard. The JDA relies on the Department of Development Planning for direction on its contractual obligations contained in the service delivery agreement, and on the Member of the Mayoral Committee for its political mandate and oversight. The Group Governance unit provides corporate governance and related support, including financial sustainability and compliance reporting and review.

The Council’s Portfolio Committee on Development Planning provides political oversight of the JDA’s activities and functions. The JDA also falls under the Economic Development Mayoral Cluster Committee, which ensures that the work of the other departments and entities mandated with spatial transformation and economic growth of the city is integrated and coordinated. The JDA’s management is accountable for strategic and operational matters to the Board of Directors, which controls and maintains a fiduciary relationship with the company. The JDA coordinates its area-based development activities and other catalytic interventions with the Department of Development Planning and engages with client departments in the design and construction of infrastructure assets.

### SECTION 2: STRATEGIC GOALS AND OBJECTIVES

The JDA has set itself the following strategic goals and strategic objectives which are aligned with the Joburg 2040 GDS and the economic cluster’s plans for sustainable services and economic growth for the medium term:

**TABLE 1: STRATEGIC GOALS AND OBJECTIVES**

Strategic Goals		Aligned to Eight Strategic Objectives
Create great places	Creating robust democratic public spaces that give dignity and choice to city users. As urban densities continue to rise, the public spaces in cities are becoming	1. Restructure the city by developing defined, strategic geographic areas around the city and the movement

Strategic Goals		Aligned to Eight Strategic Objectives
	increasingly important for meeting citizens' social needs. The quality of space is just as important as the quantity. Given the increasing demand for open space, public spaces need to be creatively designed, moving towards greater adaptability and multiplicity of use to ensure their longer-term sustainability.	<p>corridors that link them.</p> <p>2. Encourage sustainable energy consumption and land-use in the city by developing strategic transit nodes and corridors.</p>
Catalyse growth and investment	Catalysing growth in areas with latent investment potential. Catalytic intervention and strategic capital investments in areas that have been previously marginalised or have failed to attract private investment can unlock development potential, stimulate local economies and boost job creation and entrepreneurial development.	<p>3. Promote economic growth by creating efficient and competitive business environments that cluster industries and functions in these areas.</p> <p>4. Turn around declining investment trends in these areas by upgrading public space, generating shared visions for future development, and encouraging urban management partnerships.</p>
Connect people to opportunities	Connecting people with opportunities to live, work, play, learn and to be healthy in the city. Efficient mass public transport networks and connections, transit-oriented multi-use precincts, together with strategic land-use planning and zoning regimes, are essential in realising these connections.	<p>5. Develop local economic potential in marginalised areas to promote access to jobs and markets.</p> <p>6. Promote economic empowerment through the structuring and procurement of JDA developments.</p>
Co-produce solutions	Co-producing solutions in partnership with local communities and stakeholders to meet local needs and mitigate challenges. This is an essential component of development intervention in cities. Since 1994, the state has made concerted efforts to engage communities in the development of local solutions. Unfortunately this has not always been successful and often simply takes the form of decision-makers telling communities about their strategies. A more responsible and effective approach is to work with local stakeholders to produce solutions, drawing on their knowledge of the development context. This can cultivate a much more sustainable sense of ownership, civic pride and citizenship.	<p>7. Support productive development partnerships and co-operation between all stakeholders in these areas.</p>
Continuous improvement	Underpinning all the strategic goals, there is the need for the JDA to run as efficiently as possible.	<p>8. To strengthen the JDA's operations to ensure that it remains an effective, efficient, sustainable and well-governed organisation.</p>

### **Transforming the Spatial Economy**

The JDA's primary medium-term purpose is to promote resilient city strategies by restructuring the urban spatial logic of the city. The JDA coordinates its area-based development activities and other catalytic interventions with the Department of Development Planning and with other client departments. To ensure that the JDA is best positioned to respond to the spatial development priorities, the agency co-ordinates and manages its activities through the following six substantive programmes:

**TABLE 2: SUMMARY OF JDA SUBSTANTIVE PROGRAMMES**

JDA Development Programmes	Purpose
1: Inner city transformation	Manage the development of the Johannesburg inner city through capital investments in selected areas, by overseeing integrated investments by other departments and entities, and by facilitating partnership initiatives. Guided by the Inner City Transformation Roadmap as approved by the City of

JDA Development Programmes	Purpose
	Johannesburg in 2013, the JDA will focus on strengthening the position of the inner city as a critical business and residential node and the primary gateway to transit networks for the city; financial services networks for the City Region; and cross-border trade networks for the African continent. The JDA will continue to implement a phased plan to strengthen inner city precincts, address movement challenges, and improve the quality of the built environment across the inner city.
2: TOD / Station Precinct development	A station precinct development programme that encourages optimal development of transit hubs and corridors across the city, which provide access to affordable accommodation and transport, high quality public spaces and amenities, and good community services.
3: Priority Area Planning & Implementation	Manage the development of strategic economic nodes in marginalised areas through capital investments, overseeing integrated investments by other departments and entities, and facilitating partnership initiatives
4: Greenways	The greenways programme that focuses on providing resilient, liveable and sustainable environments within the City by using roads and transport modes to promote walking, cycling, and sustainable public transport. This programme includes the continued roll-out of the Rea Vaya BRT infrastructure and service.
5: Alexandra Renewal Project (ARP)	The Alexandra Renewal Project (ARP) which is established to coordinate intergovernmental activities to develop Alexandra. Manage the development of Alexandra through capital investments, overseeing integrated investments by other departments and entities, and facilitating community based initiatives and local economic development strategies. Most of the work involves human settlement development projects such as hostel upgrading, housing development and the construction of community facilities
6. Economic Development	A cluster of the JDA's economic development programmes that aims to (i) Develop skills and capacity within the construction industry in Johannesburg (ii) Optimise the JDA's contribution to inclusive economic growth and empowerment, and the transformation of the construction industry; and (iii) establish a monitoring and reporting system to measure the impact of the JDA's managing contractor development programme.

In addition, we ensure good governance of the organisation through an operational programme, resourced to support the optimal performance of the above six substantive areas:

**TABLE 3: SUMMARY OF JDA OPERATIONAL PROGRAMME**

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

The JDA's current business plan represents a spatial response to specific Priority Transformation Areas as outlined in the 2015/16 Spatial Development Framework.

FIGURE 1: SDF 2040 PRIORITY AREAS

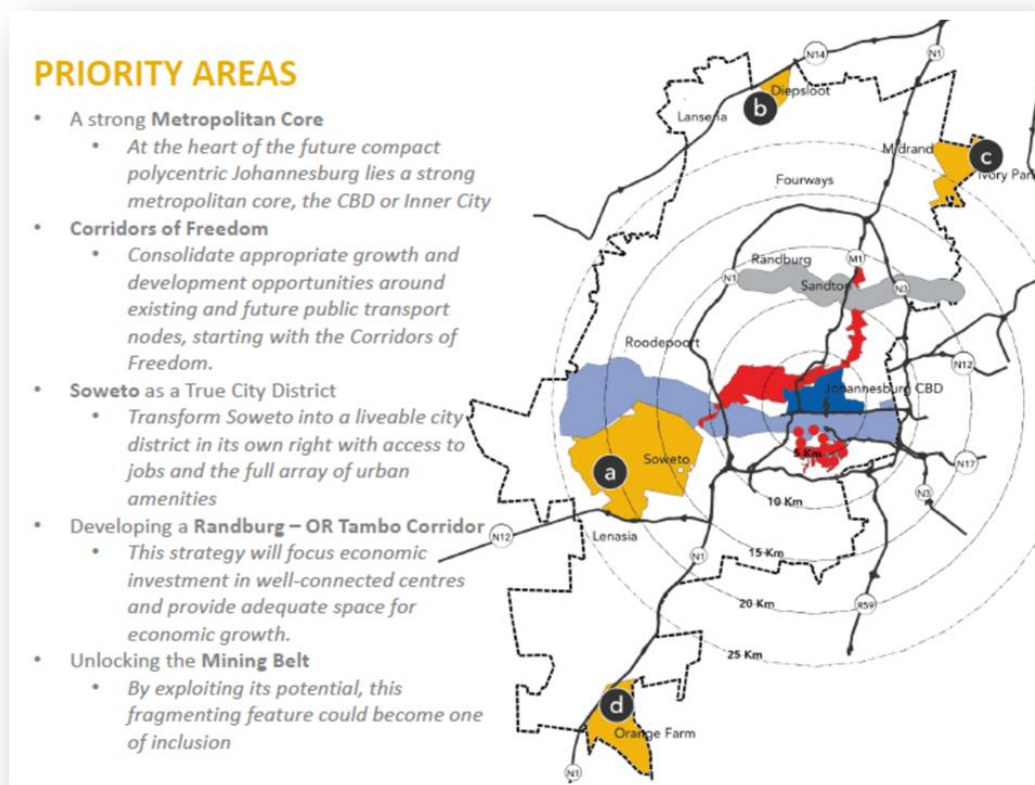


TABLE 4: SDF PRIORITY TRANSFORMATION AREAS AND CORRESPONDING JDA DEVELOPMENT REGIONS AND PROGRAMMES

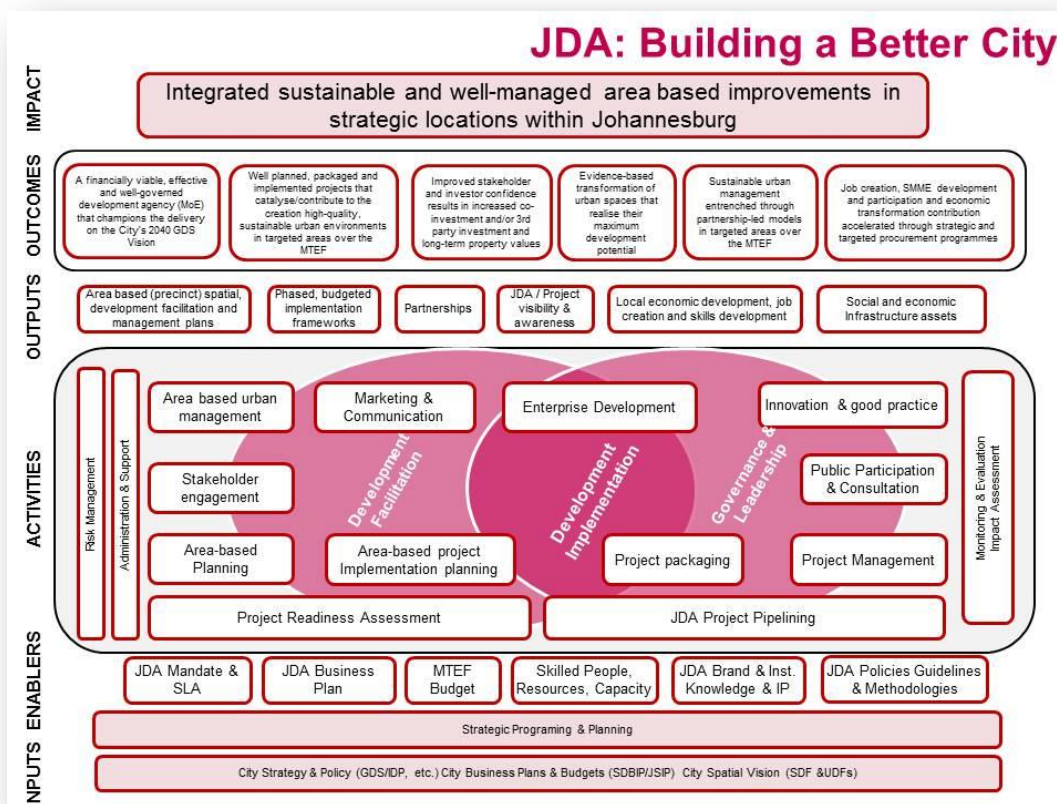
SDF Transformation areas	Priority	Corresponding JDA Regional Programmes	JDA Development Programmes
Strengthening the metro core		Inner City and the Old South (including Turffontein and Mining Belt)	<ul style="list-style-type: none"> <li>• Programme 1: Inner city transformation</li> <li>• Programme 2: TOD / Station Precinct development</li> </ul>
Unlocking Soweto		Greater Soweto (including Lenasia, Eldos, Nancefield)	<ul style="list-style-type: none"> <li>• Programme 2: TOD / Station Precinct development</li> <li>• Programme 3: Priority Area Planning &amp; Implementation</li> </ul>
Consolidating public transport backbone		The Corridors of Freedom: Empire-Perth Corridor and Louis Botha Corridor	<ul style="list-style-type: none"> <li>• Programme 2: TOD / Station Precinct development</li> <li>• Programme 4: Greenways</li> </ul>
OR Tambo Corridor		Alex and the OR Tambo Corridor (includes Randburg, Sandton, Cosmo City, Modderfontein, Frankenwald)	<ul style="list-style-type: none"> <li>• Programme 2: TOD / Station Precinct development</li> <li>• Programme 3: Priority Area Planning &amp; Implementation</li> <li>• Programme 4: Greenways</li> <li>• Programme 5: Alexandra Renewal (ARP)</li> </ul>
Addressing marginalisation		Marginalised Areas – Diepsloot, Ivory Park, Orange Farm	<ul style="list-style-type: none"> <li>• Programme 3: Priority Area Planning &amp; Implementation</li> </ul>

The JDA’s approach towards area-based development covers the following five practices and services:

1. **Development identification and project packaging** - Identifying strategic opportunities to respond to the CoJ’s focus area by bringing together all relevant stakeholders and parties to the initiative, and developing an implementation plan.

2. **Development and project facilitation and co-ordination** - Working with various stakeholders and parties to ensure that they are undertaking their roles as expected and required.
3. **Overall development implementation involving capital developments** - In ensuring that the development is implemented as planned, JDA may oversee specific project management functions within a development, while retaining overall accountability as a development manager. Through, local beneficiation, in terms of small, medium and micro enterprise (SMME) and entrepreneurial support, the JDA aims to increase the number of local emerging contractors used in capital projects carried out in the various communities, as well as the number of local construction jobs created.
4. **Post implementation support and sustainability** - Complement any capital development or investment with urban management initiatives and models. Through local beneficiation, in terms of small, medium and micro enterprise (SMME) and entrepreneurial support, the JDA aims to increase the number of local emerging contractors used in capital projects carried out in the various communities, as well as the number of local construction jobs created.
5. **Impact Assessment / monitoring and evaluation** - Analyse, review and quantify private sector investment in various JDA intervention areas, and assess the socio-economic impact of these interventions. This is achieved through, among others, analyses of property market trends and factors that influence investor interest in JDA development areas. Value for money assessment

The JDA has aligned 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:



## SECTION 3: SALIENT FEATURES

### Performance highlights

- The capex expenditure at mid-year was R384,095 million against a target of R356, 368 million. This translates to 109% of the quarterly target and this was due to accelerated development and in turn greater than planned expenditure within the Greenways programme where there are multi-year projects underway.
- The overall year to date capex expenditure at mid-year was R384,095 million against an annual budget of R1.78 billion. This translates to 22% of the annual budget against a target of 20%.
- For revenue, the organisation achieved 122% of the mid-year target whilst the overall achievement against the annual target was 30%. Revenue performance at mid-year was greater than 100%; this is due to greater than targeted capital expenditure.
- For operating expenditure the organisation achieved 239% for the first quarter target whilst the overall achievement against the annual target was 48%. Expenditure performance for the first quarter was greater than 100%, this is due to the operating expenditure target (on the scorecard) being set at only 20%. This was a technical error, as the quarter operating expenditure target should be set at 25% per quarter as it includes the JDA's other operational costs, such as salaries. This error will be amended in the mid-year adjustment.
- This mid-year report has been prepared against the JDA's 2016/17 business plan and scorecard. On the JDA's 21 Strategic KPI's, the JDA achieved 43% targeted performance and 57% not achieved.
- At mid-year in the 2016/17 financial year, the BBBEE share of expenditure was R 255 913 394. This constitutes an achievement of 96%.
- The SMME share of JDA's operating and capital expenditure at mid-year was R 54 297 192. This constitutes an achievement of 20% for the period under review.

TABLE 5: CAPITAL BUDGET MANAGEMENT OVERALL PROGRAMME PERFORMANCE

Overall Programme Performance		Target YTD	Actual YTD	Mid-Year Target %	% Actual / annual budget
		R' 000	R'000	%	%
<b>Overall Programme Performance</b>	<b>1,781,842</b>	<b>356,368</b>	<b>384,095</b>	<b>20%</b>	<b>22%</b>

TABLE 6: CAPITAL BUDGET MANAGEMENT PER PROGRAMME PERFORMANCE<sup>1</sup>

Per Programme Performance	2016/17	Actual YTD Expenditure	% Actual / annual budget
	Annual Budget		
	R' 000	R'000	%

<sup>1</sup> This measures effective capital budget management, in particular expenditure against set targets for project delivery. Targets of 100% expenditure have been set in respect of all funding sources for the financial year.

Per Programme Performance	2016/17	Actual YTD Expenditure	% Actual / annual budget
	Annual Budget		
	R' 000	R'000	%
Programme 1: Inner City transformation	212,500	29,946	14%
Programme 2: TOD Node developments	478,080	39,313	8%
Programme 3: GMS Priority development	266,000	28,813	11%
Programme 4: Greenways	723,962	271,383	37%
Programme 5: Alexandra Renewal Project	91,300	12,220	13%
Programme 7: Administrative	10,000	2,419	24%

The overall year to date capex expenditure at mid-year was R384,095 million against an annual budget of R1.78 billion. This translates to 22% of the annual budget.

**TABLE 7: OPERATING BUDGET MANAGEMENT<sup>2</sup>**

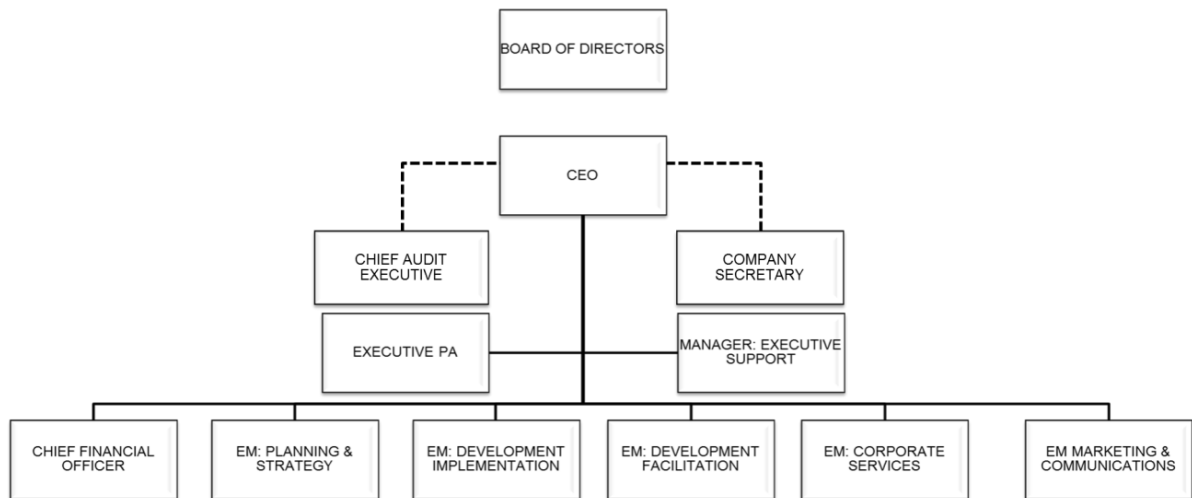
	2016/17	Year to date		% Achievement for Year to Date	% Achievement for Annual
	Original Budget	Target	Actual		
Revenue R'000)	104,555	25,994	31,735	122%	30%
Costs (R'000)	104,555	20,911	49,954	239%	48%
Net surplus/(deficit)	-	5,083	(18,218)		

## SECTION 4: HIGH-LEVEL ORGANISATIONAL STRUCTURE

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

<sup>2</sup> This measures effective budget control of operating costs (indicated by budget variances). In respect of effective budget control of operating costs, a target of 0% over expenditure has been set.

**TABLE 8: HIGH LEVEL ORGANISATION STRUCTURE**



## **SECTION 5: CHAIRPERSON'S FOREWORD**

At the mid-year of 2016/17, it is clear that the multi-year planning, budgeting and contracting system continues to yield efficient results in the JDA's expenditure patterns. Capital expenditure is at 22% of the total budget of R1.78 billion in the 2016/17 Business Plan.

With the political changes brought about by the outcomes of the 2016 Local Government Election, we recognise that there is the need to both retain focus on delivery in the year ahead as well as ensuring that the organisation is ready and prepared to take on any new mandates if needed. The Board is therefore working with management to focus on improving capacity requirements and supporting structures, processes and systems in 2016/17 that help in achieving the high standard of performance expected of the JDA.

As the Board, we have emphasised that JDA must, through a precinct-based approach, work with local stakeholders to enhance areas and address local challenges and needs in a sustainable way through our capital investments. This requires the organisation providing clear and regular communication, ensuring mobilisation activities, explaining the purpose, scope and outcomes of each project. The aim is to ensure that the development agency remains pivotal and visible in the work needed to achieve the spatial and economic goals set out in the Joburg 2040 GDS as well as in the ten new IDP principles, as outlined by the Mayor, that guide the City of Joburg.

In reviewing the ten new IDP principles the Board believes that there already exists strong synergies with some of them within the current mandate of the JDA; in particular, the promotion of investment through infrastructure development in both the inner city regeneration and other key economic nodes. The JDA has worked in the Inner City since inception in 2001/2 and is well positioned to further add value through the institutional knowledge, experience and capacity. Other key principles that are strongly aligned with the mandate is the role the JDA plays in through pro-poor development, particularly in the most marginalised areas and through the implementation of the base-infrastructure to support the City's efficient and effective transport network.

Together with management, we look forward as a team, to addressing the challenges and seizing the opportunities as we enter the second half of the 2016/17 financial year.



**Cassim Coovadia**

**Chairperson**

**20 January 2017**

## **SECTION 6: CHIEF EXECUTIVE OFFICER'S REPORT**

In terms of development progress at mid-year 2016/17, the major driver of capital expenditure remains Programme 4: Greenways, specifically the large construction works that are being undertaken on the Rea Vaya trunk routes along the Corridors of Freedom that connect commuters with the Rea Vaya BRT system and commuter rail services. Most of the NMT projects are being implemented by small construction companies, which mean that the large-scale infrastructure spending is also benefiting local businesses and creating local job opportunities. The JDA continues to work in the inner city, developing transport station precincts and investing in public transit and mobility infrastructure along the corridor routes. The JDA also focused its efforts in marginalised areas including Diepsloot, Alexandra and Westbury.

The capex expenditure at mid-year was R384,095 million against a target of R356, 368 million. This translates to 22% of the annual budget against a target of 20%. While the JDA's expenditure target for the mid-year has been achieved, this is primarily a reflection of projects already in the construction phase. In terms of the development progress lifecycle there are some delays in projects with the finalisation of concept designs and detailed designs. Without these milestones successfully in place, projects cannot proceed to construction, so it is therefore an area of concern that we will be monitoring closely, and where possible, also fast-track progress.

This mid-year report has been prepared against the JDA's 2016/17 business plan and scorecard. Our preparations for the 2017/18 business plan aims to respond directly to the newly restated City of Joburg priorities. With a long history of area based regeneration and successful project implementation, the JDA believes it is a well-positioned agency to assist in delivery on future priorities and commitments.

While, in this report, we focus very much on our current deliverables, I would also like to take a moment to thank all members of staff who played their role in ensuring that for the past 2015/16 year the JDA was able to obtain another Clean Audit Opinion from the Auditor-General.



**Thanduxolo Mendrew**  
**Chief Executive Officer**  
**20 January 2017**

## SECTION 7: CHIEF FINANCIAL OFFICER'S REPORT

For the six months ended 31 December 2016 actual deficit was R18 million (2015/16: R9 million) against a budget of R5million (2015/16: R11 million). The variance is mainly due to the operational expenditure target as determined in the approved scorecard which was erroneously reported at 20% as with the overall capital expenditure instead of 50%. However, in comparison to the 50% target, there was an under-expenditure that related mainly to employee costs, development facilitation, planning & strategy and marketing. Finance costs were however higher than budget due the overdraft on the treasury balance brought about by long outstanding capex claims not yet settled by departments on whose behalf the JDA implements projects.

The organisation achieved 122% (2015/16: 90%) of the year to date budgeted revenue and 239% (2015/16: 92%) of the year to date budgeted operational expenditure. This resulted in an overall year to date deficit of R18.2 million against a budgeted deficit of R11 million. The capital expenditure that is implemented by the JDA are based on specific development targets. The revenue that is generated through the implementation of these development projects are therefore not at the same progress as the operational expenditure that is incurred over the financial year, which generally results in a operating deficit for parts of the financial year.

Actual capital expenditure for the six months ended 31 December 2016 was R384 million (2015/16: R533 million) against a budget of R356 million (2015/16: R661 million). This represents 9% over-achievement of the budgeted capex for the quarter and 2% (2015/16: 7%) of the overall budget.

The organisation's total assets exceeded the total liabilities. The total net assets at 31 December 2016 were R46 943 000 (2015/16: R72 491 000). The net assets include accumulated reserves of R30 666 000 (2015/16: R56 213 000). The solvency and liquidity position of the JDA is slightly higher than the target which indicates that the JDA is financially sustainable and can continue to meet its current obligations. The table below reflects the financial position and financial performance of the organization at mid-year:

**TABLE 9 KEY PERFORMANCE RATIOS**

Key Performance Area	Key Performance Target	Actual 31 December 2015	Actual 31 December 2016
Current ratio	Above 1 : 1	0.98:1	1.14:1
Solvency ratio	Above 1 : 1	1.10:1	1.14:1
Remuneration to expenditure ratio <sup>3</sup>	60%	49%	62%
Maintenance to expenditure ratio	1%	0.23%	0.23%
Interest to expenditure ratio	Below 30%	16.37%	13.00%
Net cash position	5 000	7 462 000	641 901
% capital budget spent	20%	30%	22%
Revenue	11 562 000	25 994	31 735
Expenditure	22 627 000	20 911	49 954
Surplus/(Deficit)	( 11 065 000)	5 083	( 18 218)
Total net assets		72 491	46 943

**Sherylee Moonsamy CA (SA)**  
**Acting Chief Financial Officer**  
**20 January 2017**



<sup>3</sup> The JDA is primarily a service orientated organisation which results in a significant portion of the overall operational expenditure allocated to employee remuneration. This generally results in a higher remuneration % than the target.

## CHAPTER 2: CORPORATE GOVERNANCE

The Board of Directors of the JDA subscribes to good corporate governance expressed in King Code III and the Code of Conduct for Directors referred to in section 93L of the Municipal Systems Act, 2000 (MSA). The Board recognises the need to conduct the affairs of the municipal entity with integrity to ensure increased public confidence and the confidence of its parent municipality. It is the policy of the Board to actively review and enhance the entity's systems of control and governance on a continuous basis to ensure that the entity is managed ethically and within prudently determined risk parameters.

### SECTION 1: BOARD OF DIRECTORS

JDA has a unitary board, which consist of executives and non-executive directors. The Board is chaired by a non-executive director, Mr Cassim Coovadia. The Board meets regularly, at least quarterly, and retains full control over the company. The Board remains accountable to the City of Johannesburg, the sole shareholder and its stakeholders, the citizens of Johannesburg. A Service Delivery Agreement (SDA) concluded in accordance with the provisions of the MSA governs the entity's relationship with the City of Johannesburg. The Board provides Quarterly, Bi-Annual and Annual Reports on its performance and service delivery to the parent municipality as prescribed in the SDA, the MFMA and the MSA.

The JDA Board:

- Provides effective, transparent, accountable and coherent oversight of the JDA's affairs;
- Ensures that the JDA complies with all applicable legislation, the Service Delivery Agreement and the various shareholder policy directives issued by its parent municipality, from time to time;
- Deals with the parent municipality in good faith and communicates openly and promptly on all pertinent matters requiring the attention of its shareholder;
- Determines and develops strategies that set out the purpose, and values in accordance with the shareholder mandate and strategic documents such as the IDP;
- Reviews and approves financial objectives including significant capital allocations and expenditure as determined by the parent municipality; and
- Considers and ensures that the entity's size, diversity and skills make up are efficient to ensure that the entity is able to achieve its strategic objectives.

#### **Corporate Code of Conduct**

The JDA is committed to:

- The highest standards of integrity and behaviour in all its dealings with its stakeholders and society at large;
- Carrying on business through fair commercial and competitive practices;
- Eliminating discrimination and enabling employees to realise their potential through continuous training and development of their skills;

- Being responsible toward environmental and social issues; and
- Ensuring that each of its directors declare any direct or indirect personal or business interest that might adversely affect such director in the proper performance of his/her stewardship of the entity.

**TABLE 10: JDA BOARD OF DIRECTORS**

Board member	Capacity: Executive/non-executive	Race	Gender	Board committee membership
C Coovadia	Chairperson (Non-executive)	Indian	Male	<ul style="list-style-type: none"> <li>• Development and Investment</li> </ul>
K Govender	Non-executive	Indian	Male	<ul style="list-style-type: none"> <li>• Audit and Risk</li> <li>• Development and Investment</li> </ul>
E Harvey	Non-executive	Coloured	Male	<ul style="list-style-type: none"> <li>• Human Resources and Remuneration</li> <li>• Social and Ethics</li> </ul>
Z Mafata	CFO (Executive)	Black	Female	<ul style="list-style-type: none"> <li>• Development and Investment</li> <li>• Social and Ethics</li> </ul>
P Mashiane	Non-executive	Black	Female	<ul style="list-style-type: none"> <li>• Development and Investment</li> <li>• Social and Ethics</li> </ul>
P Masilo	Non-executive	Black	Male	<ul style="list-style-type: none"> <li>• Human Resources and Remuneration</li> <li>• Social and Ethics</li> </ul>
T Mendrew	CEO (Executive)	Black	Male	<ul style="list-style-type: none"> <li>• Development and Investment</li> <li>• Social and Ethics</li> </ul>
T Mukhuba	Non-executive	Black	Male	<ul style="list-style-type: none"> <li>• Audit and Risk</li> <li>• Human Resources and Remuneration</li> </ul>
N Selamolela	Non-executive	Black	Female	<ul style="list-style-type: none"> <li>• Audit and Risk</li> <li>• Human Resources and Remuneration</li> </ul>
W Thwala	Non-executive	Black	Male	<ul style="list-style-type: none"> <li>• Development and Investment</li> <li>• Human Resources and Remuneration</li> </ul>
P Zagaretos	Non-executive	White	Male	<ul style="list-style-type: none"> <li>• Development and Investment</li> <li>• Social and Ethics</li> </ul>

Together, the JDA directors have a range of different skills and experience that they bring to bear for the benefit of the entity. These include accounting, finance, legal, business management, human resources and labour relations, marketing, construction and development management.

The Board meets regularly, retains full and effective control over the company and monitors the implementation of the company's strategic programmes by the executive management through a structured approach of reporting and accountability. It sets the strategic direction of the JDA and monitors overall performance. All JDA's Board Committees are chaired by non-executive directors. JDA monitors overall performance.

## SECTION 2: BOARD COMMITTEES

### ***Board Meeting Attendance***

The Board meets not less than four times a year to consider matters specifically reserved for its attention. Indicated in the table below are the Board and committee's meetings held during the period under review. Attendance at meetings held during the quarter under review was as follows:

**TABLE 11: BOARD AND BOARD COMMITTEE MEETINGS & ATTENDANCE (JULY – DECEMBER 2016)**

Name	Board				Audit & Risk				Development & Investment				HR & Remco				Social & Ethics			
	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent
C Coovadia	5		5	0	N/A	N/A	N/A	N/A	2	2	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
E Harvey	5	5	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3	3	0	0	2	2	0	0
K Govender	5	5	0	0	7	6	1	0	2	1	1	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N Selamolela	5	5	0	0	7	7	0	0	N/A	N/A	N/A	N/A	3	3	0	0	N/A	N/A	N/A	N/A
P Masilod	5	5	0	0	N/A	N/A	N/A	N/A	2	2	0	0	N/A	N/A	N/A	N/A	2	2	0	0
T Mukhuba	5	3	2	0	7	2	5	0	N/A	N/A	N/A	M/A	3	1	2	0	N/A	N/A	N/A	N/A
P Mashiane	5	3	2	0	N/A	N/A	N/A	N/A	2	2	0	0	N/A	N/A	N/A	N/A	2	2	0	0
W Thwala	5	4	1	0	N/A	N/A	N/A	N/A	2	2	0	0	3	3	0	0	N/A	N/A	N/A	N/A
T Mendrew	5	5	0	0	7	5	2	0	2	0	2	0	3	3	0	0	2	2	0	0
Z Mafata (Resigned on 30 November 2016)	4	3	1	0	7	7	0	0	2	2	0	0	2	2	0	0	2	1	1	0
P Zagaretos	5	5	0	0	N/A	N/A	N/A	N/A	2	2	0	0	N/A	N/A	N/A	N/A	2	2	0	0
M Dolamo (Independent Audit & Risk member)	N/A	N/A	N/A	N/A	7	7	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
K Onuoka (Independent Audit & Risk member)	N/A	N/A	N/A	N/A	7	7	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Z Samsam (Independent Audit & Risk member)	N/A	N/A	N/A	N/A	7	5	2	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**Board Committees**

The following committees have been formed, each of which is chaired by a non-executive director.

- Audit and Risk Committee
- Social and Ethics Committee
- Human Resources and Remuneration Committee
- Development and Investment Committee

Each committee composition is as follows:

TABLE 12: BOARD COMMITTEES

Composition	Mandate and Quarterly Activities
<b>Audit and Risk Committee</b>	
<p>The Audit and Risk Committee, which consists of three non-executive directors and three independent members, meets not less than four times a year. Most members of this committee are financially literate. The following members served on the committee during the period under review:</p> <ul style="list-style-type: none"> <li>• K Govender (Chairperson)</li> <li>• N Selamolela</li> <li>• T Mukhuba</li> <li>• M Dolamo (Independent Member)</li> <li>• Z Samsam (Independent Member)</li> <li>• K Onuoka (Independent Member)</li> </ul>	<p>The committee has specific responsibility for ensuring that all activities of the JDA are subject to independent and objective review and financial performance oversight. The Audit and Risk Committee has a Charter with clear terms of reference as guided by the provisions of Section 166 of the MFMA. The Committee has the following responsibilities:</p> <ul style="list-style-type: none"> <li>• Reviewing JDA's internal controls, publishing financial reports for statutory compliance and against standards of best practice, and recommending appropriate disclosures to the Board.</li> <li>• Reviewing reports from management, internal and external auditors, to provide reasonable assurance that control procedures are in place and are being followed.</li> <li>• Reviewing the half-yearly and annual financial statements before submission to the Board, focusing particularly on any changes in accounting policies and practices.</li> </ul>
<b>Development and Investment Committee</b>	
<p>The following members served on the committee during the period under review:</p> <ul style="list-style-type: none"> <li>• P Zagaretos (Chairperson)</li> <li>• C Coovadia</li> <li>• P Mashiane</li> <li>• K Govender</li> <li>• D Thwala</li> <li>• T Mendrew</li> <li>• Z Mafata</li> </ul>	<p>Meetings are held on a bi-monthly basis or as required by the Chairperson. The Committee is responsible for evaluating development proposals with a view to making recommendations for approval to the Board. This entails examining risks associated with the proposed projects such as the financing, returns and projects risk profiles.</p>
<b>Human Resources and Remuneration Committee</b>	
<p>In line with the best practice of corporate governance, the Board maintains a Human Resources &amp; Remuneration Committee (HR &amp; REMCO), comprising 4 (four) non-executive directors and chaired by a non-executive director. It is responsible for directing human resources policies and strategies for the organisation and approving the remuneration for the Chief Executive Officer, senior executives and staff. The following members served on the committee during the period under review:</p> <ul style="list-style-type: none"> <li>• N Selamolela (Chairperson)</li> <li>• E Harvey</li> <li>• P Masilo</li> <li>• T Mukhuba</li> <li>• D Thwala</li> </ul>	<p>The committee meets not less than 4 (four) times a year. The executive directors are excluded from the HR &amp; Remuneration Committee when matters relating to their remuneration are discussed. The committee ensures that the remuneration of the Chief Executive Officer and senior management are within the upper limits as determined by the City of Johannesburg in accordance with the provisions of Section 89(a) of the MFMA.</p> <p>The remuneration of the Chairperson, the non-executive directors and independent audit committee members is determined by the parent municipality.</p>
<b>Social and Ethics Committee</b>	
<p>The following members served on the committee during the period under review:</p> <ul style="list-style-type: none"> <li>• P Mashiane (Chairperson)</li> <li>• P Masilo</li> <li>• E Harvey</li> <li>• P Zagaretos</li> <li>• D Thwala</li> <li>• T Mendrew</li> <li>• Z Mafata</li> </ul>	<p>The Social and Ethics Committee is responsible for acting as the social conscience of the business and ensuring that the company conducts itself as a responsible corporate citizen. This means ensuring that the JDA conducts its business in a sustainable manner, having regard for the environment, fostering healthy relationships with all its stakeholders and considering the impact of its work within the community. This committee also considers the treatment of and investment in employees, health and safety practices, black economic empowerment and the ethical corporate culture.</p>

### SECTION 3: DIRECTORS & PRESCRIBED OFFICERS REMUNERATION

**TABLE 13: EXECUTIVE DIRECTOR'S, SENIOR MANAGEMENT AND NON-EXECUTIVE DIRECTOR'S & INDEPENDENT AUDIT COMMITTEE MEMBERS REMUNERATION AND ALLOWANCES TO DATE AT MID-YEAR 2016/17**

Name	Designation	Salary/Board Fees	Pension	Bonus/Board Retention Fees	Travel allowance	Total
<b>Executive Directors &amp; Senior Management</b>						
T. Mendrew	CEO	902,913	-	-	-	902,913
Z. Mafata	CFO (Resigned 30 November 2016)	721,757	-	104,982	-	826,740
Z Tshabalala	CAE	519,106	25,306	-	-	544,413
D. Cohen	EM: Strategy & Planning	502,367	14,294	-	-	516,661
B. Magoso	EM: Corporate Services	545,762	15,764	-	100,000	661,526
R. Shirinda	Company Secretary	612,873	25,641	93,069	-	731,583
C. Botes	EM: Development Facilitation	524,788	-	-	15,000	539,788
L. Visagie	Senior Development Manager (Resigned 30 June 2016)	-	-	103,335	-	103,335
N Mudlovhedzi	Senior Development Manager (Appointed 01 December 2016)	86,590	5,910	-	-	92,500
S. Genu	EM: Development Implementation (Appointed 01 September 2016)	700,985	33,521	118,902	-	853,408
<b>Sub-Total</b>		<b>5,117,142</b>	<b>120,436</b>	<b>420,289</b>	<b>115,000</b>	<b>5,772,867</b>
<b>Non-Executive Directors &amp; Independent Audit Committee Members</b>						
C Coovadia	Chairperson	27,382	-	-	-	27,382
P Masilo	Board Member	69,600	-	-	-	69,600
P Mashiane	Board Member	57,046	-	-	-	57,046
W Thwala	Board Member	58,195	-	-	-	58,195
E Harvey	Board Member	67,324	-	-	-	67,324
K Govender	Board Member	118,646	-	-	-	118,646
T Mukhuba	Board Member	37,652	-	-	-	37,652
P Zagaretos	Board Member	74,158	-	-	-	74,158

Name	Designation	Salary/Board Fees	Pension	Bonus/Board Retention Fees	Travel allowance	Total
N Selamolela	Board Member	102,678	-	-	-	102,678
M Dolamo	Board Member	45,632	-	-	-	45,632
K Onuoka	Independent Audit and Risk Committee Member	34,224	-	-	-	34,224
Z Samsam	Independent Audit and Risk Committee Member	28,520	-	-	-	28,520
<b>Sub-Total</b>		440,400	-	-	-	721,057
<b>TOTAL</b>		5,557,542	120,436	420,289	115,000	6,493,924

The directors' emoluments were taxed according to South African Revenue Services' guidelines.

#### SECTION 4: COMPANY SECRETARIAL FUNCTION

The primary function of the Company Secretary is to act as the link between the Board and management and to facilitate good relationships with the shareholder. The Company Secretary is responsible for the general administration, more specifically to ensure compliance to good corporate governance practices and to provide guidance to the directors on corporate governance principles and applicable legislation.

- The company secretary's work covers a wide variety of functions, including but not limited to:
- Organising, preparing agendas, and taking minutes of meetings;
- Dealing with correspondence, collating information, writing reports, ensuring decisions made are communicated to the relevant people;
- Advising the Board and management on corporate governance matters;
- Contributing to meeting discussions, as and when required; and
- Arranging the annual general meetings.

#### SECTION 5: 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.

### ***Risk Management Process***

Risk identification and assessment is an on-going process. The JDA conducts an annual strategic and operational risk assessment workshop. This process is supported by an on-going risk management process at departmental level; and all employees are required to take ownership of risks that fall within their respective areas of responsibilities.

The following risk management programmes and/or activities that were implemented during mid-year of 2016/2017 financial year are as follows:

- Strategic Risks Management and Monitoring
- Operational Risks Management and Monitoring
- Developed a Universal Regulatory Register (URR) and Compliance Monitoring
- Initiated an Ethics Management Programme
- Reviewed the Fraud Risk Register and Ethics Management Risk which was tabled at EXCO, but which was referred back to effect amendments
- Code of Ethics policy was adopted by EXCO and recommended to Social and Ethics Committee for approval
- Risk Management Performance Indicators incorporated in Managers' Scorecards
- Implemented a Governance, Risk and Compliance integrated software tool
- Developed a Compliance Management Framework

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

### ***Strategic Risk Register***

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

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

The JDA conducts an annual strategic risk assessment workshop to ensure that there is a link between risk management and the business planning processes. A total of 11 strategic risks were identified in 2016/17 that are linked to eight JDA strategic objectives. Of the 11 strategic risks, management identified five critical risks that required urgent attention and close monitoring. These risks are ranked highly in accordance with the residual risks rating and pose significant threat to the business of the JDA. The critical risks identified were:

- Failure to deliver capital projects on time and within budget.
- Failure to attract, develop and retain skilled employees.
- Failure to adequately manage stakeholder expectations.
- Inability to ensure financial sustainability
- Reporting inaccurate performance information (over or under reporting).

#### ***Implementation progress and impact analysis***

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

At the beginning of 2016/17, the critical risks had a residual risk rating of medium and high after taking the current controls into account. This meant that management had to further compensate current controls to reduce the residual risk rating to an acceptable level. Although significant work has been undertaken to address these risks, more work is still required to address the complexities experienced in the implementation of projects.

The critical challenges identified in the 2016/17 financial year were as follows:

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

To address these challenges, the JDA will:

- Develop a development facilitation and stakeholder management framework to effectively address how to implement projects with minimal resistance from key stakeholders.
- Undertake a skills audit; develop a training programme on stakeholder engagement and management to capacitate facilitation and development managers.

- Continue to exercise oversight of all strategic risks identified and ensure that committed actions are being implemented.

Progress as at Mid-year 2016/17 (July - December 2016):

- Stakeholder Management Framework was ratified by EXCO on 15 June 2016 and recommended to the JDA Social and Ethics Committee for review and endorsement; and approved by the Board on the 7<sup>th</sup> of September 2016.
- Alexandra Renewal Project Unit skills audit has been undertaken to establish capability assessment in order to match with specific roles in the merging process (this was done in 2014) Final Letters relating to placement were distributed by the 15<sup>th</sup> of December 2016 for ARP staff advising of the roles in which they have been placed.
- Strategic Risks are continuously monitored by management and governance structures provide oversight on a quarterly basis.
- Governance, Risk and Compliance (GRC) system configured, employees trained and system is currently in use. The first quarter detailed risk reports for 2016/17 will be generated from the newly acquired system. Internal Audit will be performing their planned audits as from the second quarter utilising the GRC system.
- Compliance Management Framework developed and approved by the JDA Board on the 7<sup>th</sup> September 2016. The URR was presented to the Audit Risk Committee on the 15<sup>th</sup> of August 2016; the Committee noted the document and will exercise oversight to ensure that compliance controls are working as intended. The Framework is communicated to the JDA wide and Universal Regulatory Register quarterly monitoring done.
- 2016/17 Operational Risks Assessments conducted and operational risks are monitored on a quarterly basis.

## SECTION 6: INTERNAL AUDIT FUNCTION

The Internal Audit Function (IAF) subscribes to and accepts the mandatory nature of the definition of internal audit as defined by the International Standards for the Professional Practice of Internal Audit (“ISPPA”) which defines internal audit as “an independent, objective assurance and consulting activity designed to add value and improve an organization’s operations. It helps an organization achieve its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.”

The key objectives of the Internal Audit Function is to assist the Audit & Risk Committee in the effective discharge of their responsibilities, provide strategic support to the Chief Executive Officer (“CEO”) and management that contributes towards the establishment of adequate and effective systems of governance, risk management and internal control processes through providing value adding recommendations to improve the effectiveness and efficiency of the operations of the JDA.

It is within this context that the IAF strives to continuously strengthen and understand its stakeholders, their specific requirements and business drivers so that there is continuous strategic alignment and value add to long term and short term goals.

**Progress made against the approved Annual Internal Audit Plan**

The scope of the internal audit progress to which this report relates is for the period 01 July 2016 to December 2016; the report includes progress on the planned audit projects executed as well as special audit requests (if any) that were undertaken during the reporting period. In the reporting period, there were eleven (11) audits planned and one (1) special audit request; 67% of these audits have been completed and 33% are in progress.

The key activities of the Internal Audit Function for the reporting period are detailed in the table below.

No.	Audit Description	Progress as at 31 December 2016	Comments
1.	Review of the 2015/16 Annual Integrated Report	Audit completed	Audit completed. Audit outcomes communicated to management and the Audit and Risk Committee.
2.	Review of the 2015/16 Draft Financial Statements	Audit completed	Audit completed. Audit outcomes communicated to management and the Audit and Risk Committee.
3.	Stakeholder Management Review 2016/17	In progress	The audit is at the reporting phase. Final Report to be signed off end of January 2017.
4.	Audit of the alignment of the business plan, the operational plans and individual performance agreements 2016/17	In progress	The audit is at execution phase. Audit will be completed by February 2017.
5.	Quarterly Review of SCM Tenders above R10m: <ul style="list-style-type: none"> <li>i. Westbury Transformation Development Centre</li> <li>ii. Paterson Park Multi-purpose Sport and Recreation Centre</li> <li>iii. Rotunda Park Precinct-Phase 2</li> </ul>	Audit completed	Audits completed. Audit outcomes communicated to management. Final Audit report to be tabled at the Audi and Risk Committee meeting to be held in February 2017.
6.	Audit of Q1 Performance Information 2016/17	Audit completed	Audit completed. Audit outcomes communicated to management. Final Audit report to be tabled at the Audi and Risk Committee meeting to be held in February 2017
7.	Performance Bonus Review 2015/16 FY	Audit completed	Audit completed. Audit outcomes communicated to management. Final Audit report to be tabled at the Audi and Risk Committee meeting to be held in February 2017
8.	Quarterly follow up on internal audit and AGSA findings	Audit completed	Audit completed. Audit outcomes communicated to management and the Audit and Risk Committee.
9.	Review on the Implementation of Risk Mitigation Plans	Audit completed	Audit completed. Audit outcomes communicated to management. Final Audit report to be tabled at the Audi and Risk Committee meeting to be held in February

No.	Audit Description	Progress as at 31 December 2016	Comments
			2017
10.	Asset Maintenance and Physical Security Risk Management Audit	Audit completed	Audit completed. Audit outcomes communicated to management. Final Audit report to be tabled at the Audi and Risk Committee meeting to be held in February 2017 .
11.	Quarter 1 Review of Tenders Below R10 million	In progress	Audit at execution phase. Audit will be completed by February 2017.
12.	Implementation of Board Resolutions 2013-2016	In progress	Audit at reporting phase. Final Report to be signed off in January 2017.

All the areas for improvement identified through the audit efforts were communicated to management through the internal audit reports.

#### **Resourcing of the Internal Audit Function and related changes**

In terms of the approved structure, the Internal Audit unit consists of a Chief Audit Executive, two (2) Internal Audit Managers, two (2) Internal Audit Interns and an Administrator.

In the reporting period, the Internal Audit Function was fully capacitated as per the approved structure. There were no resignations.

## **SECTION 7: CORPORATE ETHICS AND ORGANISATIONAL INTEGRITY**

The JDA and its Board subscribe to high ethical standards and principles. The leadership provided by the Board is characterised by the values of responsibility, accountability, fairness and transparency, and has been a defining characteristic of the JDA since its establishment in 2001.

The JDA's main objective has always been to do business ethically while building a sustainable company that recognises the short- and long-term impact of its activities on the economy, society and the environment. In its deliberations, decisions and actions, the Board is sensitive to the interests and expectations of the JDA's stakeholders.

#### **Code of Conduct**

The JDA's code of conduct, which is fully endorsed by the Board, applies to all directors and employees. The code is consistent with schedule 1 of the Municipal Systems Act and the provisions of the CoJ corporate governance protocol for municipal entities.

The code is regularly reviewed and updated as necessary to ensure that it reflects the highest standards of behaviour and professionalism. Through its code of conduct, the JDA is committed to:

- The highest standards of integrity and behaviour in all its dealings with its stakeholders and society at large.
- Fair commercial and competitive business practices.
- Eliminating discrimination and enabling employees to realise their potential through continuous training and skills development.
- Taking environmental and social issues into consideration.
- Ensuring that all directors declare any direct or indirect personal or business interest that might adversely affect them in the proper performance of their stewardship of the entity.

The code requires all staff to act with the utmost integrity and objectivity and in compliance with the law and company policies at all times. Failure to act in terms of the code results in disciplinary action. The code is discussed with each new employee as part of the induction process, and all employees are asked to sign an annual declaration confirming their compliance with the code. A copy of the code is available to interested parties on request. Non-adherence to the code of ethics-related matters can be reported to a toll-free, anonymous hotline. Any breach of the code is considered a serious offence and is dealt with accordingly, which serves as a deterrent. The directors believe that ethical standards are being met and are fully supported by the ethics programme.

#### ***Declaration of interest***

In accordance with its code of conduct, the JDA maintains a register of directors' declarations of interests. The register is updated annually and as and when each director's declared interests change. A register is circulated at every Board and Board committee meeting for the directors to declare any interest related to every matter discussed at a particular meeting.

The JDA's employee code of ethics and terms and conditions of employment require all employees to complete declarations of interest covering shareholding in private companies, membership of close corporations, directorships held, partnerships and joint ventures, remunerative employment outside of the JDA, gifts and hospitality, and the status of their municipal accounts.

The JDA has a whistle-blowing hotline number, which it advertises in the offices and on its website. In addition, all JDA tender documents urge people to report fraudulent activities or maladministration by JDA employees on the hotline.

## **SECTION 8: CORPORATE SOCIAL RESPONSIBILITY (CSR) REPORT**

The JDA has planned three CSR projects for this financial year. A budget of R360 000 is allocated to CSR programs.

## **SECTION 9: SUSTAINABILITY REPORT**

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

The JDA's area-based development approach has evolved over the last 12 years. It begins by identifying the local competitive advantages, development needs and opportunities within the development area. Capital works projects are then used to catalyse private investment, enterprise and neighbourhood development. This area-based development approach ensures the long-term sustainability of the capital assets created by ensuring a greater focus on developing strategic capital works projects, facilitating development to increase the impact of public investments, and establishing urban management partnerships to ensure the sustainability of the public investments.

During the mid-year of 2016/17, the JDA continued working closely with the Department of Development Planning to communicate the strategic vision for the Corridors of Freedom and the CoJ's spatial transformation objectives. The JDA also participated in stakeholder engagement regarding spatial transformation and urban planning and development of good practices.

### ***Environmental Impact***

Environmental sustainability plays an integral part in all of the JDA's development projects, which all comply with environmental impact regulations. To minimise their environmental impact, all professional teams involved in preparing designs for the JDA are briefed to include the following environmental considerations:

- The design of more permeable ground surfaces and soakaways or swales to reduce the stormwater run-off in areas upgraded by the JDA to achieve sustainable urban drainage standards.
- Indigenous and water-wise planting in all landscaping interventions in compliance with City Parks requirements. These interventions are currently being implemented on most of JDA's public environment update, complete streets and BRT related projects across the City.
- The environmental design for crime prevention guidelines as promoted by the City Safety Programme.
- Environmental construction and infrastructure options such as energy-efficient lighting and rainwater harvesting. This design intervention is currently being explored on JDA's BRT Depots and some Public Health Clinics that are at design stage.
- Environmental health regulations for informal trading where the JDA upgrades trading and taxi facilities. Currently the JDA has four projects relating to the upgrading of Informal Trading and six projects relating to upgrading of Taxi Facilities.
- Including urban environmental management as an integral part of the urban regeneration projects that the JDA implements, such as the upgrading of parks, the construction of stormwater facilities and public transport infrastructure and facilities. Currently the JDA has more than six projects that focuses on urban regeneration and public environment upgrades with more emphases on Randburg, Orange Groove and Inner City

Four major outcomes define the Joburg 2040 GDS. Outcome 2 highlights the need to "provide a resilient, liveable, sustainable urban environment – underpinned by infrastructure supportive of a low carbon economy". The CoJ plans to lead in the establishment of sustainable and eco-efficient infrastructure solutions (for example, housing, eco-mobility, energy, water, waste, sanitation, and ICT) to create a landscape that is liveable, environmentally resilient, sustainable, and supportive of low-carbon economy initiatives. Two of the JDA programmes, transit-oriented node development and greenways, are a direct response to Outcome 2.

- Transit-oriented node development - The transit-oriented node (TOD) development programme encourages optimal development of transit hubs and corridors across the city, which provides access to affordable accommodation and transport, high-quality public spaces and amenities, and good community services. Currently the JDA is working on the Nancefield and Jabulani TODs, with clearly defined long term (five years) development plans.
- Greenways - The greenways programme focuses on providing resilient, liveable and sustainable environments within the CoJ by using roads and transport modes to promote walking, cycling and sustainable public transport. This programme includes the continued roll-out of the Rea Vaya BRT infrastructure and service. Within the greenways programme, for example, the Rea Vaya BRT service has the potential to reduce the city's transport energy use and the associated carbon emissions in the medium term. The service is currently being used by up to 31 000 people per day, and there is potential to increase the numbers. Currently the JDA is implementing the Phase 1C Rea Vaya infrastructure on behalf of the COJ Transport Department. Phase 1C is the extension of the current BRT phases to the North along Louis Botha, Katherine Drive, William Nicol Drive, Republic Road and Old Pretoria Main. This phase seeks to connect Randburg to Sandton, Sandton to Alexandra, Ivory Park to Sandton and all these key area to the Johannesburg CBD.

## SECTION 10: ANTICORRUPTION AND FRAUD

Financial crime and other unlawful conduct pose a threat to the JDA's business and strategic objectives. The JDA supports government's efforts to combat financial crime at all levels. The JDA, in its endeavour to combat financial crime, ensures compliance with all relevant legislation and regulations. The antifraud and anticorruption programme supports and fosters a culture of zero tolerance to fraud, corruption and unlawful conduct.

Employees are regularly briefed and trained on fraud prevention, and the induction process for new employees is being revised to include information regarding fraud prevention. Strict payment management processes are in place and the Bid Evaluation Committee independently verifies whether preferred service providers can complete the work.

The reviewed Draft Fraud Risk Register was submitted to EXCO for consideration and approval on the 29th of November 2016. The Draft Fraud Risk Register is awaiting final approval and it is anticipated that approval will be secured during the 3rd quarter of 2016/17. Anti-Fraud and Anti-Corruption programmes are still on-going which include amongst others promotion of whistle-blowing, creating awareness on fraud and corruption risks which are prevalent in our environment, on-going proactive monitoring and tracking of fraud and corruption risks and audit verifications on employees declaration of interests.

The strategic risk register identifies "fraudulent and corrupt activities" as a strategic risk with a high inherent risk rating and medium residual risk rating of nine. Two other strategic risks on the strategic risk register also identify fraud and/or corruption as a root because that can potentially give rise to strategic risks. The strategic risk register sets out specific future actions to mitigate these risks, including conducting regular fraud risk assessments and creating fraud risk awareness.

There was only one alleged corruption incident reported in the Mid-year 2016/17 financial year. The alleged corruption matter is currently under investigation.

TABLE 14 BELOW IS A TABLE THAT SUMMARIZES THE NUMBER OF CASES REPORTED AND STATUS THEREOF

WHERE OR TO WHOM WAS THE CASE REPORTED	NUMBER OF EMPLOYEES INVOLVED, IF APPLICABLE	ALLEGATION	NATURE OF THE CASES (e.g. Corruption, fraud and maladministration)	STATUS (If resolved, State the outcome?)
CoJ, Office of the MMC Development Planning	None	This case relates to a group of people who purport to be JDA officials, who solicit bribes in exchange they guarantee Service Providers a winning bid.	Corruption	Case was reported to the SAPS Commercial Crime Unit and the case closed, due to failure to secure further leads. Case will be reopened if new information/leads are reported or come to light.
JDA, Internal Audit Department, directly to the Chief Audit Executive	One	JDA official indirectly doing business with the JDA.	Conflict of Interest	The investigation preliminary report has been referred to legal for advice and drafting of disciplinary charges against official.
City of Johannesburg Fraud Hotline	One	Payment of Contractor in Advance. Poor workmanship by Contractor for appointed project. Contractor has a record of poor quality service. Contractor awarded tender due to former employee to the JDA.	Corruption	The matter has been investigated and it is currently on the reporting stage.
JDA, Chief Executive Officer	One	Procurement Malpractices (Allegation to award a bid to a particular contractor)	Corruption	The matter has been investigated and it is currently on the reporting stage.

## SECTION 11: ICT GOVERNANCE

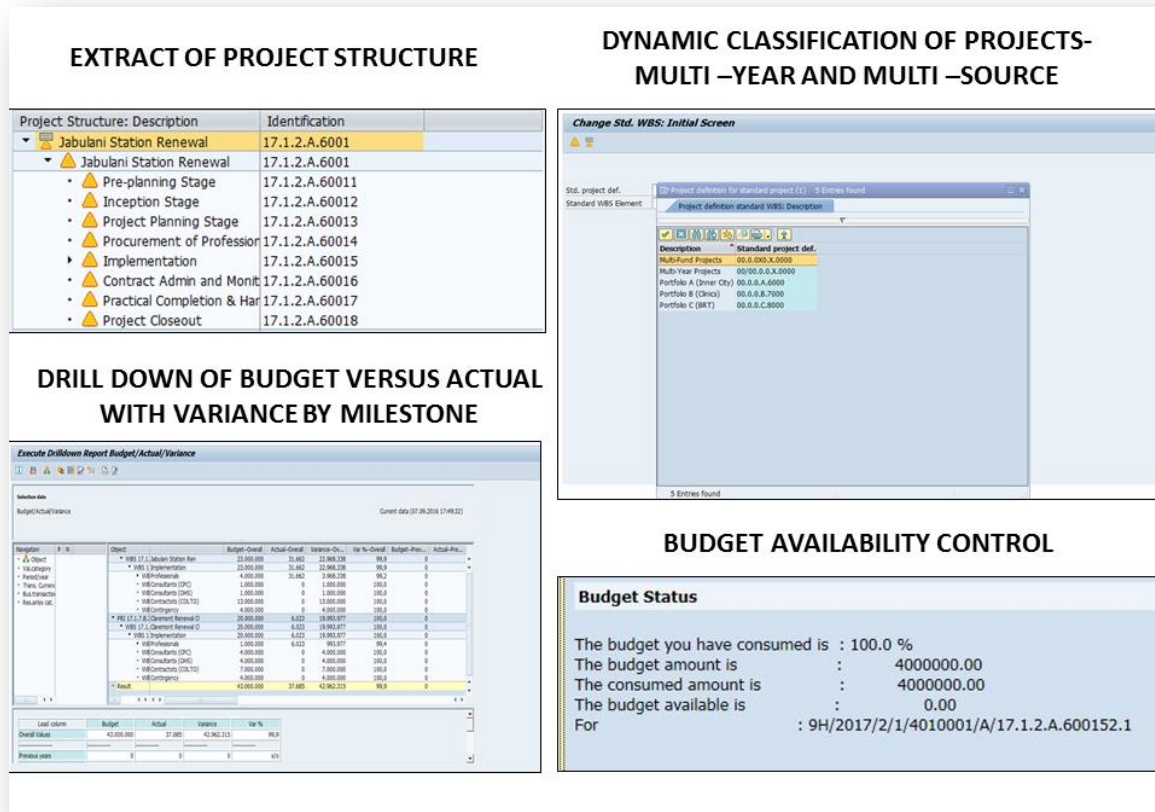
### Smart Cities – SAP Project Systems Implementation

The JDA has implemented SAP Project systems as its project management solution. This system went live in the beginning of the financial year. The JDA’s capital projects are now being managed both financially and technically in one single unified platform, in line with the City of Johannesburg’s smarter cities initiatives.

A post implementation review of the implementation assessed the uptake of usage and business application of SAP Project systems, of the maturity of new processes and procedures that have been implemented and importantly of the areas that need improvement and how they can be improved. The JDA is therefore currently working on enhancing the full cycle of project management from both a process and financial point view.

The following set of screens extracts included in this narrative is meant to give a preview of the sheer strength of the fully implemented SAP Project systems solution and its inexhaustible capabilities.

FIGURE 2: SAP FUNCTIONALITY



The full implementation of SAP Project systems is a demonstration of the JDA’s commitment to work smart, to buttress its mandate through a more refined project management platform and its commitment to fully align to the City of Johannesburg’s ICT strategies, which in turn boost the completion of infrastructure projects, and importantly improve service delivery to the citizens of the City.

**Governance and Disaster Recovery**

JDA IT Management continues to ensure that it has Service level agreements that buttress its operational efficiencies. All the current SLAs stretch over a three (3) year period. Monthly performance management meetings ensure that services are delivered in line with the terms and conditions of the SLAs /contracts. There were no new contracts in this quarter.

**Business continuity and disaster recovery**

JDA IT management continues to ensure that, backups and disaster recovery tests are conducted as per Service Level Agreement with Continuity SA. In this quarter, DR tests of the entire environment were conducted to ensure the JDA environment is fully resilient and can continue in the event of a disaster. Special mention is the fact that this included the recently implemented SAP environment.

**New Audit Tracking Tool**

Implementation of a Governance Risk and Compliance (GRC) tool are at an advanced stage. The implementation is being led by Sizwe Ntsaluba Gobodo (SNG), with Risk and Internal Audit being their main

clients. The JDA was previously using Exclaim software and with its expiry, a new service provider, SNG, was appointed to implement a new solution.

The re-implementation of a GRC tool will enhance assurance processes around risk identification and mitigation, tracking of audit findings and generally assist to further assist in the identification of deficiencies in internal controls where applicable and ensure that the internal control environment of the JDA is fully monitored and continuously sanitised.

### ***Network Utilisation and availability***

Network connectivity in this period under review has been 100% against a target of 99.9%. A critical component of the network availability, is its utilization, which is a good indicator of the level of usage of the network infrastructure invested on by the JDA and importantly gives an indicator of future appetite that the JDA may have for additional use of the network, which could in turn would feed into strategic thinking around planning as to the future financial resources required to both maintain and expand the network.

The indication for this period under review is that the network is largely being fully utilised, giving a comfortable likelihood of a possible short to medium term need to increase the capacity of the network.

In terms of governance, policies have been crafted to ensure that usage is in line with acceptable standards and applicable acts.

## **SECTION 12: COMPLIANCE WITH LAWS & REGULATIONS**

The JDA monitors compliance with applicable legislation and regulations throughout the entity on a regular basis. Regulatory compliance describes the goals that JDA aspires to achieve in their efforts to ensure that they are aware of and take steps to comply with relevant laws and regulations, whereas general compliance means conforming to a rule, such as a specification, policy, standard or law.

Due to the increasing number of regulations and need for operational transparency, JDA has adopted the use of consolidated and harmonized sets of compliance controls which will be achieved through the successful implementation of the compliance management programme. This approach ensures that all necessary governance requirements can be met without the unnecessary duplication of effort and activity from resources.

The JDA has committed to undertake an annual risk analysis review of legislation, particularly of new and changed legislation, to keep the Regulatory Universe for JDA relevant and up to date. These processes:-

- Develop and maintain a system for identifying the legislation that applies to JDA's activities.
- Assign responsibilities for ensuring that legislation and regulatory obligations are fully implemented in JDA.
- Provide training for officials, and other relevant stakeholders in the legislative requirements that affect them.
- Provide officials with the resources to identify and remain up-to-date with new legislation.
- Conduct audits to ensure there is full compliance.
- Establish a mechanism for reporting non-compliance

- Identify accidents, incidents and other situations where there may have been non-compliance.

In relation to compliance performance, the JDA has detected or registered 28 out of 259 Compliance obligations that are non-compliant at mid-year. JDA has not incurred any fruitless, irregular and unauthorized transactions for the mid-year of 2016/2017. It is also imperative to note that management's accountability for compliance is reinforced by Internal Audit, audit on compliance to laws and regulations are standard audit procedure on all audit engagements.

## CHAPTER 3: SERVICE DELIVERY PERFORMANCE

### SECTION 1: HIGHLIGHTS AND ACHIEVEMENTS

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

The JDA’s programme performance information policy and reporting framework covers the procedures and content in the JDA’s programme performance information management system. This includes for example, the definition of key performance areas and indicators and targets in the business planning process and the articulation of the link between programme objectives and results and the performance indicators and targets. The policy is supported by a programme performance reporting framework based on a comprehensive scorecard. This scorecard lists all of the output and outcome performance measures that the JDA should collect data on for a range of timeframes (quarterly, annually or periodically). From this reporting framework, the annual scorecard is developed and the performance targets are set. The JDA policy and reporting framework only defines a target as achieved with a 95–100% rating, a target as partially achieved with an 80–94% rating and a target not achieved with anything less than a 79% rating. Hence any less than 80% is regarded as not achieved.

**TABLE 15 SUMMARY OF KPI PERFORMANCE**

IDP Priority	IDP programme	Count of KPI’s	KPI Number (Ref)	Target Achieved (95% - 100% rating)		Target Partially Achieved (80% - 94% rating)		Target not Achieved (<79% rating)	
				Count	%	Count	%	Count	%
Priority 6: Financial Sustainability	Capital project management	1	1	1	100%		0%		0%
	Enhanced corporate governance, through 100% compliance with financial, risk and performance management guidelines	1	2	1	100%		0%		0%
Priority 4: Transforming sustainable human settlements	Improved Mobility	1	3	1	100%		0%	0	0%
	Compact, integrated and liveable urban form and spaces	9	4-5-6-7-8-9-10-11-12	2	22%		0%	7	78%
Priority 1 and 2: Employment creation, investment attraction and retention; Informal Economy, SMME and Entrepreneurial support	City wide job creation programme - 250 000 jobs by 2016	2	13-14		0%		0%	2	100%
	Enterprise Development	1	15		0%		0%	1	100%
Priority 12: Good	To improve governance	1	16		0%		0%	1	100%

IDP Priority	IDP programme	Count of KPI's	KPI Number (Ref)	Target Achieved (95% - 100% rating)		Target Partially Achieved (80% - 94% rating)		Target not Achieved (<79% rating)	
				Count	%	Count	%	Count	%
governance	profile of the City								
	To reduce the levels of corruption in the City	1	17	1	100%		0%		0%
Day-to-day Programme	Other IDP or Day-to Day programmes	4	18-19-20-21	3	75%		0%	1	25%
		<b>21</b>		<b>9</b>	<b>43%</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>57%</b>

## SECTION 2: SERVICE DELIVERY CHALLENGES

Given the spatial, socio-economic and political environment in which the JDA operates, there are often challenges that affect area-based development and the JDA's ability to facilitate common economic and social objectives.

In at mid-year, delivery was affected in several projects.

- The Department of Labour investigation into the collapse of scaffolding of a pedestrian bridge while under construction in Sandton continued. While investigation is underway, the Department of Labour has approved that Murray and Roberts can continue on the broader bridge construction project but not on the scaffolding required to build the bridge. JDA has therefore proceeded with construction only on parts of the dedicated pedestrian and cycling bridge at the Grayston off-ramp of the M1 Motorway. The City will only allow full construction of the bridge to resume when firstly, both the JDA and the contractor have demonstrated that they have put in place all possible risk mitigation measures to avoid a reoccurrence of this tragic accident and secondly, after the Department of Labour have approved the design and construction methodology going forward. It is anticipated that the investigation will be completed by August 2017.
- The delivery of the Orlando East Transit Oriented Development has been delayed due the dissatisfaction of members of the community organized under the body called the Orlando Task Team. Negotiations facilitated by an independent conciliator were being undertaken and while there was hope that an agreement will be reached, construction has not commenced due to safety and security concerns limiting access to contractors on site. This project might be postponed to the following financial year if no resolution is reached by end of January 2017
- In the period under review, a number of JDA projects in Greater Region E have been delayed as a result of community issues. With the Alexandra projects, the Paterson Park projects and the BRT project along Louis Botha, in particular. The JDA is continuously challenged by community actions affecting its implementation of projects. Such actions range from allegations of poor consultations by the JDA prior to approval of interventions to protests around appointment of local SMMEs, appointment of Community Liaison Officers (CLOs) and provisions of jobs to locals.
- A number of JDA projects have been affected by poor performing contractors. The main ones are the Nancefield Station Precinct, Langlaagte Pharmacy, Thoko Mngoma, Rabie Ridge Sport Facility and

Orchards Clinic. In both projects the construction works were behind programme. Discussion with the contractor revealed that they are financially insecure and unable to provide the capacity to deliver on the projects. Meeting have been held with the contractor to explore options including cancelling the contract and procuring an alternative contractor to complete the projects.

## SECTION 3: “GAME CHANGERS” PROGRAMMES

A summary of the JDA’s “game changer” programmes in response to the GDS 2040 are outlined below:

### 3.3.1 CORRIDORS OF FREEDOM

The key activities in this programme include:

- Investing in the public transit and mobility infrastructure to promote walking, cycling, and sustainable public transport, along the corridor routes (JDA Programme 4). The major driver of capital expenditure is from Programme 4: Greenways, specifically the large construction works that are being undertaken on the Rea Vaya trunk routes and along the Corridors of Freedom that connect commuters with the Rea Vaya BRT system and commuter rail services. Most of the non-motorised transport [NMT] infrastructure projects are being implemented by small construction companies, meaning that the large-scale infrastructure spending is also benefiting local businesses and creating local job opportunities.
- Developing TOD / station precincts (JDA Programme 2) - The transit-oriented node development programme encourages optimal development of transit hubs and corridors across the city, which provides access to affordable accommodation and transport, high-quality public spaces and amenities, and good community services.
- Development Facilitation - Investing time and resources on development facilitation necessary in the corridors in order to catalyse development. Development Facilitation capacity within the JDA will actively drive investment promotion and property development deals.

### 3.3.2 INNER CITY TRANSFORMATION

The key activities in this programme include:

- JDA’s inner-city programme (JDA Programme 1) - Within this programme there are elements of transit-oriented node and corridor development. Precinct developments will be designed to respond to local conditions, needs and advantages, and to achieve economic, social and sustainable development outcomes.
- Inner City Housing Implementation Plan (ICHIP) - The Social Housing Regulatory Authority (SHRA) has approved a general capacitation grant for the City of Johannesburg on specific programmes relevant to social housing of the Inner City Housing Implementation Plan (ICHIP). The successful execution of specific programmes will support the creation of a pipeline of social housing projects in the inner city of Johannesburg that unlock new middle-income and affordable subsidised rental stock and to accelerate the restructuring of Johannesburg’s inner city landscape. The scope of works agreed to by the parties shall consist of the programmes relevant to social housing of the Inner City Housing Implementation Plan only, and includes Precinct Profiling and Land assembly; Detailed planning for specific properties; Strategy for the release of land and buildings for development; Establishing a Smart Partner programme for Social Housing and Technical and programmatic support.

### 3.3.3 ALEXANDRA RENEWAL

The key activities in this programme include:

- The Alexandra Renewal Project (ARP) forms a focus area of the JDA (JDA Programme 5) which is established to coordinate intergovernmental activities to develop Alex.
- Together with capital investments in clinics and housing, most of the work involves planning and land for human settlement development projects such as hostel upgrading, housing development and the construction of community facilities. In this regard, the objectives of this piece of work are to present the full picture of development related initiatives impacting / influencing Greater Alex; Formulate guiding principles that would guide the holistic development of Greater Alex “that builds a city” i.e. a CoJ perspective, informed by the principles of the 2016 SDF and to Develop a logical “Development Proposal Framework” that underpins how best the City can/should engage with development proposals and current/ future key partners or stakeholders that would support the sustainable development of the greater Alex.

### 3.3.4 ECONOMIC DEVELOPMENT & JOB CREATION

The key activities in this programme include:

- Enterprise Development Programme - The JDA continues to create jobs and economic development opportunities for small businesses through its construction programme. The programme has a new approach to contracting in selected developments, with a managing contractor responsible for subcontracting local SMME construction companies, and ensuring skills transfer within a construction contract period. The Jozi@Work approach requires the JDA to set new targets for capital and operating expenditure (contracted services and repairs and maintenance) through SMMEs.
- The agency will continue to implement the enterprise development programme and where possible align with the Jozi@Work programme, along with a number of Jozi@Work packages in 2016/17.
- Through its construction work, JDA will seek to optimise the number of local construction jobs created.
- In addition to the normal JDA practice of reserving a percentage of the value of all construction contracts for local SMMEs, projects will also be packaged to create opportunities for local SMMEs.

### 3.3.5 IMPROVED STAKEHOLDER ENGAGEMENT AND MANAGEMENT

The key activities in this programme include:

- Stakeholder Engagement Framework - The JDA’s framework is used to engage communities in all its development areas and enable the City to keep stakeholders informed, making sure there is accurate understanding of the impact of City developments in their area.
- The aim is to ensure 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
- The approval of the JDA’s 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 fulfil 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 and facilitate effective collaboration with all affected and interested parties

#### SECTION 4: PERFORMANCE AGAINST SERVICE STANDARDS

Section Not Applicable to JDA

#### SECTION 5: CAPITAL PROJECTS & EXPENDITURE

Capital expenditure is the primary measure of the JDA's performance, and the budget for the capital projects to be implemented forms part of the agency's annual business plan and scorecard.

**TABLE 16: CAPITAL BUDGET MANAGEMENT**

Programme	2016/17	Target YTD	Actual YTD	Target %	% Actual / annual budget
	Annual Budget				
Total	1,781,842	356,368	384,095	20%	22%

The overall year to date capex expenditure at mid-year was R384,095 million against an annual budget of R1.78 billion. This translates to 22% of the annual budget.




## SECTION 6: ORGANISATIONAL PERFORMANCE

The JDA’s progress towards achieving its KPIs is assessed using the performance scorecard, which measures performance in terms of both the JDA’s service delivery mandate and financial and other resource management processes. The scorecard targets, which are set and agreed on by JDA management, the Board and the CoJ, aim to improve the JDA’s performance and efficiency, and achieve longer-term goals for specific developments, such as area-based revitalisation.

The JDA policy and reporting framework only defines a target as achieved with a 95–100% rating, a target as partially achieved with an 80–94% rating and a target not achieved with anything less than a 79% rating. Hence any less than 80% is regarded as not achieved.

Performance per programme and per KPA are summarised in the table below:

**TABLE 18: SCORECARD**




No.	Key Indicator	Performance	Target 2016/17	2016/17 Q2			Quarterly Achievement Rating	Explanation of progress, variations and steps to be taken to improve performance (as at end of December 2016)
				Target	Actual	Variance		
1	% budget spent on city-wide infrastructure <sup>4</sup>		95% budget spent on city-wide infrastructure (cumulative)	20% budget spent on city-wide infrastructure	22%	+2%		<ul style="list-style-type: none"> <li>• Target achieved</li> </ul>
2	Clean audit opinion with a percentage of internal and AG audit findings of the previous financial year resolved <sup>5</sup>		Clean Audit opinion with 100% of internal and AG audit findings of the previous financial year resolved (cumulative)	35% of internal and AG audit findings of the previous financial year resolved	54.5%	+10.5%		<ul style="list-style-type: none"> <li>• Target achieved</li> </ul>
3	Number of kilometres of walkway and cycle lanes completed <sup>6</sup>		40 km of walkways and cycle lanes completed (cumulative)	10 km of walkways and cycle lanes completed	19.9km	+9.9km		<ul style="list-style-type: none"> <li>• Target was achieved</li> <li>• 9.3 km sidewalks project in Auckland Park which is at construction stage (99% complete). Secondly there is 10.6 km sidewalk project</li> </ul>




<sup>4</sup> Cumulative and as determined at mid-term adjustment budget


<sup>5</sup> The findings as contained in the management letter of the previous year

<sup>6</sup> Includes all Transport projects allocated and implemented by the JDA, as well as other projects from other funding sources


**TABLE 17: KPI ACHIEVEMENT RATINGS**

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


No.	Key Performance Indicator	Target 2016/17	2016/17 Q2				Explanation of progress, variations and steps to be taken to improve performance (as at end of December 2016)
			Target	Actual	Variance	Quarterly Achievement Rating	
							(Phase 1A Feeder Route: Phase 2) in Soweto which is under construction and is planned for completion in March 2017. The progress on the sidewalks is at 75%. Lastly, the JDA is currently upgrading and implementing approximately 4km of side-walks in the Randburg CBD. The construction stage for this project is at an advanced stage and is planned for completion in January 2017.
4	Number of detailed local area plans, detailed local area implementation plans or area-based studies produced, reviewed or updated	8 Number of detailed local area plans, detailed local area implementation plans or area-based studies produced, reviewed or updated (non-cumulative)	0 detailed local area plans, detailed local area implementation plans or area-based studies produced, reviewed or updated	0	-		<ul style="list-style-type: none"> <li>Target achieved</li> </ul>
5	Number of area-based or sector based partnerships formalised	5 area-based or sector based partnerships formalised (non-cumulative)	1 area-based or sector based partnerships formalised	0	-		<ul style="list-style-type: none"> <li>Target was not achieved</li> </ul>
			1. SAPI MOU				SAPI MoU was not achieved as planned as it expressed that the City of Joburg's Development Planning Department already has a relationship with SAPI it would be unnecessary for the JDA to replicate this arrangement. The scorecard will be amended during the Mid-Year adjustment to reflect an alternative sector based organisation within the built environment sector related to the JDA mandate.
6	Number of projects at concept design phase	15 projects at concept design phase (non-cumulative)	3 projects at concept design phase	2	1		<ul style="list-style-type: none"> <li>Target not achieved</li> </ul>
			1. Perth Empire CoF, TIA, Stormwater Masterplan & New Construction;			<b>Project at Concept Design Phase</b>	Concept design has been completed and approved by JDA EXCO. Detail designs are 95% complete. Tender procurement process is underway for the main




No.	Key Indicator	Performance	Target 2016/17	2016/17 Q2			Explanation of progress, variations and steps to be taken to improve performance (as at end of December 2016)
				Target	Actual	Variance	
							contractor; and the closing date was on the 9 <sup>th</sup> December 2016.
				2. Turffontein CoF, TIA, Stormwater Masterplan & New Construction;			<b>Project at Concept Design Phase</b> Concept design has been completed and approved by JDA EXCO. Detail designs are 95% complete. Tender procurement process is underway for the main contractor; and the closing date was on the 9 <sup>th</sup> December 2016.
				3. Phase 1C ITS;			<b>Project not at Concept Design Phase</b> The Client department (Transportation) decided not to fund and proceed with this project. It therefore needs to be removed from the JDA scorecard which will be amended during the Mid-Year adjustment.
7	Number of projects at detailed design phase	26 projects at detailed design phase (non-cumulative)	10 projects at detailed design phase	2	8		<ul style="list-style-type: none"> <li>Target was not achieved</li> <li>Only 2 projects at detailed design phase - Campus Square Public Transport and Pedestrian Facility &amp; Alexandra NMT Phase 3</li> </ul>
				1. Campus Square Public Transport and Pedestrian Facility			<b>Project at Detailed Design Phase</b> Traffic engineering studies has been completed. Concept design has been completed and approved by JDA EXCO. Detail Designs has been completed and submitted to JRA. Tender procurement process is underway. Delays were due to the changes requested by City Transformation to the concept, which impacted on the detailed design. Construction was planned to commence in November 2016. It is now anticipated to start in February 2017.
				2. Brixton Transit Precinct Development;			<b>Project not at Detailed Design Phase</b> Concept designs have been approved by the JDA EXCO, CoJ Transformation and CoJ ComDev MANCO. The detailed designs are complete pending approval before the end of January 2017. A tender for a contractor to undertake the works has been issued and closed on the 13 December 2016.
				3. Brixton Library			<b>Project not at Detailed Design Phase</b> This project has been included within the Brixton Transit Precinct Development as a work package 2; the scorecard will be amended during the Mid-Year adjustment. Concept designs have been approved by the JDA EXCO, CoJ Transformation and CoJ ComDev






No.	Key Indicator	Performance	Target 2016/17	2016/17 Q2				Explanation of progress, variations and steps to be taken to improve performance (as at end of December 2016)
				Target	Actual	Variance	Quarterly Achievement Rating	
								MANCO. Presently, this work package is at preliminary design stage and the intention is to start the tender process in February 2017.
				4.	Louis Botha CoF, TIA, Stormwater Masterplan & New Construction;		<b>Project not at Detailed Design Phase</b>	Delayed due to the procurement of all professionals which is now underway. The procurement process for the appointment of the professional team has closed and evaluation is underway. After the appointment of all professional team; the preliminary design stage will commenced. Concept and detailed designs to be approved before the end of the fourth quarter.
				5.	Banakekeleni Hospice Clinic;		<b>Project not at Detailed Design Phase</b>	Due to a lack of project readiness, both land issues and having no alternative accommodation for residents, no capital budget was made available to begin development. The scorecard will be amended during the Mid-Year adjustment. Project to be brought back when all issues have been resolved.
				6.	Vincent Tshabalala Pedestrian Bridge;		<b>Project not at Detailed Design Phase</b>	Field investigations and concept development has been finalised and awaiting approval from JDA EXCO and Client Department. TIA and field studies have been undertaken. Delays were due to community unrest and at SMMEs briefing on the 21 <sup>st</sup> November 2016. The meeting was subsequently cancelled because of issues raised by the Region E SMME Forum. One of their demands was that they want to have a meeting with the Regional Director about their issues. Negotiations will resume early in January 2017 with Regional Director who will schedule a public meeting.
				7.	Hillbrow Tower Precinct;		<b>Project not at Detailed Design Phase</b>	The procurement appointment of all professionals which had been delayed is now underway. Professional team is busy finalizing the concept design phase. After the approval of concept design by JDA EXCO, the detailed designs stage will commenced and approval is planned before the end

No.	Key Indicator	Performance	Target 2016/17	2016/17 Q2			Explanation of progress, variations and steps to be taken to improve performance (as at end of December 2016)
				Target	Actual	Variance	
							of March 2017.
				8. Florida Clinic;		<b>Project not at Detailed Design Phase</b>	Due to delays in the procurement of all professionals, the project is behind schedule due to the late appointment of the professional team. This project is currently in the inception phase. Concept designs have been approved by CoJ Health and still to be presented for approval by the JDA EXCO. The project is currently in the detailed design stage. The procurement process for the appointment of the contractor has commenced with the invitation of bidders to participate in the prequalification process. It is envisaged that a main contractor will be appointed before the end of the third quarter.
				9. Alexandra NMT Phase 3;		<b>Project at Detailed Design Phase</b>	Concept and detailed designs have been completed. The tender for construction was advertised on the 14th October 2016 and it closed on the 17th November 2016. Tender adjudication commenced on the 22nd November 2016 with the adjudication report scheduled to be presented to BAC by the 31 <sup>st</sup> December 2016.
				10. Driezik Public Transport Facility;		<b>Project not at Detailed Design Phase</b>	This project was delayed last financial year due to land availability issues. However, this year the City has identified suitable land and the process of field investigation is underway. The site topographical survey has been finalised and traffic impact assessment to be finalised to inform the detailed design process. Concept designs have been completed awaiting approval by Transportation and JDA EXCO.
8	Number of contracts awarded	31 contracts awarded (non-cumulative)	4 contracts awarded	0	4		<ul style="list-style-type: none"> <li>• Target was not achieved</li> <li>• Delays in Vincent Tshabalala Pedestrian Bridge, Old Ikage housing development, Kliptown Upgrade Programme (Phase 3) and Ebony Park Clinic.</li> </ul>

No.	Key Indicator	Performance	Target 2016/17	2016/17 Q2			Explanation of progress, variations and steps to be taken to improve performance (as at end of December 2016)
				Target	Actual	Variance	
				1. Vincent Tshabalala Pedestrian Bridge;			<b>Contract Not Awarded</b> Field investigations and concept development has been finalised and awaiting approval from JDA EXCO and Client Department. TIA and field studies have been undertaken. Delays were due to community unrest and at SMMEs briefing on the 21 <sup>st</sup> November 2016. The meeting was subsequently cancelled because of issues raised by the Region E SMME Forum. One of their demands was that they want to have a meeting with the Regional Director about their issues. Negotiations will resume early in January 2017 with Regional Director who will schedule a public meeting.
				2. Old Ikage housing development;			<b>Contract Not Awarded</b> Concept development is underway. There are two families occupying a part of the site which could make it difficult to complete the project without this land. At this moment the project is on-hold and the JDA team has requested MMC's intervention, the requested has been made to reallocate the funding to other projects in Alexandra.
				3. Kliptown Upgrade Programme – Phase 3;			<b>Contract Not Awarded</b> The project has been delayed due to further project scoping and consultation on the relocation of the museum. The professional team is busy finalising the detailed design. Contractor appointment date is anticipated before the end of March 2017. Regarding progress for Kliptown Upgrade Programme (Phase 2) practical completion was achieved on the 24 <sup>th</sup> November 2016.
				4. Ebony Park Clinic;			<b>Contract Not Awarded</b> The project is currently in the detailed design stage. The concept design has been presented and approved by the CoJ Health and still to be presented for approval by the JDA EXCO. The procurement process for the appointment of the contractor has commenced with the invitation of bidders to participate in the prequalification process. It is envisaged that a main contractor will be appointed before the end of the third quarter.





No.	Key Performance Indicator	Target 2016/17	2016/17 Q2				Explanation of progress, variations and steps to be taken to improve performance (as at end of December 2016)
			Target	Actual	Variance	Quarterly Achievement Rating	
9	Number of projects at practical completion	34 projects at practical completion (non-cumulative)	7 projects at practical completion	2	5		<ul style="list-style-type: none"> <li>Target was not achieved</li> <li>Delays in Alexandra Automotive Industrial Park, Cosmo City Fire Station, Noordgesig Clinic, Orchards Clinic and Langlaagte Pharmacy Depot.</li> </ul>
			1. Alexandra Automotive Industrial Park;			<b>Project not at Practical Completion</b>	Construction works are underway and will be completed by end of June 2017. The project has been delayed due to poor performance by the main contractor and design challenges. The project was supposed to have been completed in August 2016.
			2. Randburg CBD Public Environment Upgrade;			<b>Project at Practical Completion</b>	Project was completed on the 30th November 2016.
			3. Cosmo City Fire Station;			<b>Project not at Practical Completion</b>	Construction of the main building is at an advanced stage. The tiling is on-going and the earthworks for the paving has commenced, due to rains in the previous weeks there has been a slight delay in the planned activity. EMS has confirmed an increased budget of R18 million. The anticipated date of completion is 3 February 2017 for the main building and 21 April 2017 for swimming pool area; due to the delayed budget confirmation.
			4. Noordgesig Clinic;			<b>Project not at Practical Completion</b>	Construction works is underway and the new clinic will be completed by 21 February 2017. Delays were due to ongoing issues with SMMEs and unskilled labourers which have slowed the progress on site. Regular meetings with the JDA and the respective SMMEs are underway to assist in sorting out the misunderstanding and points of confusion with SMMEs
			5. Langlaagte Pharmacy Depot			<b>Project not at Practical Completion</b>	Construction work has been delayed due to poor performance by the contractor and the contract has been cancelled and re-advertised. Procurement of the new contractor is underway.
			6. Orchards Clinic			<b>Project not at Practical Completion</b>	Construction works is underway and due to ongoing delays caused by rectification works and the work stoppage that took place means that the project is

No.	Key Indicator	Performance	Target 2016/17	2016/17 Q2			Explanation of progress, variations and steps to be taken to improve performance (as at end of December 2016)
				Target	Actual	Variance	
							now expected to run well into 2017. The revised project completion date is 10 February 2017. The contractor is still 14 days behind programme. Contractor has also been requested for a mini-programme for the remedial works in order for them to be tracked and signed-off once completed. The contractor is planning on working an extra week into Builder' Break to try and catch up the works.
				7. Phase 1C Section 8B (Sandspruit River Bridge Widening and road works);		<b>Project at Practical Completion</b>	Project was completed on the 31st December 2016.
10	Number of Area Based Precinct Management business plans / frameworks developed	5 Area Based Precinct Management business plans / frameworks developed	1 Area Based Precinct Management business plans / frameworks developed	0	1		<ul style="list-style-type: none"> <li>Target was not achieved</li> </ul>
			1. African Food Hub Area Based Mgmt. Plan				This project has been put on hold / delayed to align more closely with construction timeframes of the Hub. The project is expected to be complete by the fourth quarter of 2016/17.
11	Number of Media Releases Marketing Projects	48 Media Releases Marketing Projects (non-cumulative)	12 Media Releases Marketing Projects	5	7		<ul style="list-style-type: none"> <li>Target was not achieved due to most JDA projects are still being the planning stage, hence little to report. The communication business partner model will be implemented as from the third quarter to ensure that all projects get to be covered on media releases.</li> <li>Furthermore, the communications business partners will start attending regular project meetings with the development implementation teams to gather information for generation of stories and to build an information repository to enable generation of content and ease of approval thereof.</li> </ul>
12	Number of area or project impact (case studies)	6 area or project impact (case studies) or	0 area or project impact (case studies)	0	-		<ul style="list-style-type: none"> <li>Target achieved</li> <li>There were no planned activities to be achieved</li> </ul>

No.	Key Performance Indicator	Target 2016/17	2016/17 Q2				Explanation of progress, variations and steps to be taken to improve performance (as at end of December 2016)
			Target	Actual	Variance	Quarterly Achievement Rating	
	studies) or performance assessments completed	performance assessments completed (non-cumulative)	or performance assessments completed				for Q2 2016/17 financial year.
13	Number of EPWP opportunities as created	7000 EPWP opportunities created (cumulative)	2500 EPWP opportunities created <sup>7</sup>	748	1752		<ul style="list-style-type: none"> <li>Target was not achieved because majority of projects are still at the planning stage, and the construction phase is yet to begin.</li> <li>The total for cumulative of <b>748</b> EPWP work opportunities created as at mid-year of 2016/17 financial year.</li> </ul>
14	Number of jobs created city-wide <sup>8</sup>	500 jobs created city-wide (cumulative)	100 jobs created city-wide	59	41		<ul style="list-style-type: none"> <li>Target was not achieved because majority of projects with a planned Jozi@Work implementation are not yet at the construction stage.</li> <li>The total cumulative is <b>59</b> jobs created city-wide as at mid-year of 2016/17 financial year.</li> </ul>
15	Percentage of SMME expenditure as a share of total expenditure	30% SMME expenditure as a share of total expenditure (non-cumulative)	30% SMME expenditure as a share of total expenditure	20%	10%		<ul style="list-style-type: none"> <li>Target was not achieved Most of the JDA projects haven't reached the construction stage and therefore sub-contracted SMMEs are not yet appointed. Supply Chain team will maintain an up to date list of all JDA contracts that are in the construction stage to ensure complete reporting on sub-contracting SMME's. Furthermore, the sub-contracted SMMEs expenditure report will be collated on a monthly basis not quarterly.</li> </ul>
16	% of predetermined objectives achieved	85% of predetermined objectives achieved	85% of predetermined objectives achieved	38%	47%		<ul style="list-style-type: none"> <li>Target was not achieved</li> </ul>
17	% delivery on reported cases of corruption	100% delivery on reported cases of corruption	100% delivery on reported cases of corruption	0	-		<ul style="list-style-type: none"> <li>Target achieved</li> <li>No cases reported</li> </ul>

<sup>7</sup> Represents a minimum threshold target

<sup>8</sup> Paid work for an individual for any period of time, the same individual can be employed on different projects and each period will be counted as a work opportunity. The definition as per the national employment indicator

No.	Key Indicator	Performance	Target 2016/17	2016/17 Q2			Explanation of progress, variations and steps to be taken to improve performance (as at end of December 2016)
				Target	Actual	Variance	
18	% spent on Broad-Based Economic Empowerment through local procurement as a share of total expenditure <sup>9</sup>	100% spent on Broad-Based Economic Empowerment through local procurement as a share of total expenditure (non-cumulative)	100% spent on Broad-Based Economic Empowerment through local procurement as a share of total expenditure	96%	-4%		<ul style="list-style-type: none"> <li>• Target achieved</li> </ul>
19	Percentage spend on JDA operating budget against approved operating budget	95% spend on JDA operating budget against approved operating budget (cumulative)	20% spend on JDA operating budget against approved operating budget	24%	+4%		<ul style="list-style-type: none"> <li>• Target achieved</li> <li>•</li> </ul>
20	Percentage implementation of the strategic risk management plan findings resolved	95% implementation of the strategic risk management plan findings resolved <sup>10</sup> (cumulative)	35% implementation of the strategic risk management plan findings resolved	26%	9%		<ul style="list-style-type: none"> <li>• Target was not achieved</li> </ul>
21	Percentage implementation new ERP System (SAP)	95% implementation new ERP System (SAP) <sup>11</sup> (cumulative)	35% implementation new ERP System (SAP)	48%	13%		<ul style="list-style-type: none"> <li>• Target achieved</li> <li>•</li> </ul>

<sup>9</sup> Each service provider’s individual BBBEE rating affects the amount of expenditure the JDA can claim as being from a BBBEE-compliant service provider when calculating its preferential procurement points. The higher the service provider’s rating, the more expenditure can be claimed. If the agency buys from a level 1 service provider, it can claim 135% of the actual expenditure

<sup>10</sup> From Red and Amber to Green Status

<sup>11</sup> As defined by implementation plan and change management plan

## SECTION 7: PROGRAMME PERFORMANCE

### 3.7.1 INNER CITY PROGRAMME

The programme purpose is to manage the development of the Johannesburg inner city through capital investments in selected areas, by overseeing integrated investments by other departments and entities, and by facilitating partnership initiatives. Guided by the Inner City Transformation Roadmap as approved by the City of Johannesburg in 2013, the JDA will focus on strengthening the position of the inner city as a critical business and residential node and the primary gateway to transit networks for the city; financial services networks for the City Region; and cross-border trade networks for the African continent. The JDA will continue to implement a phased plan to strengthen inner city precincts, address movement challenges, and improve the quality of the built environment across the inner city. The corresponding regional focus area of this programme includes:

- Inner City and the Old South (including Turffontein and Mining Belt)

TABLE 19: INNER CITY PROGRAMME

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Inner City Commuter Links (Jack Mincer Taxi Facility Extension Noord Street)	The project is the 5th, 6th and 7th phase of the urban upgrade of the Inner City Commuter Links. In 2016/17 financial year Phase 6 of the development will be to complete the public environment upgrade of the market project along Noord Street (between Twist and Klein Streets) and the upgrade of the Jack Mincer Taxi Facility. On 12 May 2016 the site was handed over to the contractor for a three stage approach being PEU on Noord Street between Twist and Klein, Jack Mincer investigation work and Jack Mincer upgrade pending the outcome of the investigative work of stage 2.	Inner City Central Core	<ul style="list-style-type: none"> <li>• The scope of work includes the following key components: construction of trader structures, repairs and upgrades to existing stormwater network, layer works, kerbing and channelling, the construction of driveways, wheel chair and access ramps, paving and surfacing, lighting, and street furniture.</li> </ul>	In 2016/17 financial year construction has continue without pause on the Noord Street upgrade between Twist and Klein Street until completion. Also to complete the investigative work required for the long term implementation of Jack Mincer Taxi Rank. The project is at 97% overall construction progress. The engineers indicated that there is a safety concern with regards to the slab as the current load calculations indicate that there is overloading. A full report has been requested, this would require additional budget for remedial works to the slab for corrective measures.
Hillbrow Tower Precinct	In 2016/17 the project will focus on the planning and implementation of the public environment upgrade of various streets in Hillbrow which were not completed as per the original Urban Design Framework which was completed in the 2013/14 financial year. A new team of professionals are to be appointed for the implementation of the work. Possible streets identified are Hadfield Road,	Hillbrow and Berea	<ul style="list-style-type: none"> <li>• The project is part of the Inner City Upgrade. The overall scope of work entails implementation of Public Environment Upgrade Projects continuing with the work as per the Hillbrow Tower UDF. Focus areas are Tudhope Street and Nugget Street</li> </ul>	Professional team has been appointed and concept design phase is underway.

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
	Nugget Street extension, Banket Street and Tudhope Streets from Barnato Street to Louis Botha Avenue.		Extension.	
Kazerne Intermodal Facility Development	At the moment the inner city has ranking facilities for 4 000 taxis; leaving the other 1 800 taxis to rank and hold on the streets. This is one of the key reasons for traffic congestion in the inner city. If we were to accommodate all taxis in formal off-street facilities this would require an additional 3 Jack-Mincer sized taxi ranks. There is also a shortage of bus ranking facilities. The need to improve the quality of life of commuters, streamline the flow of traffic and strengthen the commuting connections with the rail service all indicate that there is an urgent requirement to develop a new integrated transport facility with good access to Park Station. The under-developed Kazerne Taxi facility provides an opportunity for such a facility.	The railway seam - Park Station and surrounds	<ul style="list-style-type: none"> <li>This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to improve an existing informal mini bus ranking facility.</li> <li>The overall scope of works entails design and construction of a taxi rank, informal trading facilities and public environment upgrade linking to the facility.</li> </ul>	<p>The contractor is currently on site with the implementation of the work. The overall construction progress is at 49%. Delays and reduced productivity as a result of wet conditions. Wet ground has resulted in soft grounds not accessible for construction activities. The contractor has managed to reduce the impact of delays by closing wet spots with better material but the risk is not completely mitigated as this solution may not work if there is excessive rain.</p> <p>There was a budget adjustment in the mid-year with regards to the reduction of the budget in the 2015/16 financial year. The budget that was adjusted in the 2015/16, was not reallocated in the 2016/17 and 17/18 financial year and requests for increased budget will be made in order for the commitments on site to be met. A meeting was held with the South African Post Office (SAPO) and they indicated that SAPO must become a development partner through a SPV. JDA has to draw up a Memorandum of Understanding between JDA and SAPO for the SPV. SAPO indicated that their land will become equity in the development. Currently we are in the process of appointing an attorney for setting up the SPV.</p>
Inner City Eastern Gateway Precinct	The project is part of the Inner City Upgrade. The overall scope of work looks at areas on the east of the Inner City, formulation of a linkage and a Gateway to the Airport along Albertina Sisulu Street.	Bertrams, Jeppestown and Troyeville	<ul style="list-style-type: none"> <li>The project is part of the Inner City Upgrade. The overall scope of work looks at areas on the east of the Inner City, formulation of a linkage and a Gateway to the Airport along Albertina Sisulu Street.</li> </ul>	Currently the Urban Design Framework is being completed. The tender for the procurement of a professional team is underway.

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Inner City CORE (African Food Hub)	The project seeks to improve continuity and connectivity for pedestrians towards and between places of work, public transport and other facilities. It will also strive to improve access to spaces for recreational and social purposes and to formalize the trading spaces within the Inner City of Johannesburg. The project area is defined as De Villiers Street in the North, Commissioner Street in the South, Sauer Street in the West, and End Street in the East.	Inner City Central Core	<ul style="list-style-type: none"> <li>In 2016/17 the project will focus on the public environment upgrade of Delters, Polly, Klein, Von Brandis and Kruis Streets. The team is in the process of developing detailed designs for the project in order for the procurement of the contractor to commence early in the new financial year.</li> <li>The project is part of the Inner City Upgrade. The overall scope of work entails Public Environment Upgrade on Klein, Delters, Kerk and Polly Streets.</li> </ul>	The contractor appointment has been finalised and the anticipated start date is the 02 February 2017; and the completion date is end of October 2017. The overall construction progress is at 45%.
Inner City Managed Lanes	The JDA on behalf of Transportation will be implementing the managed lanes projects in the Inner City. The project will seek to align taxi and trading activities within the Inner City of Joburg. This will be achieved by having dedicated taxi routes and trading facilities within the Inner City. The project feasibility studies and proposed routes and public participation processes have been undertaken and completed by the City of Johannesburg and were handed over to the JDA in May 2016. In the 2016/17 financial year the project will focus on developing detailed design and start with the implementation and completion of one of the identified managed lanes.	Inner City Central Core	<ul style="list-style-type: none"> <li>The project is part of the Inner City Upgrade. The overall scope of work entails implementation of Dedicated Public Transport lanes along Jorrisson, De Korte, Harrison, Rissik and Eloff Streets, connecting Braamfontein to the Inner City</li> </ul>	The tender process for the appointment of the professional team is underway.
Park Station Precinct: Connections between Metro Centre and Park Station	The project is part of the Inner City Upgrade. The overall scope of work entails implementation of Dedicated Public Transport lanes along Rissik Street, from Park Station to Metro Centre.	The railway seam - Park Station and surrounds	<ul style="list-style-type: none"> <li>The project is part of the Inner City Upgrade. The overall scope of work entails implementation of Dedicated Public Transport lanes along Rissik Street, from Park Station to Metro Centre.</li> </ul>	The tender process for the appointment of the professional team is underway.
Mayfair PEU	Detailed area and project based planning Public Environment Upgrade and Social Facilities in the area.	Fordsburg, Vrededorp and Pageview	<ul style="list-style-type: none"> <li>The overall scope of work entails implementation of Public Environment Upgrade and Social Facilities in the area.</li> </ul>	The tender process for the appointment of the professional team is underway.

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Fordsburg PEU	Detailed area and project based planning Public Environment Upgrade and Social Facilities in the area.	Fordsburg, Vrededorp and Pageview	<ul style="list-style-type: none"> <li>The overall scope of work entails implementation of Public Environment Upgrade and Social Facilities in the area.</li> </ul>	The tender process for the appointment of the professional team is underway.
Wemmer Pan Precinct Implementation	Detailed area and project based planning Public Environment Upgrade and Social Facilities in the area.	Wemmer Pan	<ul style="list-style-type: none"> <li>The overall scope of work entails implementation of Public Environment Upgrade and Social Facilities in the area.</li> </ul>	The RFP for the professional team has been finalised, in the third quarter the RFP will be advertised and service providers appointed
Braamfontein Transport Study	Braamfontein Transport Study	Braamfontein	<ul style="list-style-type: none"> <li>Braamfontein Transport Study</li> </ul>	Professional team has been appointed and study is underway
Kazerne Business and Management Plan	Business Plan and Operational framework to manage the facility	The railway seam - Park Station and surrounds	<ul style="list-style-type: none"> <li>Business Plan and Operational framework</li> </ul>	The tender process for the appointment of the professional team is underway. A bid was received and is being evaluated.
Corridor Naming - Turffontein	Naming and branding strategy for Turffontein	De Villiers Street	<ul style="list-style-type: none"> <li>Naming and branding strategy</li> </ul>	Project only scheduled to begin in Quarter 3 of 2016/17
Mining Belt West (Crown Mine Precinct Plan)	In order to inform investment in this Sub-Area, the City and the JDA require the development of a more detailed urban integration framework that assesses area-specific conditions and compiles a set of interventions that will directly address area-specific opportunities and challenges and will guide future public investment.	Fleurhof	<ul style="list-style-type: none"> <li>The Fleurhof Cluster Urban Development Framework is a spatial plan that will detail interventions for the central part of the Western Mining Belt. It is a prioritised node identified for further planning in the Mining Belt West Strategic Area Framework approved by the City in 2015/16.</li> </ul>	The tender process for the appointment of the professional team is underway and the BEC is scheduled to sit in January 2017
Inner City Assessment Study: Review and audit of UDFs and Precinct Plan implementation assessment	Assessment of Inner City precincts and projects to date	All	<ul style="list-style-type: none"> <li>Review and audit of UDFs and Precinct Plan</li> </ul>	Project only scheduled to begin in Quarter 3 of 2016/17
ICHIP - Land Packaging and Agreements for Social and Affordable	Project entails the profiling and packaging of inner city properties for social and affordable housing.	Bertrams, Jeppestown and Troyeville	<ul style="list-style-type: none"> <li>Precinct profiling and land assembly</li> <li>Detailed planning for specific properties</li> <li>A strategy for the release of land and buildings for development</li> </ul>	Project only scheduled to begin in Quarter 3 of 2016/17

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Housing			<ul style="list-style-type: none"> <li>Establishing a 'smart partnership' programme for Social Housing</li> <li>Technical and programmatic support</li> </ul>	

### 3.7.2 TOD / STATION PRECINCT DEVELOPMENT

A Transit Oriented Development (TOD)<sup>12</sup> / station precinct development programme that encourages optimal development of transit hubs and corridors across the city, which provide access to affordable accommodation and transport, high quality public spaces and amenities, and good community services. The corresponding regional focus areas of this programme include:

- Inner City and the Old South (including Turffontein and Mining Belt)
- Greater Soweto, (including Lenasia, Eldos, Nancefield)
- Empire-Perth Corridor
- Louis Botha Corridor
- Alexandra and the OR Tambo Corridor (includes Randburg, Cosmo City, Modderfontein, Frankenwald)

TABLE 20: TOD / STATION PRECINCT DEVELOPMENT PROGRAMME

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Randburg CBD Public Environment Upgrade	Despite its potential as a key regional transit node, Randburg CBD continues to function as a mid-level retail and office node, with less than optimal residential land uses and limited public amenities. The Randburg CBD has experienced more than two decades of decline and under	Randburg	<ul style="list-style-type: none"> <li>The overall scope of work entails Public Environment Upgrade in the Randburg CBD which aims at improving pedestrian mobility and connectivity.</li> </ul>	The project was completed on the 30 <sup>th</sup> November 2016.

<sup>12</sup>

Transit Oriented Development is the exciting fast growing trend in creating vibrant, liveable, sustainable communities. Also known as TOD, it's the creation of compact, walkable, mixed-use communities centred on high-quality train or BRT systems. This makes it possible to live a lower-stress life without complete dependence on a car for mobility and survival. Transit oriented development is regional planning, city revitalization, suburban renewal, and walkable neighbourhoods combined - <http://www.tod.org/>

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
	<p>development due to several factors ranging from property trends, lack of maintenance (of buildings and the public environment), competition with other retail and office nodes, and relocation of several key government functions. Despite several plans being commissioned and completed, limited success has been achieved in turning Randburg around since 2002.</p> <p>The upgrade initiatives in 2016/17 will focus on the completion of the public environment on Hill Street and Braam Fischer Street. Currently the contractor is on site and the work is progressing well. Agreements have been reached with the stakeholder and the contractor has completed the stormwater installation on block 2.</p>			
<p>Paterson Park (Sports Facilities) (Stormwater)</p>	<p>The facility has been in existence for a number of years and is being fully utilized on a daily basis by the community it serves. This facility is situated strategically close to transport nodes like the newly constructed Bus Rapid Transit (BRT) system which assist commuters' easy and affordable access to such facility. The facility also forms part of the facilities that are situated along the Corridors of Freedom.</p> <p>This facility has different sporting codes which makes it unique and attractive to fitness fanatics and private functions like weddings, funerals etc. The surrounding schools also utilize this facility more often than usual for their school activities. The facility has succumbed to wear-and-tear over the years and there is a need therefore for this facility to be further developed, upgraded and refurbished so as to ensure continuity and sustainability to the community.</p> <p>Currently the contractor for the culvert and stream is on site and the remaining two contractors, mainly the contractor for the implementation of the outdoor courts and building works, commenced in July 2016. The work in the 2016/17 financial year will focus on the completion of the outdoor courts and the storm water and culvert</p>	<p>Orange Grove</p>	<ul style="list-style-type: none"> <li>• The project forms part of the Paterson Park precinct upgrade and is divided into three work packages as follows:</li> <li>• <b>Work Package 1:</b> Construction of a large stormwater culvert and stream upgrade</li> <li>• <b>Work Package 2:</b> Lowering / depression of tennis court area</li> <li>• <b>Work Package 3:</b> The construction of new single and double storey buildings and the renovation of a heritage building for a multipurpose sports and recreation complex, including an administration building, a swimming pool and related facilities, a sports pavilion, a gym / multi-purpose sports hall, a library, a crafts centre, bulk earthworks, roads, parking, stormwater, hard and soft landscaping, and boundary wall.</li> </ul>	<p>Construction for work package 1 started on the 14 April 2016 and procurement process underway for work package 2 and 3.</p> <p><b>Work Package 1:</b> construction is underway; on a cumulative basis achieved on the project is at 91% progress. Backfilling of the culvert on the soccer field section is complete and backfilling of the culvert in the lateral support section is in progress. The tie in to the existing culvert in the in-situ section, the construction of the culvert under Paterson Road and the relocation of the water line are the only complex activities that the contractor is left to contend with.</p> <p><b>Work Package 2:</b> Cumulative progress is at 35%, the procurement process for the appointment of the contractor is in the adjudication stage.</p> <p><b>Work Package 3:</b> Cumulative progress is at 35%, the procurement process for the appointment of the contractor is at the adjudication stage.</p>

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
	projects.			
Brixton Transit Precinct Development Renewal Precinct Redevelopment BRIXTON B City Wide (Brixton Social Cluster Precinct implementation (includes social facilities and public environment) Brixton Social Cluster Precinct implementation (includes social facilities -library; sports field, park; MPC- and public environment)	<p>This project includes the creation of an integrated cluster of social and community facilities in Brixton, some of which are already located in proximity to each other. The JDA is implementing the project on behalf of Community Development and Development Planning Departments in the City.</p> <p>In the 2016/17 financial year the project will be developing the designs for the multipurpose centre, the library and sports facilities in the precinct and the completion of the public environment upgrade work that will link the social cluster to the recreation centre.</p> <p>The project is divided into two work packages as follows:  <b>Work Package 1:</b> Multipurpose Sports and Recreation Centre, Parking Area and Sport Fields  <b>Work Package 2:</b> Library, Study Centre, Play Area, Swimming Pool, Hard and Soft Landscaping</p>	Brixton	<ul style="list-style-type: none"> <li>It is envisaged that this project will involve the implementation of various upgrade initiatives within the Brixton Social Cluster such as but not limited to : public environment upgrades [stormwater, paving, kerbing, street furniture, lighting, landscaping, etc.], creation of a public square, new library, new multi-purpose hall / recreation centre [with the possibility of multi-level parking], upgrades to sport facilities i.e. fields, courts, and swimming pool, and creation of green open spaces and children’s play spaces</li> </ul>	<p><b>Work Package 1:</b> Brixton Transit Precinct Development – concept designs have been approved by the JDA EXCO, CoJ Transformation and CoJ ComDev MANCO. The detailed designs are complete pending approval. A tender for a contractor to undertake the works has been issued and closed on the 13 December 2016. The overall construction progress is 20%.</p> <p><b>Work Package 2:</b> Brixton Library – this project has been included within the Brixton Transit Precinct Development as part of work package 2, the project will be amended during the Mid-Year budget adjustment. Concept designs have been approved by the JDA EXCO, CoJ Transformation and CoJ ComDev MANCO. Presently, this work package is at preliminary design stage and the intention is to start the tender process in February 2017. The overall development process is at 15%.</p>
Jabulani TOD (Phase 4) Lepogo Street, Jabulani	<p>The Jabulani Urban Development Framework was approved by the City of Johannesburg in 2015. Between 2013/14 and 2015/16, three phases of work were successfully implemented, including a new link road and stormwater infrastructure to support further development of the Jabulani TOD Node. Phase 4 of the project is currently in tender evaluation stage. The scope of works includes the construction of a new link road and Non-Motorised Transport infrastructure upgrades of existing link roads. A new professional team was appointed on three year contracts. Further phases in planning stage include the upgrade of Bolani Road and the development of a multi-purpose sports facility, with the</p>	Jabulani	<ul style="list-style-type: none"> <li>Upgrade of existing Lepogo Road and construction of new Water Tower Link Road.</li> </ul>	<p>Site handover took place on 16th September 2016. The construction or implementation progress is at 50%. Anticipated date of completion is 30 June 2017.</p>

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
	main focus on grass roots football development.			
Jabulani TOD (Phase 5) Lepogo Street, Jabulani	Phase 5 will focus on the upgrade that will be undertaken on the existing Bolani Road between Koma Road and Legogo Road. The work includes the following key components: paving upgrade and creation of new sidewalks, stormwater pipes and kerb inlets, protection pipes by non-motorised transport, bus lay-bys, traffic signals, landscaping, lighting, street furniture, artworks, traders structures and tables, and bus shelters.	Jabulani	<ul style="list-style-type: none"> <li>• Upgrade of existing Bolani Road, new trader stalls, pedestrian sidewalks and non-motorised transport.</li> <li>•</li> </ul>	Tender procurement is underway. Design stage is completed. The construction or implementation progress is at 35%. The anticipated start date is 01 February 2017 and completion target date is 30 October 2017.
Nancefield TOD (Phase 4)	Phase 4 will focus on the construction of the multi-purpose hall with the outdoor tennis court, splash pad and the parking area in the Nancefield precinct.	Nancefield	<ul style="list-style-type: none"> <li>• This project is part of the Nancefield TOD development. The overall scope of works entails design and construction of a new multipurpose sports facility in Klipspruit, Soweto.</li> </ul>	Project has been completed.
Orlando East TOD (Orlando East Station Precinct New Precinct Redevelopment ORLANDO EAST D Ward)	The project entails a mixed-use development, including a sports facility, affordable residential accommodation and small scale retail facilities at street level. Phase 1 of the development consists of the sports component including a dual-use rugby and soccer field and an indoor sports facility. The implementation of Phase 1 of the project is currently on hold, pending the finalisation of a security plan and further negotiations with all the stakeholders in the area.	Orlando	<ul style="list-style-type: none"> <li>• This project is part of the Orlando TOD development. The overall scope of works entails design and construction of mixed use development consisting of a sports complex, residential and retail development.</li> </ul>	The appointment of contractor was approved in January 2015. However, due to community protest and the dissatisfaction of members of community organised under the body called Orlando Task Team the project has been delayed. Construction has been cancelled for this financial year due to safety and security concerns limiting access to contractors on site. Stakeholder engagement and negotiations will continue with new councillors and the local community.
Rotunda Park Precinct (Turffontein) (Phase 2)	Phase 1 of the project was completed by end June 2016. Phase 2 of the project is currently in evaluation stage. The scope of works include the demolition of the existing road and construction of two new roads along a section of De Villiers Street and the upgrading of bulk services in the area to support the densification along the street. Construction was planned to commence during July 2016 and will be completed by October 2017. Further phases of the project include the construction of a linear park along De Villiers Street	De Villiers Street	<ul style="list-style-type: none"> <li>• The project is part of the Turffontein Corridor of Freedom. The overall scope of works entail bulk Infrastructure upgrades which aims at supporting the envisaged Corridor development.</li> <li>• The scope of works include the demolition of the existing road and construction of two new roads along a section of De Villiers Street and the upgrading of bulk services in the area to support the densification along the street</li> </ul>	Site was handed over on 16 November 2016 with the planned construction start date on 9 January 2017.
Westbury TDC -	This project is part of the Empire Perth Corridor of	Westbury	<ul style="list-style-type: none"> <li>• This project is part of the Empire Perth</li> </ul>	The tender for the main contractor has been

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Training Development Centre (Social Development) Perth Empire Corridor Co - Production Zone for Social Development Renewal of Corridors of Freedom Intervention (Social Development One Stop Centre) Renewal	Freedom. The overall scope of works entails upgrade and refurbishment of existing community facility on behalf of the CoJ Social Development.		Corridor of Freedom. The overall scope of works entails upgrade and refurbishment of existing community facility on behalf of the CoJ Social Development.	awarded. Expected Site handover, early January 2017. The project will be completed by March 2018.
Balfour Park Transit Precinct Development (Louis Botha Corridor) Renewal Precinct Redevelopment Savoy Estate City Wide	This project is part of the Louis Botha Corridor of Freedom. The overall scope of works entails Public Environment Upgrade and NMT linking to the BRT Stations and the Balfour Park Shopping Mall.	Balfour Park	<ul style="list-style-type: none"> <li>This project is part of the Louis Botha Corridor of Freedom. The overall scope of works entails Public Environment Upgrade and NMT linking to the BRT Stations and the Balfour Park Shopping Mall.</li> </ul>	Bid Specification meeting for the professional team took place on 9 September 2016. The tender was advertised on 12 September 2016 and closed on 26 September 2016. Tender evaluations underway.
Milpark Precinct (Empire Perth Corridor) - Owl Street New Precinct Redevelopment Richmond, Regional NMT?	This project is part of Milpark Precinct Development which forms part of the Empire Perth Corridor of Freedom. The Milpark Precinct has been identified by the City of Johannesburg as one of the main precinct of the Empire Perth Corridor. The main objective of this project is to implement NMT infrastructure in order to support and encourage pedestrian and cyclist mobility. Above this, is to promote pedestrian connectivity to all the Rea Vaya BRT Station and areas of public interest. The overall scope of works for this project entails	Milpark	<ul style="list-style-type: none"> <li>The overall scope of works for this project entails construction of pedestrian walks, street light upgrades, road upgrades, services upgrades, pedestrian bridge and soft and hard landscaping. For ease of implementation this project has been divided into two phases and the pedestrian bridge will be implemented as a standalone project.</li> </ul>	The tender process for the appointment of the Civil engineer for the professional team is due for adjudication. The Urban design Architects are already appointed and busy with the concept design.

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
	<p>construction of pedestrian walks, street light upgrades, road upgrades, services upgrades, pedestrian bridge and soft and hard landscaping.</p> <p>For ease of implementation this project has been divided into two phases and the pedestrian bridge will be implemented as a standalone project.</p>		<ul style="list-style-type: none"> <li>The scope of works for the 2016/17 financial year is to appoint professional services providers, conduct all necessary field investigation, complete overall concept design and complete detailed designs for phase 1 only and complete 10% of the phase 1 construction stage.</li> </ul>	
Milpark Precinct Pedestrian Bridge	<p>This project is part of the Milpark Precinct Development which is part of the Empire Perth Corridor of Freedom. The Milpark Precinct has been identified by the City of Johannesburg as one of the main precinct of the Empire Perth Corridor. The main objective of this project is to design and construct a pedestrian bridge over Barry Hertzog Avenue connecting Richmond and Milpark.</p>	Milpark	<ul style="list-style-type: none"> <li>This project is part of the Milpark Precinct Development which is part of the Empire Perth Corridor of Freedom. The Milpark Precinct has been identified by the City of Johannesburg as one of the main precinct of the Empire Perth Corridor. The main objective of this project is to design and construct a pedestrian bridge over Barry Hertzog Avenue connecting Richmond and Milpark.</li> <li>The scope of works for the 2016/17 financial year is to appoint professional service providers, conduct all necessary field investigations and complete concept design.</li> </ul>	<p>Professional team has been appointed. Topographic survey is completed. Concept designs have been finalised and still to be presented to JDA EXCO and Client Department for approval. The overall construction progress is 9%.</p>
Campus Square Public Transport and Pedestrian Facility <sup>13</sup>	<p>Design and Implementation of the 'Campus Square' Public Transport and Pedestrian Bridge Facilities</p>	Knowledge Precinct	<ul style="list-style-type: none"> <li>The overall scope is to design and implement the Campus Square Public Transport and Pedestrian Bridge Facilities.</li> </ul>	<p>Traffic engineering studies has been completed. Concept design has been completed and approved by JDA EXCO. Detail Designs has been completed and submitted to JRA. Tender procurement process is underway. Delays were due to the changes requested by City Transformation to the concept, which impacted on the detailed design. Construction was planned to commence in November 2016. It is now anticipated to start in February 2017. The overall construction progress is at 25%.</p>

<sup>13</sup> (Knowledge Precinct: Auckland Park Pedestrian Crossing New Precinct Redevelopment AUCKLAND PARK B City Wide)

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Westbury Development: Westbury Pedestrian Bridge	<p>The Westbury Pedestrian Bridge is part of the Westbury Precinct Development. The Westbury Precinct has been identified by the City of Johannesburg as one of the main precincts on the Empire Perth Corridor. The project entails the design and implementation of a pedestrian bridge connecting Westbury and Coronationville. The main aim of the bridge is to provide a safer crossing point over the BRT Trunk route on Fuel Road for the scholars of Westbury who attend school in Coronationville.</p> <p>The detailed design and construction stage for this project commenced during the 2015/16 financial year and the scope of works for the 2016/17 financial year is to complete the construction stage.</p>	Westbury	<ul style="list-style-type: none"> <li>The project entails the design and implementation of a pedestrian bridge connecting Westbury and Coronationville. The scope of works for the 2016/17 financial year is to complete the construction stage.</li> </ul>	The construction stage is at an advanced stage and the overall construction progress is at 99%.
Union Stadium (Phase 1A)	<p>The Union Stadium upgrade is part of the Westbury Precinct Development. The Westbury Precinct has been identified by the City of Johannesburg as one of the main precincts on the Empire Perth Corridor. The overall scope for the project entails the design and implementation of two new soccer pitches, netball courts, volley ball courts and football courts.</p> <p>The detailed design and construction stage commenced during the 2015/16 financial year. The scope of work for the 2016/17 financial year is to complete the construction stage. The main outstanding items are the removal of illegal dumping around the new grounds and courts and to level around the new grounds and courts to make them safer for use by the community.</p>	Westbury	<ul style="list-style-type: none"> <li>The overall scope for project entails the design and implementation of two new soccer pitches, netball courts, volley ball courts and football courts. The scope of work for the 2016/17 financial year is to complete the construction stage.</li> <li></li> </ul>	Phase 1A has been completed and the practical completion certificate will be issued after the water connection has been implemented by JRA. Phase 1B went out on tender on the 3rd October 2016 for the main contractor.
Westdene Dam Precinct Interventions / NMT	<p>This project is part of Westdene Dam Precinct Development which is part of the Empire Perth Corridor of Freedom. The Westdene Dam Precinct has been identified by the City of Johannesburg as one of the main precinct of the Empire Perth Corridor. The main objective of this project is to implement NMT infrastructure in order to support and encourage pedestrian and cyclist mobility. Above this, is to promote pedestrian connectivity to all</p>	Westdene Dam	<ul style="list-style-type: none"> <li>The overall scope of works for this project entails construction of pedestrian walkways, street light upgrades, road upgrades, services upgrades, non-motorised transport and soft and hard landscaping.</li> </ul>	Field investigations and concept designs have been completed. Detailed designs have been finalized with JRA approval in progress. Tender documentation is 100% complete. Tender process has been completed and tender assessment report has been completed and submitted to the client. The overall construction progress is at 20%.

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
	the Rea Vaya BRT Station and areas of public interest. The overall scope of works for this project entails construction of pedestrian walkways, street light upgrades, road upgrades, services upgrades, non-motorised transport and soft and hard landscaping.			
CORR - Louis Botha Corridor of Freedom Stormwater <sup>14</sup>	The Louis Botha Corridor of Freedom Stormwater Master Plan (COF SMP) project entails the design and implementation of stormwater upgrades required to support all the precinct developments that the City has identified along the Louis Botha Corridor. During the 2015/16 financial year the Johannesburg Roads Agency (JRA) completed a stormwater masterplan indicating all the required upgrades along the Corridor.	Orange Grove	<ul style="list-style-type: none"> <li>The scope of work for the 2016/17 financial year is to commence with the first phase of implementation, which entails appointing professional service providers, conducting field investigations, detailed design and complete phase 1 construction. The scope of work for phase 1 will be based on the available budget and the first priority will be to support the BRT project, current precinct developments and areas that are under stress.</li> </ul>	The procurement process for the appointment of the professional team has closed and evaluation is underway.
CORR - Perth Empire Corridor of Freedom Stormwater <sup>15</sup>	The Empire Perth Corridor of Freedom Stormwater Master Plan (COF SMP) project entails the design and implementation of stormwater upgrades required to support all the precinct developments that the City has identified along the Empire Perth Corridor. During the 2015/16 financial year the Johannesburg Roads Agency (JRA) completed a stormwater masterplan indicating all the required upgrades along the corridor.	Westbury	<ul style="list-style-type: none"> <li>The scope of work for the 2016/17 financial year is to commence with the first phase of implementation, which entails appointing professional service providers, conducting field investigations, detailed design and complete phase 1 construction. The scope of work for phase 1 will be based on the available budget and the first priority will be to support the current precinct developments and areas that are under stress.</li> </ul>	Concept design has been completed and approved by JDA EXCO. Detailed designs are at 95% completed. Tender procurement process is underway for the main contractor; and the closing date was on the 9 <sup>th</sup> December 2016.
CORR - Turffontein Corridor of	The Turffontein Corridor of Freedom Stormwater Master Plan (COF SMP) project entails the design and implementation of stormwater upgrades required to	De Villiers Street	<ul style="list-style-type: none"> <li>The scope of work for the 2016/17 financial year is to commence with the first phase of implementation, which</li> </ul>	Concept design has been completed and approved by JDA EXCO. Detailed designs are at 95%. Tender procurement process is

<sup>14</sup> CORR - Louis Botha Corridor of Freedom Stormwater Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction and Upgrading Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional

<sup>15</sup> CORR - Perth Empire Corridor of Freedom Stormwater Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction and Upgrading Renewal Corridors of Freedom Intervention WESTBURY B Regional

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Freedom Stormwater <sup>16</sup>	support all the precinct developments that the City has identified along the Turffontein Corridor. During the 2015/16 financial year the Johannesburg Roads Agency (JRA) completed a stormwater masterplan indicating all the required upgrades along the corridor.		entails appointing professional service providers, conducting field investigations, detailed design and complete phase 1 construction. The scope of work for phase 1 will be based on the available budget and the first priority will be to support current precinct developments and areas that are under stress.	underway for the main contractor; and the closing date was on the 9 <sup>th</sup> December 2016.
Westbury NMT: Phase 4	The Westbury NMT Phase 4 is part of the Westbury Precinct Development. The Westbury Precinct has been identified by the City of Johannesburg as one of the main precincts on the Empire Perth Corridor. The project aims at design and implementing NMT infrastructure connecting the greater part of Westbury to public transport nodes around Westbury, with BRT Phase 2 being the main focus. For ease of implementation the project has been divided into four phases. Phases 1, 2 and 3 were completed during the 2014/15 and 2015/16 financial years. Phase 4 entails design and construction of the last portion of the NMT infrastructure.	Westbury	<ul style="list-style-type: none"> <li>The scope of works for the 2016/17 financial year entails appointment of the professional team, field investigation, concept design, detailed design and 20% construction stage.</li> </ul>	The procurement process for the appointment of professional team has been completed and concept design has been finalised.
Melville High Street detailed local area plan and implementation plan	Melville High Street detailed local area plan and implementation plan	Westdene / Melville	<ul style="list-style-type: none"> <li>Melville High Street detailed local area plan and implementation plan</li> </ul>	Steering Committee established. Formal discussions and meetings were held with several stakeholders and the newly elected ward councillor in anticipation of the public participation process.
Balfour Park Area Based Mgmt. Plan	Balfour Park Area Based Mgmt. Plan	Balfour Park	<ul style="list-style-type: none"> <li>Balfour Park Area Based Mgmt. Plan</li> </ul>	Project only scheduled to begin in Quarter 3 of 2016/17

### 3.7.3 PRIORITY AREA PLANNING & IMPLEMENTATION

<sup>16</sup> CORR - Turffontein Corridor of Freedom Stormwater<sup>16</sup> Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction and Upgrading Renewal Corridors of Freedom Intervention Renewal Stormwater Management Projects JOHANNESBURG F Regional

Manage the development of strategic economic nodes in marginalised areas through capital investments, overseeing integrated investments by other departments and entities, and facilitating partnership initiatives. The corresponding regional focus areas of this programme include:

- Greater Soweto, (including Lenasia, Eldos, Nancefield)
- Alexandra and the OR Tambo Corridor (includes Randburg, Cosmo City, Modderfontein, Frankenwald)
- Marginalised Areas – Diepsloot, Ivory Park, Orange Farm

**TABLE 21: PRIORITY AREA PLANNING & IMPLEMENTATION PROGRAMME**

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Cosmo City Fire Station	JDA has been appointed as the implementing agent to construct a new fire station in Cosmo City for Emergency Management Services. The design work has been completed and the tender for the appointment of a main contractor has been completed. The Cosmo City Fire Station will be completed in the 2016/17 financial year.	Cosmo City	<ul style="list-style-type: none"> <li>• The construction of single and double storey buildings for a new fire station, including but is not limited to: building works including equipment stores, fire engine bays, offices, display rooms, rest rooms, wash bays and external works including bulk earthworks, paving, fencing, landscaping.</li> </ul>	Construction of the main building is at an advanced stage, the overall construction progress is at 91%. The tiling is on-going and the earthwork for paving has commenced, due to rains in the previous weeks there has been a slight delay in the planned activity. EMS has confirmed an increased budget of R18 million. The anticipated date of completion is 3 February 2017 for the main building and 21 April 2017 for swimming pool area; due to the delayed budget confirmation.
Lehae Fire Station	JDA is in the process of being appointed as the implementing agent to construct a new fire station in Lehae for Emergency Management Services. The design work will commence in the 2016/17 financial year and the detailed designs will be completed and the procurement of the contractor will be done. Request will be made during the mid-year budget review to reduce the budget as the current allocation is too high for planning and construction work to be done in year 1 of the project.	Lehae	<ul style="list-style-type: none"> <li>• The construction of a new fire station.</li> </ul>	Concept designs are underway and will be presented to the JDA EXCO and client department before end of January 2017.

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Lehae Training Academy	JDA is in the process of being appointed as the implementing agent to construct a new training academy in Lehae for Emergency Management Services. The design work will commence in the 2016/17 financial year and the detailed designs will be completed and the procurement of the contractor will be done. Request will be made during the mid-year budget review to reduce the budget as the current allocation is too high for planning and construction work to be done in year 1 of the project.	Lehae	<ul style="list-style-type: none"> <li>The scope of works entails a combination of new and upgrade interventions are proposed with the intention of transforming the site from its current underdeveloped state to a facility that will offer world class training interventions.</li> </ul>	Concept designs are underway and will be presented to the JDA EXCO and client department before end of January 2017.
Noordgesig - Social Cluster Re-design (including social housing)	The project entails the upgrading of the existing social cluster in Noordgesig and supporting pedestrian links. The development of a comprehensive precinct plan and the identification and prioritisation of key interventions is currently underway. The project was presented to the JDA EXCO during June 2016 and construction of the priority intervention will start during January 2017.	Noordgesig	<ul style="list-style-type: none"> <li>This project is part of the Noordgesig TOD and the overall scope of work entails design and construction of a Social Cluster</li> </ul>	Concept design has been completed and approved by the JDA EXCO on the 15 June 2016. Detailed design development is underway. Procurement tender process is underway; and construction is anticipated to commence in the 4 <sup>th</sup> quarter.
Kliptown Upgrade Programme (Kliptown Renewal Precinct Redevelopment (Walter Sisulu Square) KLIPSPRUIT EXT.4 D Ward ) - Phase 2	The second phase of works to improve the Walter Sisulu Square of Dedication started during April 2016 and will be completed in November 2016. Further phases of the programme include a comprehensive overhaul of the informal trading market and the relocation of the Freedom Charter Museum to a more prominent position on the square. Planning work on these initiatives is underway and construction works are expected to start by November 2016. An extensive community consultation process started June 2016. A priority plan will be finalised after this process.	Kliptown	<ul style="list-style-type: none"> <li>This project is part of the overall Kliptown Renewal Programme. The overall scope of works entails, new trader stalls, upgrade of Klipspruit Valley Road and the relocation of Kliptown Museum.</li> </ul>	The Kliptown Upgrade Programme (Phase 2) practical completion was achieved on the 24 <sup>th</sup> November 2016. For Kliptown Upgrade Programme (Phase 3) professional team has been appointed. Field investigation has been completed and concept development is underway. Delays in Phase 3 are due to further project scoping and consultation on the relocation of the museum. The professional team is busy finalising the detailed design. Contractor appointment date is anticipated before end of March 2017.
Claremont Clinic	The development concept was approved by the client. A value engineering exercise is currently underway and the tender process for the appointment of a contractor will start during June 2016 with construction works expected to start during September 2016.	Claremont	<ul style="list-style-type: none"> <li>This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to design and construct a new primary health care facility</li> </ul>	The detailed design, Tender documentation is complete. The project has been delayed while completing the concept and detailed design phases and will only go out on tender next financial year.
Florida Clinic	A development concept will be presented to the client by end June 2016. The detailed design stage will commence	Florida	<ul style="list-style-type: none"> <li>This project is part of the City of Johannesburg service delivery</li> </ul>	The project is behind schedule due to the late appointment of the professional team.

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
	during July 2016 and construction works will start during January 2017.		<p>programmes. The objective of the project is to design and construct a new primary health care facility.</p> <ul style="list-style-type: none"> <li></li> </ul>	<p>Concept designs have been approved by CoJ Health and still to be presented for approval by the JDA EXCO. The project is currently in the detailed design stage. The procurement process for the appointment of the contractor has commenced with the invitation to bidders to participate in the prequalification process. It is envisaged that a main contractor will be appointed before the end of the third quarter.</p>
Noordgesig Clinic	Completion of construction of a new primary health care facility	Noordgesig	<ul style="list-style-type: none"> <li>Completion of construction of a new primary health care facility</li> </ul>	<p>Construction works is underway and the new clinic will be completed by the 21 February 2017. Delays were due to on-going issues with SMMEs and unskilled labourers which slowed the progress on site. Regular meetings with the JDA and the respective SMMEs are underway to assist in sorting out the misunderstanding and points of confusion with SMMEs. The overall construction progress is at 70%.</p>
Langlaagte Pharmacy Depot	This project is part of the City of Johannesburg Service delivery programme. The overall scope of works entails increasing capacity on an existing Pharmaceutical Depot which supports over seventy clinics in the City of Johannesburg.	Langlaagte	<ul style="list-style-type: none"> <li>This project is part of the City of Johannesburg Service delivery programme. The overall scope of works entails increasing capacity on an existing Pharmaceutical Depot which supports over seventy clinics in the City of Johannesburg.</li> </ul>	<p>Construction work has been delayed due to poor performance by the contractor and the contract has been cancelled and re-advertised. Procurement of the new contractor is underway. The overall construction progress is at 40%.</p>
Orchards Clinic	Orchards Clinic implemented by Johannesburg Development Agency on behalf of City of Johannesburg Department of Health	Orange Grove	<ul style="list-style-type: none"> <li>Orchards Clinic implemented by Johannesburg Development Agency on behalf of City of Johannesburg Department of Health</li> </ul>	<p>Construction works is underway and due to on-going delays caused by rectification works and the work stoppage that took place means that the project is now expected to run well into 2017. The revised project completion date is 10 February 2017. The contractor is still 14 days behind programme. Contractor has also been requested for a mini-programme for the remedial works in order for them to be tracked and signed-off once completed. The contractor is planning on working an extra week into Builder's</p>

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
				Break to try and catch up the works. The overall construction progress is at 86.6%.
Zandspruit Clinic	A professional team is appointed and will focus on the identification of a suitable site for the development of a new clinic in Zandspruit. Once a site is secured, the team will focus on the development concept. The aim is to have an approved development concept by March 2017.	Zandspruit	<ul style="list-style-type: none"> <li>This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to design and construct a new primary health care facility</li> </ul>	The process of identifying suitable land is underway.
Ebony Park Clinic	A development concept will be presented to the client by end June 2016. The detailed design stage will commence during July 2016 and construction works will start during January 2017.	Ebony Park	<ul style="list-style-type: none"> <li>This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to design and construct a new primary health care facility</li> </ul>	The project is currently in the detailed design stage. The concept design has been presented and approved by the CoJ Health and still to be presented for approval by the JDA EXCO. The procurement process for the appointment of the contractor has commenced with the invitation of bidders to participate in the prequalification process. It is envisaged that a main contractor will be appointed before the end of the third quarter.
Golden Harvest Rehabilitation Centre	The Golden Harvest Drug and Alcohol-Free Centre in Northgate, northern Johannesburg serves up to 12 young underprivileged patients mainly from areas such as Alexandra, Eldorado Park, Soweto and Westbury	Randburg	<ul style="list-style-type: none"> <li>Golden Harvest Drug and Alcohol-Free Centre completion</li> </ul>	Construction works is at an advanced stage and the overall construction progress is at 83.2%.
Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional	The JDA has completed numerous key projects in Diepsloot, the most recent intervention was the completion of the new Ingonyama Link Road, including a vehicular bridge to ease vehicular movement and access and unlocking development potential in the area. The Urban Development Framework will now be reviewed and this revision will result in the identification of further key interventions. 2016/2017 will be a planning year, with key interventions being implemented from 2017/2018.	Diepsloot	<ul style="list-style-type: none"> <li>The scope of work for this financial year entails the appointment of the professional team, field investigation and concept development.</li> <li></li> </ul>	The RFP for the professional team closed on 8 September 2016. Tender evaluation is underway.
Braamfischerville - Internal Roads and Stormwater (housing)	This project is part of the City of Johannesburg service delivery programme. The overall scope of works entails upgrading of gravel roads to surfaced roads in Braamfischerville.	Braamfischerville	<ul style="list-style-type: none"> <li>This project is part of the City of Johannesburg service delivery programme. The overall scope of works entails upgrading of gravel roads to surfaced roads in Braamfischerville.</li> <li>The scope of works for this financial year entails field investigations,</li> </ul>	Project scoping report has been completed. The designs, drawings, tender document and bill of quantities are completed. The project went out on tender on the 9 <sup>th</sup> December 2016.

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
			concept development, detailed design and construction stage up to 25%.	
Bophelong Clinic	<p>This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to design and construct a new primary health care facility.</p> <p>A professional team will be appointed by end October 2016 and will advise the client as to the extent of the scope of works. A development concept will be presented to the client by February 2017.</p>	Bophelong	<ul style="list-style-type: none"> <li>The scope of works for this financial year entails the appointment of professional team, land identification, field investigation, concept design and detailed design.</li> </ul>	The tender for professionals closed 12 September 2016, tender evaluation is underway.
Eldorado Park Ext 9 Renewal Clinic ELDORADO PARK EXT.9 G Ward	<p>This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to design and construct a new primary health care facility.</p>	Eldorado Park	<ul style="list-style-type: none"> <li>This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to design and construct a new primary health care facility.</li> </ul>	A professional team was appointed by end October 2016 and will advise the client as to the extent of the scope of works. A development concept will be presented to the client by February 2017.
Protea South Clinic Renewal Clinic PROTEA SOUTH EXT.1 G Ward	<p>This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to design and construct a new primary health care facility.</p> <p>A professional team will be appointed by end October 2016 and will advise the client as to the extent of the scope of works. A development concept will be presented to the client by February 2017.</p>	Protea South	<ul style="list-style-type: none"> <li>The scope of works for this financial year entails appointment of professional team, land identification, field investigation, concept design and detailed design.</li> </ul>	The tender for professionals closed 8 September 2016, tender evaluation is underway.
Lehae New Library	<p>This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to design and construct a Public Library in Lehae Township south of Johannesburg. The implementation of this project started last financial year, 2015/16.</p>	Lehae	<ul style="list-style-type: none"> <li>The objective of the project is to design and construct a Public Library in Lehae Township south of Johannesburg. The implementation of this project started last financial year, 2015/16.</li> <li>The scope of works for the 2016/17 financial year entails continuation of the construction stage up to practical completion stage.</li> </ul>	The project is at construction stage and is progressing very well. Brickwork, plastering, concrete, structural steel are the key work activities currently being undertaken on site. The overall progress is 71.8%.
Rabie Ridge Multi-Purpose Centre	<p>This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to design and construction of an upgrade on the existing Rabie Ridge stadium in Rabie Ridge, north of Johannesburg. The implementation of this project started</p>	Rabie Ridge	<ul style="list-style-type: none"> <li>The scope of works for the 2016/17 financial year entails continuation of the construction stage up to practical completion stage.</li> </ul>	Construction work has been delayed due to poor performance by the contractor and the contract has been cancelled and re-advertised. Procurement of the new contractor is underway and construction is

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
	last financial year, 2015/16.			planned to commence again on the 25 <sup>th</sup> February 2017.

### 3.7.4 GREENWAYS PROGRAMME

The greenways programme that focuses on providing resilient, liveable and sustainable environments within the City by using roads and transport modes to promote walking, cycling, and sustainable public transport. This programme includes the continued roll-out of the Rea Vaya BRT infrastructure and service. The corresponding regional focus areas of this programme include:

- Empire-Perth Corridor
- Louis Botha Corridor
- Alexandra and the OR Tambo Corridor (includes Randburg, Sandton, Cosmo City, Modderfontein, Frankenwald)

TABLE 22: GREENWAYS PROGRAMME

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Milpark Precinct NMT: Phase 1	This project is part of the Milpark Precinct Development which is part of the Empire Perth Corridor of Freedom. The Milpark Precinct has been identified by the City of Johannesburg as one of the main precinct of the Empire Perth Corridor. The main objective of this project is to implement NMT infrastructure in order to support and encourage pedestrian and cyclist mobility. Above this, is to promote pedestrian connectivity to all the Rea Vaya BRT Stations and areas of public interest.	Milpark	<ul style="list-style-type: none"> <li>• The overall scope of works for this project entails construction of pedestrian walkways, street light upgrades, road upgrades, services upgrades, pedestrian bridge and soft and hard landscaping. For ease of implementation this project has been divided into two phases and the pedestrian bridge will be implemented as a standalone project.</li> <li>• The scope of works for the 2016/17 financial year is to appoint professional service providers, conduct all necessary field investigations, complete overall concept design, and complete detailed designs for phase 1 only and complete 10% of the phase 1 construction stage.</li> </ul>	Professional team has been appointed. Topographic survey is completed. Concept designs have been finalised and are still to be presented to JDA EXCO and Client Department for approval.

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Phase 1C Section 15 (Alexandra to Parktown) Roadworks Phase 2	<p>The Section 15 Phase 2 project is part of the Section 15 Trunk route. Section 15 starts at the corner of Empire and Victoria Avenue, turns left at Empire and Clarendon Road and traverses along Louis Botha Avenue until the intersection of Pretoria Main Lees Street. Section 15 is approximately 12 km long.</p> <p>For ease of implementation the Section 15 Trunk route was divided into two phases. Phase 1 entailed the construction of the BRT lanes, which was basically pavement strengthening of the two inside lanes. This phase was completed during the 2015/16 financial year. Phase 2 of this project entails road widening, intersection widening, pedestrian walkway upgrades, services upgrades, street light upgrades, signal upgrades and installation of CCTV camera and ITS ducts. The construction stage for this phase started during the 2015/16 financial year and the scope of works for this financial year entails completion of the project.</p>	Sandton	<ul style="list-style-type: none"> <li>The Section 15 Phase 2 project is part of the Section 15 Trunk route. Section 15 starts at the corner of Empire and Victoria Avenue, turns left at Empire and Clarendon Road and traverses along Louis Botha Avenue until the intersection of Pretoria Main Lees Street. Section 15 is approximately 12 km long. For ease of implementation the Section 15 Trunk route was divided into two phases. Phase 1 entailed the construction of the BRT lanes, which was basically pavement strengthening of the two inside lanes. This phase was completed during the 2015/16 financial year. Phase 2 of this project entails road widening, intersection widening, pedestrian walkway upgrades, services upgrades, street light upgrades, signal upgrades and installation of CCTV camera and ITS ducts.</li> </ul>	The project is at an advanced construction stage.
Phase 1C Section 8B (Sandspruit River Bridge Widening and road works)	<p>The Section 8B project is part of the Section 8 trunk route. The overall scope of works for this project entails the widening of the Sandspruit Bridge from 2 lanes to 6 lanes, widening of the Katherine Street and Marlboro Drive intersection from 2 right turning lanes to 3 right turning lanes, and construction of wider pedestrian walkways.</p> <p>The construction stage for this project started during the 2015/16 financial year and the scope of works for the 2016/17 financial year is to complete the construction stage.</p>	Sandton	<ul style="list-style-type: none"> <li>The Section 8A project is part of the Section 8 trunk route. The overall scope of works for this project entails the widening of the Sandspruit Bridge from 2 lanes to 6 lanes, widening of the Katherine Street and Marlboro Drive intersection from 2 right turning lanes to 3 right turning lanes, and construction of wider pedestrian walkways.</li> </ul>	Project was completed on the 31 <sup>st</sup> December 2016.
Phase 1C Section 8A (New BRT Bridge over the M1 between Wynberg and Sandton)	<p>The Section 8A project is part of the Section 8 trunk route. The overall scope of works for this project entails construction of a Flyover Bridge over the M1 between the Grayston and Marlboro interchanges, connecting Section 15 (Louis Botha) on the east of the M1 and Section 8 (Katherine Street) on the west.</p>	Sandton	<ul style="list-style-type: none"> <li>The Section 8A project is part of the Section 8 trunk route. The overall scope of works for this project entail construction of a Flyover Bridge over the M1 between the Grayston and Marlboro interchanges, connecting</li> </ul>	The project is at an advanced construction stage, and the overall progress is at 91%.

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
			<p>Section 15 (Louis Botha) on the east of the M1 and Section 8 (Katherine Street) on the west.</p> <ul style="list-style-type: none"> <li>The construction stage for this project started during the 2015/16 financial year and the scope of works for the 2016/17 financial year is to complete the construction stage.</li> </ul>	
Alexandra NMT Phase 3	The Alex Urban Upgrade is part of the Phase 1C Rea Vaya infrastructure. The objective of the project is to create green and liveable streets with primary focus on pedestrian mobility rather than motorists. The scope of the project entails design of high quality walkways, cycling lanes, speed calming measures, soft and hard landscaping and street lighting. For implementation purposes the project has been divided into three phases. Phases 1 and 2 were completed in 2014/15 and 2015/16 financial years, respectively.	Alexandra	<ul style="list-style-type: none"> <li>The scope of work for this financial year is to complete the Phase 3 detailed designs and complete the full construction stage.</li> <li></li> </ul>	Concept and detailed designs have been completed. The tender for construction was advertised on the 14 <sup>th</sup> October 2016 and it closed on the 17 <sup>th</sup> November 2016. Tender adjudication commenced on the 22 <sup>nd</sup> November 2016 with the adjudication report expected to be submitted on the 13 <sup>th</sup> December 2016.
BRT Sandton / Randburg Section 9	The Section is a major part of the Phase 1C Rea Vaya BRT trunk routes. It aims at connecting Fourways and Randburg to the Sandton CBD. From Randburg, it traverses from the CBD along Republic Road into William Nicol and Sandton Drive up to the Gautrain Station and from Fourways Shopping Centre, along William Nicol and Sandton Drive up to the Gautrain Station. The route is approximately 12.2 km between Sandton and Fourways and approximately 8kms between Sandton and Randburg CBD. The scope of work for this financial year is to complete the detailed designs for the section between Sandton and Randburg.	Alex Randburg Corridor	<ul style="list-style-type: none"> <li>The Section is a major part of the Phase 1C Rea Vaya BRT trunk routes. It aims at connecting Fourways and Randburg to the Sandton CBD. From Randburg, it traverses from the CBD along Republic Road into William Nicol and Sandton Drive up to the Gautrain Station and from Fourways Shopping Centre, along William Nicol and Sandton Drive up to the Gautrain Station. The route is approximately 12.2 km between Sandton and Fourways and approximately 8kms between Sandton and Randburg CBD.</li> </ul>	Traffic Impact Assessment and Concept Design have been completed. Detail designs and tender procurement process underway.
Sandton Loop Project	The Sandton Loop is part of the Phase 1C Rea Vaya infrastructure which connects Sandton, Johannesburg CBD and Alexandra and Randburg CBD along Louis Botha, Katherine Street and Sandton Drive and Republic Road. The Sandton Loop traverses along Rivonia Road, Fredman Drive and 5th Street.	Sandton	<ul style="list-style-type: none"> <li>The scope of works entails dedicated Public Transport and BRT lanes, pavement rehabilitation, pedestrian walkways, non-motorised transport and commuter shelters. The project is currently at construction stage and the</li> </ul>	Construction is at an advanced stage. Anticipated project completion date is April 2017.

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
	.		scope of works for this financial year is to complete the construction stage and handover the project to the client department	
Phase 1A NMT Feeder Routes (PHASE 2)	The City of Johannesburg adopted its first Non-Motorised Transport (NMT) Frameworks in 2009, which guides the planning and implementation of NMT infrastructure throughout the City. NMT infrastructure can be categorised as sidewalks and other supporting facilities. The aim of NMT infrastructure is not only to address transportation related issue but social, environment and economic issues in the City. The Phase 1A Feeder route project entails design and implementation of NMT infrastructure along the Phase 1A Rea Vaya BRT Feeder routes. For ease of implementation the project has been divided into two phases. Phase 1 was completed during the 2015/16 financial year and Phase 2 will be implemented during the 2016/17 financial year. The scope of work for the 2016/17 financial year entails appointment of the main contractor and completing the construction stage.	Protea Glen, Soweto.	<ul style="list-style-type: none"> <li>The project entails the design and implementation of NMT strategies such as pedestrian walkways, soft and hard landscaping and street lighting along the Rea Vaya Phase 1A Feeder Routes in Protea Glen, Soweto.</li> </ul>	The contractor has been appointed and construction progress is slow due to cash flow problems from the contractor. The project is running 3 months late. Furthermore, heavy rains in November 2016 also caused damage and delays on the project.
Rosebank to Sandton NMT	This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to improve existing pedestrian mobility and encourage use of NMT.	Rosebank	<ul style="list-style-type: none"> <li>The overall scope of works entails design and construction of pedestrian walkways and general public environment upgrade connecting Rosebank to Sandton, Melrose Arch to Rosebank and Parkhurst to Rosebank. For ease of implementation the project has been divided into three phases; Phase 1: Rosebank to Sandton, Phase 2: Parkhurst to Rosebank and Phase 3: Melrose Arch to Rosebank.</li> <li>The scope of works for the 2016/17 financial year entails detailed design and construction stage up to 50% for Phase 1 only.</li> </ul>	Detailed designs have been completed and approved. The tender process for appointing the main contractor is underway. The bids are being evaluated by the professional team. The overall construction progress is at 38%.
Phase 1C Section 15I (Great Walk	The Great Walk Bridge is part of the Great Walk NMT project which aims at promoting and supporting existing	Alexandra	<ul style="list-style-type: none"> <li>The scope of works for the 2016/17 financial year is to continue with the</li> </ul>	The project is currently at construction stage. However, the collapse of the false works has

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Pedestrian Bridge)	pedestrian mobility between Alexandra and Sandton. The bridge aims at promoting a safer crossing point for both pedestrians and cyclists over the Grayston Interchange.		construction stage up to 80%.	delayed the project. The overall construction progress is at 69.64%
Phase 1C BRT Station	This project is part of the Phase 1C Rea Vaya BRT Trunk route. The overall project scope entails design and construction of fourteen (14) new BRT stations. The stations are mainly located on section 8 and 15 of Phase 1C. There are eleven (11) along Louis Botha Avenue, one (1) on Katherine Street in Sandton and two (2) along Rivonia Road. Above this, are five (5) transition stations that are at the interface of the existing phase 1A and 1B routes with 1C. One (1) in the Hillbrow, two (2) in Joburg CBD and three (3) in Braamfontein. The transition stations have to be converted from a high floor design to a low floor design. This project is likely run over two financial years.	Louis Botha Avenue	<ul style="list-style-type: none"> <li>This project is likely run over two financial years. The scope of works for the 2016/17 financial year entails implementation of only five stations, one conversion and four new stations.</li> </ul>	The main contractor has been appointed and has commenced with the conversion of the existing Art Gallery station from high floor to low floor.
Phase 1C Station NMT - Precinct	Project aims at design and implementation of NMT strategies such as pedestrian walkways soft and hard landscaping, and street lighting upgrade along key streets connecting to the new Rea Vaya Stations on Louis Botha Avenue.  The scope of work for the 2016/17 financial year is to develop detailed designs.	Louis Botha Avenue	<ul style="list-style-type: none"> <li>Project aims at design and implementation of NMT strategies such as pedestrian walkways, soft and hard landscaping, and street lighting upgrade along key streets connecting to the new Rea Vaya Stations on Louis Botha.</li> <li>The scope of work for the 2016/17 financial year is to develop detailed designs.</li> </ul>	Field investigations and concept designs have been completed. Preliminary design underway.
Selby BRT Bus Depot Phase 1	The project is part of the Phase 1C Rea Vaya BRT infrastructure. It is one of the three depots planned for the next three financial years. This depot is situated in Selby, south of Joburg CBD. The main features will be an Administration Building, Maintenance Building, Wash and Refuelling bays, ITS control centre. The project will be implemented over two financial years and for ease of construction it has been divided into two phases.  <ul style="list-style-type: none"> <li>The first phase 1 of project entails the perimeter fencing upgrade, the main parking area driveway upgrade and the construction main entrance road into the Depot (along Pat Mbatha road intersection</li> </ul>	Selby	<ul style="list-style-type: none"> <li>The scope of the 2016/17 financial year is to start and finish with the construction of the Phase 1 scope of works.</li> <li>The first phase will entail the construction of the perimeter fence, bus parking area platform, site access road and administration building.</li> </ul>	All designs have been completed and approved. The process of appointing a contractor has been completed and site handover carried out 22 August 2016. Construction is progressing well.

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
	with Ignatius Street). The second phase will involve revamping the balance of the property to prepare it for BRT operations and requirements.			
Selby BRT Bus Depot Phase 2	<p>The project is part of the Phase 1C Rea Vaya BRT infrastructure. It is one of the three depots planned for the next three financial years. This depot is situated in Selby, south of Joburg CBD. The main features will be an Administration Building, Maintenance Building, Wash and Refuelling bays, ITS control centre. The project will be implemented over two financial years and for ease of construction it has been divided into two phases.</p> <ul style="list-style-type: none"> <li>Phase 2 will involve revamping the balance of the property to prepare it for BRT operations and requirements. The works will include the administration, workshop and the remote building conversion to a bus Operations centre, bus wash area and refuelling. As well as the balance of the existing driveway upgrade.</li> </ul>	Selby	<ul style="list-style-type: none"> <li>The scope of works for the 2016/17 financial year is to complete detailed design and start with the construction stage up to 10%.</li> <li></li> </ul>	<p>Concept designs have been approved. Preliminary designs are currently underway. Professional team awaits JDA permission to proceed with the completing detailed designs for Phase 2. Phase 2 may have to be broken down to further phases due to budget constraints.</p>
Midrand BRT Bus Depot	<p>The project is part of the Phase 1C Rea Vaya BRT infrastructure. It is one of the three depots planned for the next three financial years. This depot is situated opposite the Gautrain Station. The main features of the depot will be an Administration Building, Maintenance Building, Wash and Refuelling bays, ITS control centre. The project will be implemented over two financial years and for ease of construction it has been divided into two phases. The first phase will entail the construction of the perimeter fence, bus parking area platform, site access road and administration building. The second phase will be the construction of maintenance building and washing and refuelling facility.</p>	Midrand	<ul style="list-style-type: none"> <li>The scope of works for the 2016/17 financial year is to complete the detailed design.</li> <li></li> </ul>	<p>The site has been secured and a number of due diligence studies have been completed on the selected site. Design concepts were prepared based on the approved site layout and the drawings submitted to a Quantity Surveyor to prepare an 'Order of Magnitude' cost estimate. A consultant for the EIA has been appointed and the specialist work is in progress. A community briefing meeting with regard to the EIA concerns on the development was conducted on 18 September 2016. Results of the initial EIA report were submitted by 7 December 2016.</p> <p>A geo-tech study has been concluded and the Engineer has proposed their relevant designs in line with the study especially with regard to the site layout and bus circulation routes. The land survey indicates quite a substantial fall</p>

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
				on the site and the design has been modified to accommodate this fall. The process of appointing a town planner is underway as the site requires a township establishment before the correct zoning can be put in place.
Driezik Public Transport Facility	This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to improve an existing informal mini bus ranking facility. The overall scope of works entails design and construction of a taxi rank, informal trading facilities and public environment upgrade linking to the facility.	Driezik	<ul style="list-style-type: none"> <li>The overall scope of works entails design and construction of a taxi rank, informal trading facilities and public environment upgrade linking to the facility.</li> <li>The scope of works for the 2016/17 financial year entails concept development, detailed design and construction stage up to 30%.</li> </ul>	This project was delayed last financial year due to land availability issues. However, this year the City has identified a suitable erf and the process of field investigation is underway. The site topographical survey has been finalised and traffic impact assessment to be finalised to inform the detailed design process. Concept designs have been completed awaiting approval by Transportation and JDA EXCO.
Alex BRT Loop	The Alex Loop is one of the Phase 1C Rea Vaya BRT complementary routes. The purpose of complementary routes is to provide feeder services to the trunk routes on non-dedicated lanes. This route aims at connecting the greater Alexandra Community to the Section 8 and 15 Rea Vaya BRT operations. The overall scope of works entails public environmental upgrades, roads upgrades, commuter shelters and general civil infrastructure. The project will be implemented over three financial years. The traffic impact assessment and high level concept were completed during the 2015/16.	Alexandra	<ul style="list-style-type: none"> <li>The overall scope of works entails public environmental upgrades, roads upgrades, commuter shelters and general civil infrastructure.</li> <li>The project will be implemented over three financial years. The traffic impact assessment and high level concept were completed during the 2015/16. The scope of works of the 2016/17 financial year is to complete all field investigation and detailed designs.</li> </ul>	Traffic Impact Assessment and concept design have been completed. Preliminary layout design is underway. Topographical land survey has been completed.
Ghandi Square Interchange	The Gandhi Square Terminal is one of the four key terminals for the Phase 1C Rea Vaya BRT. The project entails design and construction of an Intermodal Public Transport facility in Gandhi Square, Johannesburg CBD, which will accommodate BRT buses, Mini Bus Taxis, and Metro Buses.	Inner City Southwestern Precinct	<ul style="list-style-type: none"> <li>The Gandhi Square Terminal is one of the four key terminals for the Phase 1C Rea Vaya BRT. The project entails design and construction of an Intermodal Public Transport facility in Gandhi Square, Johannesburg CBD, which will accommodate BRT buses, Mini Bus Taxis, and Metro Buses.</li> <li>The scope of works for the 2016/17 financial year is to complete the concept designs.</li> </ul>	Concept design is 20% complete options for in which the positioning of the station are being investigated.
Phase 1C	This project entails implementation of hard and soft	Louis Botha	<ul style="list-style-type: none"> <li>This project entails implementation of</li> </ul>	The Great Work Landscaping section has been

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Landscaping	<p>landscaping along Section 15 (Louis Botha Avenue), Section 8 (Katherine Street) and the Great Walk (from Alexandra to Katherine Street). For ease of implementation the project has been divided into three sub-projects; Section 15 Landscaping, Section 8 Landscaping and Great Walk Landscaping.</p> <p>The construction stage for Great Walk and Katherine Street started during the 2015/16 financial year. The scope of work for this financial year is to complete the construction stage for three projects.</p>	Avenue	<p>hard and soft landscaping along Section 15 (Louis Botha Avenue), Section 8 (Katherine Street) and the Great Walk (from Alexandra to Katherine Street). For ease of implementation the project has been divided into three sub-projects; Section 15 Landscaping, Section 8 Landscaping and Great Walk Landscaping.</p> <ul style="list-style-type: none"> <li>The construction stage for Great Walk and Katherine Street started during the 2015/16 financial year. The scope of work for this financial year is to complete the construction stage for three projects.</li> </ul>	completed. The Katherine Street section and the Louis Botha Avenue section construction is progressing well at an advanced stage.
Emthonjeni Terminal	The Emthonjeni Terminal is one of the four key terminals for the Phase 1C Rea Vaya BRT. The project entails design and construction of an Intermodal Public Transport facility in Ivory Park which will accommodate BRT Complementary buses, Mini Bus Taxis, BRT Park and Ride facilities and informal trading stalls.	Ivory Park	<ul style="list-style-type: none"> <li>The Emthonjeni Terminal is one of the four key terminals for the Phase 1C Rea Vaya BRT. The project entails design and construction of an Intermodal Public Transport facility in Ivory Park which will accommodate BRT Complementary buses, Mini Bus Taxis, BRT Park and Ride facilities and informal trading stalls.</li> <li>The scope of works for the 2016/17 financial year is to complete the detailed designs.</li> </ul>	Concept design is 95% complete and the traffic study is 100% complete. Both await approval by the City, JRA, JDA EXCO and relevant stakeholders.
Section 15J: Watt Road Works	Section 15J is part of the Section 15 Trunk route. It entails the construction of pedestrian bridge structure along Louis Botha Avenue between Houghton Drive and Lily Street, road widening, sidewalks upgrading and retaining structures along Louis Botha Avenue between Andries Street and Chadwick Avenue. The construction stage for this project started during the 2015/16 financial year and the scope of works for the 2016/17 financial year is to complete the construction stage.	Alexandra	<ul style="list-style-type: none"> <li>The construction stage for this project started during the 2015/16 financial year and the scope of works for the 2016/17 financial year is to complete the construction stage.</li> </ul>	The construction stage is on-going and is an advanced stage.
Old Pretoria Road	The Old Pretoria Road is one of the Phase 1C Rea Vaya BRT complementary routes. The purpose of	Midrand	<ul style="list-style-type: none"> <li>The scope of works for the 2016/17 financial year is to appoint a Civil and</li> </ul>	The bid for the appointment of professional team has closed and bid evaluation is

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
	complementary routes is to provide feeder services to the trunk routes on non-dedicated lanes. This route will connect both Section 8 and 15 with Midrand and Tembisa along the Old Pretoria Road. The overall scopes of works entail road widening, non-motorist transport infrastructure, commuter shelters and general civil infrastructure upgrades. The project will be implemented over three financial years.		<p>Traffic Engineer, conduct necessary field investigations, traffic impact assessment and develop a concept design.</p> <ul style="list-style-type: none"> <li></li> </ul>	underway.
Zakariya Park Public Transport Facility	This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to improve an existing informal mini bus ranking facility. The overall scope of works entails design and construction of a taxi rank, informal trading facilities and public environment upgrade linking to the facility.	Zakariya Park	<ul style="list-style-type: none"> <li>This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to improve an existing informal mini bus ranking facility. The overall scope of works entails design and construction of a taxi rank, informal trading facilities and public environment upgrade linking to the facility.</li> <li>The scope of works for the 2016/17 financial year is entails appointment of professional team, field investigation and concept development.</li> </ul>	The tender evaluation process to appoint the professional team is underway.
Soweto Metrorail Station Precinct NMT	This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to improve pedestrian connectivity and mobility to existing Metro Rail Stations. The overall scope of works entails design and construction of Non-Motorised Transport (NMT) facilities linking the Railway Stations in Dube, Naledi, Marafi, Ihlanzeni, Ikhwezi, Phefeni, Phumulong and Mzimhlophe.	Soweto	<ul style="list-style-type: none"> <li>The overall scope of works entails design and construction of Non-Motorised Transport (NMT) facilities linking the Railway Stations in Dube, Naledi, Merafe, Ihlanzane, Ikhwezi, Phefeni, Phumulong and Mzimhlophe.</li> <li>The scope of works for the 2016/17 financial year is entails appointment of professional team, field investigation, precinct plans and concept development.</li> </ul>	The tender process for appointing the professional team is at evaluation stage. To finalise professional team composition.
Roodepoort Holding Facility	This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to improve an existing informal mini bus ranking facility. The overall scope of works entails design and construction of a taxi rank, informal trading facilities and public	Roodepoort	<ul style="list-style-type: none"> <li>This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to improve an existing informal mini bus ranking facility.</li> </ul>	The tender process to appoint the professional team is underway.

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
	environment upgrade linking to the facility.		<ul style="list-style-type: none"> <li>The overall scope of works entails design and construction of a taxi rank, informal trading facilities and public environment upgrade linking to the facility. The scope of works for the 2016/17 financial year is entails appointment of professional team, field investigation and concept development.</li> </ul>	
Emndeni Public Transport Facility	This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to improve an existing informal mini bus ranking facility. The overall scope of works entails design and construction of a taxi rank, informal trading facilities and public environment upgrade linking to the facility.	Emndeni	<ul style="list-style-type: none"> <li>The overall scope of works entails design and construction of a taxi rank, informal trading facilities and public environment upgrade linking to the facility.</li> <li>The scope of works for the 2016/17 financial year is entails appointment of professional team, field investigation and concept development.</li> </ul>	The tender evaluation for appointing professional team is underway.
Orange Farm Ext 7 Public Transport Facility	This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to improve an existing informal mini bus ranking facility. The overall scope of works entails design and construction of a taxi rank, informal trading facilities and public environment upgrade linking to the facility.	Orange Farm	<ul style="list-style-type: none"> <li>The scope of works for the 2016/17 financial year entails appointment of professional team, field investigation and concept development.</li> </ul>	The tender evaluation process to appoint the professional team is underway.
Auckland Park NMT: Phase 1	This project is part of Auckland Park Precinct Development which forms part of the Empire Perth Corridor of Freedom. The Auckland Park Precinct has been identified by the City of Johannesburg as one of the main precincts on the Empire Perth Corridor. The main objective of this project is to implement NMT infrastructure in order to support and encourage pedestrian and cyclist mobility. Above this, to promote pedestrian connectivity to all the Rea Vaya BRT Stations in the area. The overall scope of works for this project entails construction of pedestrian walkways, street light upgrades, road upgrades, services upgrades and soft and hard landscaping. For ease of implementation the project	Knowledge Precinct	<ul style="list-style-type: none"> <li>The overall scope of works for this project entails construction of pedestrian walkways, street light upgrades, road upgrades, services upgrades and soft and hard landscaping. For ease of implementation the project has been divided into two phases.</li> <li>The construction stage for phase 1 commenced during the 2015/16 financial year and the scope of works for the 2016/17 financial year is to complete the construction stage.</li> </ul>	Project has been completed.

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
	has been divided into two phases. The construction stage for phase 1 commenced during the 2015/16 financial year and the scope of works for the 2016/17 financial year is to complete the construction stage.			
Auckland Park NMT: Phase 2	This project is part of Auckland Park Precinct Development which forms part of the Empire Perth Corridor of Freedom. The Auckland Park Precinct has been identified by the City of Johannesburg as one of the main precincts on the Empire Perth Corridor. The main objective of this project is to implement NMT infrastructure in order to support and encourage pedestrian and cyclist mobility. Above this, to promote pedestrian connectivity to all the Rea Vaya BRT Station in the area.	Knowledge Precinct	<ul style="list-style-type: none"> <li>The overall scope of works for this project entails construction of pedestrian walkways, street light upgrades, road upgrades, services upgrades and soft and hard landscaping. For ease of implementation the project has been divided into two phases. The detailed design stage for phase 2 was completed during the 2015/16 financial year and the scope of works for the 2016/17 financial year is to appoint the main contractor and complete the construction stage.</li> </ul>	Project has been completed.

### 3.7.5 ALEX RENEWAL PROGRAMME

The Alexandra Renewal Project (ARP) which is established to coordinate intergovernmental activities to develop Alex. Manage the development of Alexandra through capital investments, overseeing integrated investments by other departments and entities, and facilitating community based initiatives and local economic development strategies. Most of the work involves human settlement development projects such as hostel upgrading, housing development and the construction of community facilities. The corresponding regional focus areas of this programme include:

- Alexandra and the OR Tambo Corridor (includes Randburg, Sandton Cosmo City, Modderfontein, Frankenwald)

TABLE 23: ALEX RENEWAL PROGRAMME

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Alexandra	This project is part of the Alexandra Renewal Programme.	Alexandra	<ul style="list-style-type: none"> <li>The overall scope of works entails</li> </ul>	Construction works are underway and will be

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Automotive Industrial Park	It aims at creating economic opportunities for emerging enterprises in Alexandra and surrounding areas. The overall scope of works entails design and construction of a new Automotive Facility which aims at creating a formalized work hub for local enterprises		<p>design and construction of a new Automotive Facility which aims at creating a formalized work hub for local enterprises.</p> <ul style="list-style-type: none"> <li>The scope of works for this financial year entails continuation of the construction stage up to practical completion.</li> </ul>	completed by end March 2017. The project has been delayed due to poor performance by the main contractor. The project was supposed to have been completed in August 2016 but overall construction progress is at 54.4%.
Alexandra Heritage Centre	This project is sponsored by the Department of Tourism. The overall objective of the project is to complete the construction of the Heritage facility in Alexandra which was started by the ARP some years ago.	Alexandra	<ul style="list-style-type: none"> <li>The scope of works for this financial year is to complete the construction stage and handover the project to the Client and Arts and Culture Department.</li> </ul>	Construction is at an advanced stage; the overall implementation progress is 95.8%. The Town Planner is progressing with making application for the rezoning of the erven where the Alexandra Heritage Centre building is located. Library Specialists Project was granted extension of time to complete outstanding works. JDA are submitting the water and electricity applications to the various city departments on behalf of the Project. Stakeholder meeting held to discuss the operational plan of the Heritage Centre Post-Construction. Installation of vinyl on foldaway screens is in progress.
4th Avenue Clinic (Alexandra)	This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to design and construct a new primary health care facility	Alexandra	<ul style="list-style-type: none"> <li>This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to design and construct a new primary health care facility. The scope of works for this financial year entails continuation of the construction stage up to practical completion.</li> </ul>	Construction work is underway.
Old Ikage housing development (Alexandra)	Planning, design and construction of new housing development in Alexandra Township.	Alexandra	<ul style="list-style-type: none"> <li>The scope of works for this financial year entails concept development, field investigation, detailed design and commence construction up to 25%</li> </ul>	Concept development is underway. There are two families occupying a part of the site which could make it difficult to complete the project. At this moment the project is on-hold because land has not been identified and the JDA team has requested our MMC's intervention.

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Thoko Mngoma Clinic (Alexandra)	This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to design and construct a new primary health care facility	Alexandra	<ul style="list-style-type: none"> <li>This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to design and construct a new primary health care facility.</li> <li>The scope of works for this financial year entails continuation of the construction stage up to practical completion.</li> </ul>	Construction work is underway and progressing well.
Linear Markets (Ivory Park and Alexandra)	This project is part of the City of Johannesburg service delivery programmes. The objective of the project is to formalise informal trading activities in Alexandra in front of the Pan Africa Mall and in Ivory Park in front of the Kopanong Shopping Centre. The implementation of this project started last financial year, 2015/16. Last financial year the project was funded by Department of Economic Development (DED). However this financial year they have failed to make available the required budget to complete the project. The JDA will re-allocate some R 10 million of the budget from the Old Ikage housing project to this project.	Alexandra	<ul style="list-style-type: none"> <li>The scope of works for the 2016/17 financial year entails continuation of the construction stage up to practical completion stage.</li> <li></li> </ul>	Construction is at an advanced stage in both Ivory Park and Alexandra. Alexandra Linear market site handover was done on the 20 <sup>th</sup> April 2016; and Ivory Park linear market site handover was done on the 20 <sup>th</sup> May 2016.
Vincent Tshabalala Pedestrian Bridge (Pedestrian Bridge Vincent Tshabalala Road New Bulk Infrastructure FAR EAST BANK EXT.9 E)	Vincent Tshabalala Bridge is part of the Alexandra Renewal Programme. The overall scope of works entails design and construction of a Pedestrian Bridge over Vincent Tshabalala Road connecting River Park and the Far East Bank. The scope of works for the 2016/17 financial year entails concept design, detailed design, and contractor appointment and construction stage up to 40%.	Alexandra	<ul style="list-style-type: none"> <li>Vincent Tshabalala Bridge is part of the Alexandra Renewal Programme. The overall scope of works entails design and construction of a Pedestrian Bridge over Vincent Tshabalala Road connecting River Park and the Far East Bank.</li> <li>The scope of works for the 2016/17 financial year entails concept design, detailed design, and contractor appointment and construction stage up to 40%.</li> </ul>	Field investigations and concept development has been finalized and awaiting approval from JDA EXCO and Client Department. TIA and field studies have been undertaken. Delays were due to community unrest as the SMMEs briefing on the 21 <sup>st</sup> November 2016 was disrupted and subsequently cancelled because of issues raised by the Region E SMME Forum. One of their demands was that they want to have a meeting with the Regional Director about their issues. Negotiations will resume early in January 2017 with Regional Director and furthermore schedule a public meeting. The overall construction progress is at 8%.
Maputo Park (open spaces)	Maputo Park is part of the Alexandra Renewal Programme. The overall scope of works entails design and	Alexandra	<ul style="list-style-type: none"> <li>Maputo Park is part of the Alexandra Renewal Programme. The overall scope</li> </ul>	The project was delayed last financial year due to illegal occupants that have been on the

Project Name	Project Description	Node / Precinct	Scope of Work 2016/17	Progress / Highlight as at 31 December 2016
Development of open Space New Precinct Redevelopment ALEXANDRA EXT.53 E	<p>construction of a Public Park. The scope of works for the 2016/17 financial year entails the appointment of the main contractor and commencement with construction up to practical completion.</p> <p>However, this project was delayed last financial year due to illegal occupants that have been on the site for years. The ARP office has been dealing with this issue since last financial year but to date it has not been resolved. If by the end of quarter two the matter is still outstanding the project will have to be cancelled and budget reallocated.</p>		<p>of works entails design and construction of a Public Park.</p> <ul style="list-style-type: none"> <li>The scope of works for the 2016/17 financial year entails the appointment of the main contractor and commencement with construction up to practical completion.</li> </ul>	<p>site for years. The ARP office has been dealing with this issue since last financial year but to date it has not been resolved. If by the end of quarter two the matter is still outstanding the project will have to be cancelled and budget reallocated. The tender process for the appointment of the main contractor has closed and the evaluation process is underway.</p>

### 3.7.6 PROGRAMME EXPENDITURE BY FUNDING SOURCE

For period ended 31 December 2016

TABLE 24: EXPENDITURE BY FUNDING SOURCE

PROJECTS BY FUNDING SOURCE	CAPEX Q2			CAPEX 2016/17		
	Quarter target	Quarter Actual	Spend	YTD Budget	YTD Actual	Spend
	R	R	%	R		%
<b>Corridors of Freedom</b>						
Patterson Park	12 000 000	6 827 711	57%	80 000 000	10,787,767	13%
Brixton Social Cluster	3 750 000	2,207,244	59%	25 000 000	2,207,244	9%
Milpark precinct pedestrian bridge	150 000		0%	1 000 000		0%
Milpark precinct NMT	228 000		0%	1 520 000		0%
Westdene Dam	1 500 000		0%	10 000 000		0%
Noordgesig Clinic	1 650 000	403 508	24%	11 000 000	986,425	9%
Orchards Clinic	2 550 000		0%	17 000 000		0%
Langlaagte Pharmacy	2 250 000	571 825	25%	15 000 000	694,675	5%
Noordgesig Social cluster	1 500 000	219 624	15%	10 000 000	571,186	6%
Naming and Branding	246 300	1,077,440	437%	1 642 000	1,077,440	66%
Mining Belt East	300 000	-	0%	2 000 000		0%
<b>Sub-total</b>	<b>26 124 300</b>	<b>11 307 352</b>	<b>43%</b>	<b>174 162 000</b>	<b>16 324 737</b>	<b>9%</b>
<b>City of Johannesburg_Budget Office</b>						
Orlando East Station Precinct	1 500 000	-	0%	10 000 000		0%
Nancefield Station Precinct	750 000	1 342 538	179%	5 000 000	3,174,451	63%
Louis Botha Corr: orange grove	1 500 000		0%	10 000 000		0%
Rotunda Park	3 799 500	1 876 578	49%	25 330 000	3,084,910	12%
Randburg Renewal Precinct	1 125 000	6,823,387	607%	7 500 000	6,823,387	91%
Jabulani Station Precinct	2 550 000	2,923,441	115%	17 000 000	3,173,231	19%
Westbury Pedestrian Bridge	450 000	2,162,192	480%	3 000 000	2,162,192	72%

PROJECTS BY FUNDING SOURCE	CAPEX Q2			CAPEX 2016/17		
	Quarter target	Quarter Actual	Spend	YTD Budget	YTD Actual	Spend
	R	R	%	R		%
Turffontein corridor	10 575 000	1,454,069	14%	70 500 000	1,454,069	2%
Perth empire corridor	9 750 000	761,784	8%	65 000 000	761,784	1%
Campus Square Bridge	2 250 000		0%	15 000 000		0%
Balfour park transit precinct	225 000		0%	1 500 000		0%
Westbury NMT Phase 4	1 800 000	1,510,401	84%	12 000 000	1,957,366	16%
Westdene Dam	3 000 000			20 000 000		0%
Diepsloot	300 000	-	0%	2 000 000	-	0%
Kliptown Precinct Re-Development	7 500 000	7 490 319	100%	50 000 000	10,534,540	21%
Milpark Precinct NMT phase1	2 028 000	25,281	1%	13 520 000	25,281	0%
Auckland Park Station Precinct NMT 1	2 250 000	-	0%	15 000 000	-	0%
Auckland Park Station Precinct NMT Phase2	3 495 000	16 752 009	479%	23 300 000	35,970,135	154%
UJ to Langlaagte NMT	1 500 000		0%	10 000 000		0%
4th Avenue Clinic	1 500 000	105,970	7%	10 000 000	105,970	1%
Old Ikage Housing Development	1 620 000		0%	10 800 000		0%
Vincent Tshabalala Pedestrian Bridge	1 500 000		0%	10 000 000	603,640	6%
Refuse Bins	45 000		0%	300 000		0%
Thoko Mngoma Clinic_Planing	450 000		0%	3 000 000		0%
Ivory Park Linear Markets	780 000	3 213 511	412%	5 200 000	5,522,864	106%
Linear Markets - Pan Africa and Alex	600 000	1 872 640	312%	4 000 000	5,194,398	130%
Operational capex	1 500 000	2,294,819	153%	10 000 000	2,419,079	24%
Open Spaces Development	750 000	298 892	40%	5 000 000	634,279	13%
<b>Sub-total</b>	<b>65 092 500</b>	<b>50 907 831</b>	<b>78%</b>	<b>433 950 000</b>	<b>83 603 577</b>	<b>19%</b>
<b>Community Development</b>						
Lehae Library	1 050 000	92,741	9%	7 000 000	1,950,196	28%
Union Sports Complex	750 000		0%	5 000 000	372,734	7%
Rabie Ridge Sports Centre	1 350 000	3 506 261	260%	9 000 000	3,563,253	40%

PROJECTS BY FUNDING SOURCE	CAPEX Q2			CAPEX 2016/17		
	Quarter target	Quarter Actual	Spend	YTD Budget	YTD Actual	Spend
	R	R	%	R		%
<b>Sub-total</b>	<b>3 150 000</b>	<b>3 599 002</b>	<b>114%</b>	<b>21 000 000</b>	<b>5 886 183</b>	<b>28%</b>
<b>Department of Tourism</b>						
Alexandra Heritage Centre	150 000		0%	1 000 000	-	0%
<b>Sub-total</b>	<b>150 000</b>	<b>0</b>	<b>0%</b>	<b>1 000 000</b>	<b>0</b>	<b>0%</b>
<b>Emergency Management Services</b>						
Cosmo City	2 250 000	6 353 418	282%	15 000 000	7,402,767	49%
Lehae Training Academy	4 500 000		0%	30 000 000	-	0%
Lehae fire station	3 000 000	-	0%	20 000 000	-	0%
<b>Sub-total</b>	<b>9 750 000</b>	<b>6 353 418</b>	<b>65%</b>	<b>65 000 000</b>	<b>7 402 767</b>	<b>11%</b>
<b>Department of Health</b>						
Claremont Renewal Clinic	3 300 000		0%	22 000 000		0%
Zandspruit New Clinic	150 000		0%	1 000 000		0%
Florida Clinic	1 200 000		0%	8 000 000		0%
Ebony Park	2 250 000	38,483	2%	15 000 000	38,483	0%
Bophelong Clinic	150 000		0%	1 000 000		0%
Eldorado Park Ext 9 Renewal Clinic	150 000		0%	1 000 000		0%
Protea South Clinic Renewal Clinic	150 000		0%	1 000 000		0%
<b>Sub-total</b>	<b>7 350 000</b>	<b>38 483</b>	<b>1%</b>	<b>49 000 000</b>	<b>38 483</b>	<b>0%</b>
<b>Department of Housing</b>						
Braamfisherville Internal roads	4 050 000	1,039,901	26%	27 000 000	1,039,901	4%
<b>Sub-total</b>	<b>4 050 000</b>	<b>1 039 901</b>	<b>26%</b>	<b>27 000 000</b>	<b>1 039 901</b>	<b>4%</b>

PROJECTS BY FUNDING SOURCE	CAPEX Q2			CAPEX 2016/17		
	Quarter target	Quarter Actual	Spend	YTD Budget	YTD Actual	Spend
	R	R	%	R		%
<b>Inner City Development Grant</b>						
Nancefield tod	3 900 000	16,150	0%	26 000 000	16,150	0%
Golden Harvest Rehabilitation Centre	600 000	1 685 997	281%	4 000 000	2,029,951	51%
Thoko Mngoma Clinic	1 500 000	58,154	4%	10 000 000	58,154	1%
4th Avenue Clinic_Planning	1 350 000		0%	9 000 000		0%
<b>Sub-total</b>	<b>7 350 000</b>	<b>1 760 301</b>	<b>24%</b>	<b>49 000 000</b>	<b>2 104 255</b>	<b>4%</b>
<b>Inner City Fund</b>						
Hillbrow Tower Precinct	3 750 000	-	0%	25 000 000	-	0%
Commuter Links	2 625 000	4 457 493	170%	17 500 000	7,152,096	41%
Inner City Core	4 500 000		0%	30 000 000		0%
Mayfair PEU	225 000		0%	1,500,000		0%
Fordsburg PEU	225 000		0%	1,500,000		0%
Park Station Precinct	3 000 000	-	0%	20,000,000		0%
Inner City Managed Lanes	1 500 000	-	0%	10,000,000		0%
Eastern Gateway	375 000	-	0%	2 500 000		0%
<b>Sub-total</b>	<b>16 200 000</b>	<b>4 457 493</b>	<b>28%</b>	<b>108 000 000</b>	<b>7 152 096</b>	<b>7%</b>
<b>Neighbourhood Development Partnership Grant</b>						
Jabulani Tod	5 659 500	3 010 216	53%	37 730 000	3,253,545	9%
Alexandra Automotive	3 450 000	101 126	3%	23 000 000	101 126	0.44%
<b>Sub-total</b>	<b>9 109 500</b>	<b>3 111 342</b>	<b>34%</b>	<b>60 730 000</b>	<b>3 354 671</b>	<b>6%</b>
<b>Transportation PTIS Fund</b>						

PROJECTS BY FUNDING SOURCE	CAPEX Q2			CAPEX 2016/17		
	Quarter target	Quarter Actual	Spend	YTD Budget	YTD Actual	Spend
	R	R	%	R		%
Phase 1C BRT Stations	15 750 000	59 393 105	377%	105 000 000	66,482,288	63%
Station Retrofits	150 000		0%	1 000 000		0%
Selby Depot phase 1	9 750 000	16 081 875	165%	65 000 000	16,944,308	26%
Selby Depot phase 2	2 250 000		0%	15 000 000		0%
Midrand Depot	1 057 500	1 333 445	126%	7 050 000	1,577,230	22%
Land	1 500 000	3 697 355	246%	10 000 000	6,004,310	60%
Alex NMT Urban Upgrade Phase 3	2 250 000	786,334	35%	15 000 000	786,334	5%
Section 9 Sandton to Randburg	750 000		0%	5 000 000		0%
Ghandi Square	150 000		0%	1 000 000		0%
Sandton Loop	7 500 000	33 454 299	446%	50 000 000	48,513,049	97%
Alex Loop	300 000	786,334	262%	2 000 000	786,334	39%
Old Pretoria road	150 000		0%	1 000 000		0%
Phase 1A Feeder Routes	3 450 000	10 175 031	295%	23 000 000	13,591,086	59%
Phase 1C Landscaping	2 250 000	1,488,490	66%	15 000 000	1,488,490	10%
Section 15 Road works Phase 2	9 000 000	15 368 807	171%	60 000 000	27,339,342	46%
Section 8A	10 500 000	34 117 940	325%	70 000 000	34,117,940	49%
Section 8B	442 500	2,222,244	502%	2 950 000	4,802,358	163%
Great Walk Bridge 15 I	10 500 000	6 822 316	65%	70 000 000	7,544,832	11%
Section 15J: Watt Road Works	10 500 000	2,792,104	27%	70 000 000	2,792,104	4%
Rosebank to Sandton NMT	4 950 000	71,925	1%	33 000 000	71,925	0%
Driezik Public Transport	2 250 000	111,039	5%	15 000 000	111,039	1%
Emthonjeni Terminal	1 200 000		0%	8 000 000	123,375	2%
Contractual Claims	150 000	758 642	506%	1 000 000	1,233,775	123%
<b>Sub-total</b>	<b>96 750 000</b>	<b>189 461 285</b>	<b>196%</b>	<b>645 000 000</b>	<b>234 310 119</b>	<b>36%</b>
<b>Department of Social Development</b>						
Westbury Tdc	4 500 000	84,143	2%	30 000 000	84,143	0%

PROJECTS BY FUNDING SOURCE	CAPEX Q2			CAPEX 2016/17		
	Quarter target	Quarter Actual	Spend	YTD Budget	YTD Actual	Spend
	R	R	%	R		%
<b>Sub-total</b>	<b>4 500 000</b>	<b>84 143</b>	<b>2%</b>	<b>30 000 000</b>	<b>84 143</b>	<b>0%</b>
<b>Transportation COJ Funding</b>						
Kazerne Parkade demolition	15 000 000	18 867 387	126%	100 000 000	22,793,725	23%
Zakariya park Transport facility	450 000		0%	3 000 000		0%
Soweto Metrorail Station Precinct	750 000		0%	5 000 000		0%
Roodepoort Holding Facility	375 000		0%	2 500 000		0%
Emndeni Public transport Facility	300 000		0%	2 000 000		0%
Orange Farm Ext 7 Public Trans facility	450 000		0%	3 000 000		0%
<b>Sub-total</b>	<b>17 325 000</b>	<b>18 867 387</b>	<b>109%</b>	<b>115 500 000</b>	<b>22 793 725</b>	<b>20%</b>
<b>TOTAL</b>	<b>266 901 300</b>	<b>290 987 938</b>	<b>109%</b>	<b>1779 342 000</b>	<b>384 094 656</b>	<b>22%</b>

### 3.7.7 ECONOMIC DEVELOPMENT

A cluster of the JDA's economic development programmes that aims to (i) Develop skills and capacity within the construction industry in Johannesburg (ii) Optimise the JDA's contribution to inclusive economic growth and empowerment, and the transformation of the construction industry; and (iii) establish a monitoring and reporting system to measure the impact of the JDA's managing contractor development programme.

**TABLE 25: EPWP PERFORMANCE**

JDA Programme	Q1 Number of EPWP Work Opportunities	Q2 Number of EPWP Work Opportunities	2016/17 Mid-Year Number of EPWP Work Opportunities
1	40	8	48
2	44	27	71
3	143	42	185
4	345	80	425
5	0	19	19
<b>Total</b>	<b>572</b>	<b>176</b>	<b>748</b>

**TABLE 26: JOZI@WORK PERFORMANCE**

Project Work-packages	Q1 Number of Jozi@Work	Q2 Number of Jozi@Work	2016/17 Mid-Year Number of Jozi@Work
Sandton Loop	22	0	22
Auckland	27	0	27
Phase 1C Landscaping (great walk)	5	0	5
Phase 1C Landscaping	5	0	5
<b>Total</b>	<b>59</b>	<b>0</b>	<b>59</b>

### 3.7.8 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.

Performance in these areas is explained in the sections below:

## SECTION 8: SUPPLY CHAIN MANAGEMENT

The JDA's supply chain management policy uses committee systems for the procurement of services and goods above specified limits. Existing committees include the:

- Bid Specification Committee
- Bid Evaluation Committee
- Bid Adjudication Committee.

There are two bid adjudication committees, one for capital expenditure and the other for operating expenditure. The Capital Expenditure Bid Adjudication Committee members include the Chief Financial Officer (chairperson), two Senior Development Managers (whose bid is not being adjudicated on), the Risk and

Compliance Manager, the Executive Manager: Development Facilitation and the Supply Chain Manager. The Operating Expenditure Bid Adjudication Committee includes the Chief Financial Officer (chairperson), the Supply Chain Manager, and the Executive Manager: Marketing, the IT Manager, and the Risk and Compliance Manager. Neither committee is authorised to make procurement decisions above R10 million.

### ***Supply chain deviations and approval***

According to regulation 36(1)(a) of the Municipal Supply Chain Management Regulations, the accounting officer may dispense with normal procurement processes and procure the required goods or services through any convenient process, which may include direct negotiations, but only:

- In an emergency
- If goods or services are available from a single supplier
- If acquiring special works of art
- If acquiring animals for zoos
- In any other exceptional case where it is impossible or impractical to follow official procurement processes.

To give effect to regulation 36, the CoJ's supply chain management policy allows the accounting officer to deviate from normal procurement processes under the circumstances outlined above. In terms of regulation 36(1) (b), the accounting officer may ratify any minor breaches of the procurement processes by an official or a committee acting in terms of delegated powers that are of a purely technical nature.

There were neither Deviations nor Ratification from 1 July 2016 to 31 December 2016.

There were no unsolicited bids to the JDA from July 2016 to December 2016 with all procurement going through the Supply Chain processes. According to Regulation 44 of the Municipal Supply Chain Management Regulations the regulation prohibits municipal entities from awarding contracts to a person who is in the service of the state. To date the JDA has not awarded any contract to a person who is in the employment of the state.

There were no objections received on tenders awarded for the period under review.

## **SECTION 9: BLACK ECONOMIC EMPOWERMENT**

The JDA reports on the BBBEE share of both actual expenditure and contractual commitments for all active contracts. The table below shows the BBBEE share of capital and operating expenditure. For the period under review, the overall BBBEE share of expenditure was R 255 913 394. This constitutes an achievement of 96%. This is largely due to the success achieved in awarding capital expenditure and operating expenditure contracts to BBBEE firms.

**TABLE 27: SUMMARY OF BBBEE EXPENDITURE**

Description	2 <sup>nd</sup> Quarter Only			YTD at Mid-Year		
	Total Expenditure	BBBEE Claimed	BBBEE %	Total Expenditure	BBBEE Claimed	BBBEE %
Capex	R 149,551,804	R 142,402,480	95%	R 245 619 590	R 236 765 114	96%
Opex	R 15,904,822	R 15,607,438	98%	R 19 619 327	R 19 148 249	97%
<b>Consolidated Opex and Capex</b>	<b>R165,456,627</b>	<b>R158,009,918</b>	<b>95%</b>	<b>R 265 310 918</b>	<b>R 255 913 394</b>	<b>96%</b>

The JDA uses various criteria for calculating the BBBEE claimed. Each service provider’s individual BBBEE rating affects the amount of expenditure the JDA can claim as being from a BBBEE-compliant service provider when calculating its preferential procurement points. The higher the service provider’s rating, the more expenditure can be claimed. If the agency buys from a level 1 service provider, it can claim 135% of the actual expenditure. For example, if the JDA spends R10 000 with a level 1 service provider, it can claim R13 500 as BBBEE spend. If it spends R10 000 with a level 6 service provider, it can only claim R6 000. The JDA only claims 100% for service providers with BBBEE level 1 to 4 and 80 percent, 60 percent, 50 percent and 10 percent for service providers with BBBEE level 5 to 8 respectively.

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

Each BBBEE level is translated into a BBBEE score reflected as a percentage. For example, BBBEE level 6 equals 60%, while BBBEE level 1 equals 135%.

**TABLE 28: BBBEE POINTS**

B-BBEE Status Level Of Contributor	B-BBEE Recognition	Number of Points	
		Tenders up to R1 million	Tenders above R1 million
1	135%	20	10
2	125%	18	9
3	110%	16	8
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

## SECTION 10: ENTERPRISE / SMME DEVELOPMENT

In line with national development and shared growth imperatives, the CoJ recognises that creating jobs and ensuring that SMMEs have access to procurement opportunities are essential elements of an economically viable city.

Over the years, the JDA has established processes and practices to support job creation and enterprise and skills development for previously disadvantaged groups, including black people, women, youth and people with disabilities. But the impact of these processes and practices have not been adequately measured and reported on in the past. The agency has also recognised the need to consolidate and extend these practices by designing and implementing a programme that will drive the achievement of empowerment objectives, and align projects and approaches to address the challenges facing previously disadvantaged enterprises.

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

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

The JDA reports on the SMME share of both actual expenditure and contractual commitments for all active contracts. The table below shows the SMME share of capital and operating expenditure. The SMME share of JDA's operating and capital expenditure was R 54 297 192, and this constitutes an achievement of 20% for the period under review.

**TABLE 29: SUMMARY OF SMME EXPENDITURE<sup>17</sup>**

Description	2 <sup>nd</sup> Quarter Only		YTD at Mid-Year	
	SMME Expenditure	SMME %	SMME Expenditure	SMME %
Capex	R 27,813,205	19%	R 46 750 097	19 %
Opex	R 5,769,759	36%	R 7 547 095	39%
<b>Consolidated Opex and Capex</b>	<b>R 33,582,964</b>	<b>20%</b>	<b>R 54 297 192</b>	<b>20%</b>

## SECTION 11: STATEMENT ON AMOUNTS OWED BY AND TO GOVERNMENT DEPARTMENTS AND PUBLIC ENTITIES

This measures effective debtor management and an assessment of the amounts owing by the various Government departments and entities.

**TABLE 30: AMOUNTS OWED BY AND TO GOVERNMENT DEPARTMENTS AND PUBLIC ENTITIES**

Name of department	Amounts owed		Account status	Comments
	Current <30 days R' 000	>30 days R' 000		
City of Johannesburg - CAM & USDG	0	49 664	Account current	Most claims were settled in the 1st and 2nd quarter. December claims to be invoiced in Jan.
City of Johannesburg - Department of transportation	24 849	84 073	Account overdue	Most claims were settled in the 1st and 2nd quarter. December claims to be invoiced in Jan.
City of Johannesburg - Department of planning	3 429	968	Account overdue	Most claims were settled in the 1st and 2nd quarter. December claims to be invoiced in Jan.
City of Johannesburg - Housing	0	15 242	Account overdue	Most claims were settled in the 1st and 2nd quarter. December claims to be invoiced in Jan.
City of Johannesburg - Department of Health	0	5 563	Account overdue	Most claims were settled in the 1st and 2nd quarter. December claims to be invoiced in Jan.
City of Johannesburg - GSPCR	0	977	Account overdue	Most claims were settled in the 1st and 2nd quarter. December claims to be invoiced in Jan.
City of Johannesburg -	0	39 995	Account overdue	Most claims were settled in

<sup>17</sup> Note: Any discrepancies between this table and the financial statements are due to timing differences between when the expenditure is captured in the Development Information Management System and the report on actual invoices paid. These variances are not significant and the ratios remain valid.

Name of department	Amounts owed		Account status	Comments
	Current <30 days R' 000	>30 days R' 000		
Other departments				the 1st and 2nd quarter. December claims to be invoiced in Jan.
<b>Total</b>	<b>28 278</b>	<b>196 483</b>		

## CHAPTER 4: HUMAN RESOURCES & ORGANISATIONAL MANAGEMENT

### SECTION 1: HUMAN RESOURCE MANAGEMENT

The JDA aims to be the employer of choice in its field. This is supported by the JDA's overall objective, as set out in its Employment Policy, to ensure that its employment practices and remuneration policies motivate and retain talented employees and create an attractive work environment. The JDA periodically reviews all its employment policies and practices in line with applicable prescripts to ensure that it remains relevant and practical for the changing world of work and is attractive to potential employees.

Until recently the JDA was a non-unionised work environment. Since November 2016, the JDA has started with IMATU (Independent Municipal and Allied Trade Union) membership subscriptions. JDA respects and promotes the exercise of employment laws.

The JDA has a total of 109 positions as per organogram approved in 2014/15 financial year. The structure includes:

- A Top Management and Executive Management Committee, comprising the Chief Executive Officer, the Chief Financial Officer, the Executive Manager: Development Implementation, the Executive Manager: Planning and Strategy, the Executive Manager: Development Facilitation, the Executive Manager: Marketing and Communications and the Executive Manager: Corporate Services.
- The Chief Audit Executive and the Company Secretary, who both report to the Board.
- Senior Management, comprising Senior Development Managers, the Human Resources Manager, the IT Manager, the Risk and Compliance Manager, the Legal Manager and the Executive Support Manager.
- Professional and Middle Management, comprising Development Managers, Accountants, Development Facilitation Managers, the Monitoring and Evaluations Manager, the Finance Manager, the Supply Chain and Contracts Manager, the Facilities Manager, the Marketing Manager, the Stakeholder Relations Manager, the Communications Manager, Internal Audit Managers, the Budget Manager, the Planning Manager, the Risk and Compliance Officer, the Procurement Officer, the Performance Management and Training Officer, the Employee Relations Officer, the Human Resources Officer and the Legal Officer.
- Skilled technical, academically qualified and junior management, comprising Assistant Development Managers, Coordinators, Personal Assistants, Accounts Payable Officers, IT Support Officers, the IT and Information Systems Administration Officer, the Fixed Asset Register Officer and Procurement Coordinator.
- Semi-skilled workers, comprising a Driver, Receptionists and administrative clerks
- Unskilled workers, comprising housekeepers and cleaners.

The staff organogram with 109 based on approved positions has:

- A total of 100 JDA employees, this includes 11 employees from Sandton office on the City of Johannesburg Payroll.

- There are 9 vacant positions.

### **Learnership Programme**

There are two (2) learners at mid-year. They are all based in the Internal Audit department. The learnership programme provides an excellent opportunity for learners to acquire practical work experience in their field of expertise, as well as all other operational areas of the JDA. It provides a fantastic opportunity for learners to get a practical feel of the work environment. It is for this reason that the JDA fully supports and subscribes to a learnership program.

### **Injuries, sickness and suspensions**

The Basic Conditions of Employment Act 75 of 1997, is a statutory instrument that provides guidelines for basic conditions of employment, critical among them being an employee's right to take leave. To ensure proper management of leave, the JDA has implemented an employee self-service web platform which allows employees to electronically apply for leave, as well as obtain electronic approvals on their leave application. The table below provides statistics of sick leave taken in this quarter. It is important to note that the number of sick leave days taken was very low.

The following tables shows sick leave statistics for permanent staff only, who are on the JDA payroll and therefore excludes temporary employees and seconded employees, not on the JDA payroll

**TABLE 31: COST OF SICK LEAVE (EXCLUDING INJURIES ON DUTY): MID-TERM 2016/17**

Salary band	Total sick leave	Proportion of sick leave without medical certificate	Employees using sick leave	Total employees in post	Average sick leave per employee	Estimated cost
	Days	%	No.	No.	Days	R 000
Top management	0	0	0	1	0	0
Executive management (including chief audit executive)	7	1	3	7	1	13 927.83
Senior management	8	0	3	23	0.50	6 558.14
Middle management	25	0	6	24	1	6 892.07
Skilled technical/junior management	12	0	7	29	0.57	1 961.97
Semi-skilled	3	0	1	9	1	600.63
Unskilled	5	0	4	5	1	598.23
Interns / Learners	0	0	0	2		
<b>TOTAL</b>	<b>60</b>	<b>1</b>	<b>24</b>	<b>100</b>	<b>5.07</b>	<b>30 538.87</b>

Only a single employee reported injured on duty, who is currently continuing medical assessment for the injury.

## **SECTION 2: EMPLOYEE REMUNERATION (TOTAL COSTS INCLUDING EXECUTIVES)**

For the period under review, the JDA paid a total of 100 employees, including two interims / temps.

The total remuneration costs at mid-year was R 30 030 563. 55 which includes pension fund.

### SECTION 3: KEY VACANCIES

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

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

**TABLE 32: STAFF ESTABLISHMENT**

Description	2016/17				
	Approved no. of posts per approved organogram	Additions to the structure	No. of employees	No. of vacancies	% of vacancies
Top management	1	0	1	0	0
Executive management	7	0	7	0	0
Senior management	9	0	6	3	33
Middle management	41	0	40	1	2.4
Skilled technical/junior management	27	0	25	2	7.4
Semi-skilled	14	0	13	1	7.1
Unskilled housekeepers/cleaners	7	0	6	1	14.2
Intern / Learners	3	0	2	1	33.3
<b>Total</b>	<b>109</b>	<b>0</b>	<b>100</b>	<b>9</b>	<b>8.3</b>

#### **Turnover rates from 2010/11 to 2016/17**

In the current year under review, so far, staff turnover is 6%, due to resignations.

Percentages of staff turnover in the financial year range 2010/2011 to 2015/2016 are between 5% and 16%, with the lowest being in the 2012/2013 financial year and the highest being 2014/2015 financial year.

**TABLE 33: ANNUAL TURNOVER RATE**

Details	Total appointments at beginning of financial year	Terminations during financial year (YTD)	Turnover rate
	No.	No.	%
2010/11	54	5	9
2011/12	50	5	10
2012/13	55	3	5
2013/14	61	9	14.75
2014/15	86	14	16
2015/16	87	8	9
2016/17	90	6	6

#### **Attrition Turnover Rates for 2016/17**

In the current financial year, there are 6 employees who left the employ of the JDA, four (4) of them resigned, in the current financial year, there are 6 employees who left the employ of the JDA, four (4) of them resigned, while two (2) retired. The attrition rate thus far, is therefore 6 %. The JDA continues to ensure that there are

proper retention strategies in place employ tried and tested retention strategies to ensure that rigorous employee retention strategies that will ensure that employees are retained.

**TABLE 34: QUARTERLY TURNOVER RATES FOR 2016/17**

Mid-Year	Total appointments at Mid-Year	Terminations at Midyear	Turnover rate
	No.	No.	%
Q1 & Q2	100	6	6

**Retention Initiatives**

Despite 4 resignations which occurred in the first quarter, the JDA continues 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:

- Job Evaluations and Salary Benchmarking Process exercise has been undertaken and the final report with recommendation on job evaluations and salary benchmarking exercise has been presented to all JDA structures including EXCO, HR& REMCO. The recommendation of the two governance structures will be presented to the Board for approval.
- Employee Climate Survey – The JDA has completed its employee climate survey through an independent service provider.

**SECTION 4: EMPLOYMENT EQUITY**

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

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

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

**TABLE 35: EMPLOYMENT EQUITY DEMOGRAPHICS STATUS FOR PERIOD UNDER REVIEW**

Occupational levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1

Occupational levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Executive Management	3	0	0	2	2	0	0	0	0	0	7
Senior Management / HODS	2	1	0	1	2	0	0	0	0	0	6
Professionally qualified and experienced specialists and mid-management	15	0	1	3	14	2	3	2	0	0	40
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	0	1	0	18	1	2	1	0	0	25
Semi-skilled and discretionary decision making	7	0	0	0	6	0	0	0	0	0	13
Unskilled and defined decision making	1	0	0	0	5	0	0	0	0	0	6
Learners	1	0	0	0	1	0	0	0	0	0	2
<b>GRAND TOTAL</b>	<b>32</b>	<b>1</b>	<b>2</b>	<b>6</b>	<b>48</b>	<b>3</b>	<b>5</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>100</b>

TABLE 36: STAFF MOVEMENTS

Staff movements	African		Coloured		Indian		White		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Appointments	9	9	0	0	0	0	0	0	18
Dismissals	1	0	0	0	0	0	0	0	1
Retirements	1	0	0	0	0	0	1	0	2
Absenteeism	0	0	0	0	0	0	0	0	0
Termination/other	2	1	0	0	1	0	0	0	4
<b>TOTAL</b>	<b>13</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>25</b>

The JDA targets and achievements for period under review:

- 91% of its employees are black (target: 80%).
- 59% of its staff members are female (target: 45%).
- 4% of its employees who are black women are in management positions
- The JDA has employees with physical disabilities, exceeding the CoJ's strategic target of 2% by 0.3%. The JDA is committed to improve the percentage representation of people from designated groups across all occupational categories.

## SECTION 5: SKILLS DEVELOPMENT AND TRAINING

The JDA is committed to employee training and development, ensuring variety of skills set, thus building a pool of competent employees. It aims to provide an integrated learning experience to its employees that will strengthen their commitment to the organisation's values, enhance leadership capability and improve the JDA's capacity to meet current and future business requirements.

The JDA's Learning Strategy is based on four pillars:

- Understanding the educational requirements of the organisation, based on competency assessments and pivotal training
- Best practice learning design
- Timely and appropriate learning delivery
- Assessment of the impact of learning interventions on overall company performance.

The JDA has created a culture of both on-the-job and off-the-job learning, which is embraced by all employees. Training is an on-going process of improving employees' knowledge, skills and attitude to enhance job performance, create opportunities for growth and advance careers.

The JDA funds appropriate training and development programmes that are practical and outcomes-based. It also supports employees who wish to attain further qualifications to improve their productivity.

A budget of R591 226.00 has been allocated for training and development for the 2016/17 financial year. The actual expenditure for period under review is R 87 676.86. The JDA supports the attainment of further educational qualifications by employees in order to improve their productivity. All training interventions were provided as part and parcel of the approved individual learning plans.

## **SECTION 6: PERFORMANCE MANAGEMENT & SUCCESSION PLANNING**

The JDA views performance management as an integral part of the JDA's business strategy which ensure that employees deliver on the agreed scorecard and excellent performers are rewarded accordingly.

The JDA uses a scorecard to evaluate employee performance. Individual performance indicators are linked to the JDA's objectives and the CoJ's integrated development plan scorecard. Objectives that reinforce the culture of governance and risk management among managers are also included.

As part of continuous employee development, coaching, mentorship and training interventions are implemented to assist employee to perform to the required performance standard.

Despite the JDA's increasing budget allocation and portfolio, which has put strain on employees' performance, the JDA will continue to implement measures to improve its operational effectiveness in 2016/17 financial year.

## **SECTION 7: DISCIPLINARY MATTERS AND OUTCOMES**

During the period under review, there was one (1) disciplinary matter that resulted in a dismissal.

## **SECTION 8: LEAVE & PRODUCTIVITY MANAGEMENT**

JDA is committed to the effective management of leave for its employees, and all Line Managers have an obligation to ensure effective planned leave management within their respective Departments.

The next table gives an analysis of the various leave types and how they were utilised by JDA employees in the first and second quarters of the 2016/2017 financial year. The most highly utilised leave type is annual leave with a total of 251.75 days and the least taken leave type is family responsibility leave with a total of 8 days taken.

Sixty (60) Days were taken as sick leave by midterm.

**TABLE 37: LEAVE ANALYSIS – FIRST QUARTER 2016/17**

Type of Leave	July 2016	August 2016	September 2016	October 2016	November 2016	December 2016	Total Days Taken
Annual Leave	43	21	0	19	97.75	71	251.75
Sick Leave	0	5	0	9	34	12	60
Family Responsibility Leave	0	3	0	0	5	0	8
Study Leave	0	1	0	2	13	0	16
<b>TOTAL</b>	<b>43</b>	<b>30</b>	<b>0</b>	<b>30</b>	<b>149.75</b>	<b>83</b>	<b>335.75</b>

## SECTION 9: EMPLOYEE WELLNESS

The JDA is committed to maintaining a healthy workforce and providing a safe and hygienic working environment. The JDA’s Employee Wellness Programme, which is outsourced to Right to Care Health Services, offers behavioural risk management, free trauma counselling and free legal and financial advice for all employees. Right to Care provides a confidential, 24-hour personal support and information service, which employees, as well as their partners and immediate family, may access through a toll-free number for assistance with health, financial, legal and other issues.

The JDA receives statistical information on the issues discussed to enable it to identify and implement solutions to the particular issues raised. The identities of the employees who use this service remain strictly confidential.

The JDA holds Wellness Day events twice a year, in June and December. Employees can have their basic health assessed and receive feedback and guidance on corrective measures and counselling.

## SECTION 10: EMPLOYEE BENEFITS

The JDA participates in two retirement benefit schemes: eJoburg Retirement Fund (81 permanent employees) and City of Johannesburg Pension Fund (1 permanent employee). The total remuneration costs at mid-year was R 30 030 563. 55 which includes pension fund. JDA contributed an amount of R371 365.84 to Group Life Cover for all its employees and directors.

## SECTION 11: OCCUPATIONAL HEALTH & SAFETY PROGRAMMES

### ***HIV/AIDS in the Workplace***

The JDA’s HIV/AIDS Policy is aligned with the CoJ’s policy and its HIV/AIDS coordinator attends the CoJ HIV and AIDS Committee meetings. The policy ensures that no employee is discriminated against based on their HIV status. All employees must respect the confidentiality of information regarding existing or potential employees with life-threatening illnesses. Any employee who divulges information without the employee’s knowledge or

consent will be disciplined in accordance with the disciplinary code and procedure of the JDA. The JDA reserves the right to request medical advice or intervention in instances where an employee's illness adversely affects performance, or where an employee claims that he/she cannot work in certain situations due to illness. All employees are encouraged to know their HIV status and to remain healthy if they are living with HIV.

The HIV/AIDS Programme runs awareness and educational campaigns, provides free condoms, shares videos and offers free helplines. The programme ensures that employees with HIV/AIDS are treated in a fair, consistent manner and are informed about their rights and employee benefits.

In the period under review, Right to Care circulated weekly and monthly e-mails and newsletters about HIV/AIDS, including prevention strategies, to all JDA staff.

### ***Occupational Health and Safety***

Independent consultant Ubomi Safety Consulting conducted monthly occupational health and safety compliance audits during period under review in 2016/17 financial year. These audits identify risks and cases of non-compliance with the Occupational Health and Safety Act (1993), enabling the JDA to implement risk mitigation plans to reduce the risks and address cases of non-compliance. A report prepared in December 2016 estimated that the JDA's compliance rate for period under review was 91.12%.

## CHAPTER 5: FINANCIAL PERFORMANCE

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

#### STATEMENT OF FINANCIAL POSITION FOR THE QUARTER ENDED 31 DECEMBER 2016

	Prior year	Quarter ended 31 December 2016			Year to date			Notes
	Quarter ended 31 December 2015	Actual	Budget	Variance	Actual	Budget	Variance	
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
ASSETS								
Non-current assets	8,192	15,671	7,627	8,879	15,671	7,627	8,879	1
Property plant and equipment	7,812	9,960	6,460	3,500	9,960	6,460	3,500	
Deferred tax	-		835		-	835		
Intangible assets	380	5,711	332	5,379	5,711	332	5,379	
Current assets	790,326	554,390	371,557	118,305	554,390	371,557	118,305	2
Trade and other receivables	782,864	489,220	364,095	125,125	489,220	364,095	125,125	
Vat Receivable	-	64,528		-	64,528	-	-	
Cash and cash equivalents	7,462	642	7,462	( 6,820)	642	7,462	( 6,820)	
Total assets	798,518	570,061	379,184	127,184	570,061	379,184	127,184	

	Prior year Quarter ended 31 December 2015	Quarter ended 31 December 2016			Year to date			
	Actual	Actual	Budget	Variance	Actual	Budget	Variance	Notes
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
EQUITY AND LIABILITIES								
Capital and reserves	72,491	46,943	47,374	-431	46,943	47,374	-431	
Contribution from owner	16,278	16,278	16,278	-0	16,278	16,278	-0	
Accumulated surplus/(deficit)	56,213	30,666	31,096	-430	30,666	31,096	-430	
Non-current liabilities	-73,511	38,673	15,678	22,995	38,673	15,678	22,995	
Finance lease obligation	-	377	-	377	377	-	377	
Deferred taxation	12,141	13,911	5,581	8,330	13,911	5,581	8,330	
Project funds payable	( 85,652)	24,385	10,097	14,288	24,385	10,097	14,288	3
Current liabilities	799,538	484,445	316,132	168,312	484,445	316,132	168,313	4
Loans from shareholders	548,171	139,386	102,719	36,667	139,386	102,719	36,667	
Trade and other payables	241,191	343,739	200,248	143,491	343,739	200,248	143,491	
VAT payable	7,015		10,003	( 10,003)	0	10,003	( 10,003)	

	Prior year Quarter ended 31 December 2015	Quarter ended 31 December 2016			Year to date			
	Actual	Actual	Budget	Variance	Actual	Budget	Variance	Notes
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
Finance lease obligation	0		141	( 141)	0	141	( 141)	
Bank Overdraft		1			1	0	1	
Provisions – bonus	3,161	1,319	3,021	( 1,702)	1,319	3,021	( 1,702)	
Total equity and liabilities	798,518	570,061	379,184	205,743	570,061	379,184	205,743	

Notes	
1	Non-current assets variance is mainly due to electronic equipment and intangible assets that are still under construction from the 2015/16 financial year. These were not originally included in the statement of Financial Position budget but were included in the overall capital budget.
2	Current asset variance is mainly due to trade and other receivables line item. Trade and other receivables consist of trade receivables, prepaid expenditure and rental debtors. The variance is due to long outstanding claims not yet recovered from the various departments regarding capital expenditure on projects implemented by the JDA. Most of the 2015/16 claims have been received however; there are still some departments that have not yet settled the prior year balances. Included in the balance are some claims from the first quarter.
3	The non-current liability variance is mainly due to the Projects Funds Payable line item. The Projects Funds Payable relates to funds that we received in advance for the implementation of projects. The balance relates to BRT Land funds that are held for current year purchase.
4	The current liability variance is mainly due to the Loans from shareholder line item which relates specifically to the overdrawn treasury account and trade and other payables. The overdrawn balance is mainly due capital claims not yet received from the City. The JDA has contractual obligations with all our capital project suppliers and payments to these suppliers are made before the City Departments reimburse the JDA for the actual expenditure incurred. The longer the delay between these two processes the greater the impact on the JDA's cash flow. The trade and other payables line item includes current amounts owing to suppliers for expenditure incurred in December 2016 and retentions withheld from projects implemented for 2015/16 and 2016/17. The retention balances are only released to the suppliers upon final completion of the project and inspection.

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

### STATEMENT OF FINANCIAL PERFORMANCE FOR THE QUARTER ENDED 31 DECEMBER 2016

	Prior year	Original approved	Quarter ending 31 December 2016			Year to date			Notes
	Quarter ended		Actual	Budget	Variance	Actual	Budget	Variance	
	31 December 2015		R'000	R'000	R'000	R'000	R'000	R'000	
Gross revenue	36,361	104,555	22,506	28,714	( 6,208)	31,735	25,994	5,742	5
Operating costs	( 37,447)	( 97,596)	( 24,829)	( 17,378)	( 7,451)	( 43,604)	( 19,519)	( 24,085)	6
Gross surplus/(deficit)	( 1,086)	6,959	( 2,323)	11,336	( 13,658)	( 11,868)	6,474	( 18,343)	
Other operating income and expenditure	( 8,093)	( 6,959)	( 886)	0	( 886)	( 6,350)	( 1,392)	( 4,958)	
Interest expense	( 8,093)	( 6,959)	( 886)		( 886)	( 6,350)	( 1,392)	( 4,958)	7
Interest income	0	0	0	0	0	0	0	0	
Deficit before tax	( 9,179)	0	( 3,209)	11,336	( 14,544)	( 18,218)	5,083	( 23,301)	
Taxation	0	0	0	0	0	0	0	0	
Surplus/(Deficit) after tax	( 9,179)	0	( 3,209)	11,336	( 14,544)	( 18,218)	5,083	( 23,301)	

<b>Notes</b>	
5	The variance is mainly due to development management fees that are based on the overall capital budget. At the end of the second quarter, 22% of the overall capital budget was spent which is 2% higher than the original target. Included in revenue is also tender fee income, rental of the Bus Factory and operating subsidy.
6	The variance relating to operating costs relates mainly to timing difference between the original projected monthly budget and the actual expenditure incurred. Although the target is set at 20% of the annual budget, actual employee costs year to date equates to at least 30% of the overall annual budget. The original target of 20% is therefore not a true reflection of the projected expenditure. The total expenditure is 48% of the overall annual budget which is reasonable as at mid-year.
7	The interest expenditure incurred relates to interest charged on an overdrawn treasury account balance. The overdrawn balance is mainly due to long outstanding claims that were received late or still outstanding from the various departments. The JDA contracts with suppliers with regards to the development projects implemented by the JDA on behalf of the City of Johannesburg and pay these suppliers within the legislated period of 30 days. These expenditure items are then claimed from the City with the inclusion of the JDA management fee. Majority of the long outstanding claims related to the City of Johannesburg: Department of Transportation (NDOT). Although most of these claims have been received subsequently, capital expenditure for the first and second quarter has increased the amount outstanding and these will only be recovered in the following quarter.

### SECTION 3: CASH FLOW STATEMENT

#### CASHFLOW STATEMENT FOR THE QUARTER ENDED 31 DECEMBER 2016

	Prior year quarter ended 31 December 2015	Quarter ended 31 December 2016			Year to date			Notes
	Actual	Actual	Budget	Variance	Actual	Budget	Variance	
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
Cash flows from operating activities								
	103,928	398,698	( 149,646)	548,344	( 295,584)	( 149,646)	( 145,938)	
Receipts								
Grants	11,191	12,707	4,235	8,472	4,235	4,235	0	
Interest received	0	0	0	0	0	0	0	8
Cash receipts from CAPEX funding	1,329,775	697,193	365,075	332,118	247,193	365,075	( 117,882)	9
Other receipts	60	647	310	337	382	310	72	
				0			0	
Payments				0			0	
Employee cost	( 26,616)	( 31,115)	( 13,216)	( 17,899)	( 15,034)	( 13,216)	( 1,818)	
Suppliers	( 1,204,464)	( 274,384)	( 506,000)	231,616	( 526,896)	( 506,000)	( 20,896)	10
Interest paid	( 6,018)	( 6,350)	( 50)	( 6,300)	( 5,464)	( 50)	( 5,414)	11
Cash flows from investing activities	( 1,590)	( 3,157)	( 4,500)	1,343	( 233)	( 4,500)	4,500	
Expenditure to maintain operating capacity								
Property, plant and equipment acquired	( 1,590)	( 3,157)	( 4,500)	1,343	0	( 4,500)	4,500	12

	Prior year quarter ended 31 December 2015	Quarter ended 31 December 2016			Year to date			Notes
	Actual	Actual	Budget	Variance	Actual	Budget	Variance	
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
Proceeds from sale of property, plant and equipment								
Purchase of intangible assets	0	0			( 233)			12
Cash flows from financing activities	( 88,087)	( 394,899)	153,514	( 548,413)	295,183	153,514	141,669	
Movement in project funds payable	0	0	0	0	0	0	0	
Proceeds from Shareholders' loan								
Repayments of Shareholders' loan	( 88,087)	( 394,899)	153,580	( 548,479)	295,183	153,580	141,603	10
Finance lease repayments	0	0	( 66)	66	0	( 66)	66	
Net increase/(decrease) in cash and cash equivalents	14,251	642	( 632)	1,274	( 634)	( 632)	231	
Cash and cash equivalents at beginning of the year	( 6,789)	638	638	638	638	638	638	
Cash and cash equivalents at the end of the year	7,462	3	5	5	3	5	5	

Notes	
8	<p>No interest income was earned during the quarter. This was mainly due to an overdrawn treasury account balance during the quarter. Refer to interest expenditure for more detail.</p> <p>Trade and other receivables consist of trade receivables, prepaid expenditure and rental debtors. The variance is due claims that were have not yet been received during the current year.</p>
9	<p>The variance is mainly due to June 2016 payments that were only done in July 2016.</p> <p>The interest expenditure incurred relates to interest charged on an overdrawn treasury account balance. The overdrawn balance is mainly due to long outstanding claims that were received late or still outstanding from the various departments. The JDA contracts with suppliers with regards to the development projects implemented by the JDA on behalf of the City of Johannesburg and pay these suppliers within the legislated period of 30 days. These expenditure items are then claimed from the City with the inclusion of the JDA management fee. Majority of the long outstanding claims related to the City of Johannesburg: Department of Transportation (NDOT). Although most of these claims have been received subsequently, capital expenditure for the first and second quarter has increased the amount outstanding and these will only be recovered in the following quarter.</p>
10	<p>The capital budget for the current year is R10million of which at least 90% of it relates to the implementation of SAP. Although some expenditure has been incurred in the current, these balances are currently allocated to Intangible assets still under construction and will only be capitalised when the entire system is ready for use.</p> <p>No interest income was earned during the quarter. This was mainly due to an overdrawn treasury account balance during the quarter. Refer to interest expenditure for more detail.</p>
11	<p>Trade and other receivables consist of trade receivables, prepaid expenditure and rental debtors. The variance is due claims that were have not yet been received during the current year.</p> <p>The variance is mainly due to June 2016 payments that were only done in July 2016.</p>
12	<p>The interest expenditure incurred relates to interest charged on an overdrawn treasury account balance. The overdrawn balance is mainly due to long outstanding claims that were received late or still outstanding from the various departments. The JDA contracts with suppliers with regards to the development projects implemented by the JDA on behalf of the City of Johannesburg and pay these suppliers within the legislated period of 30 days. These expenditure items are then claimed from the City with the inclusion of the JDA management fee. Majority of the long outstanding claims related to the City of Johannesburg: Department of Transportation (NDOT). Although most of these claims have been received subsequently, capital expenditure for the first and second quarter has increased the amount outstanding and these will only be recovered in the following quarter.</p>

STATEMENT OF CHANGES IN NET ASSETS FOR THE PERIOD ENDED 31 DECEMBER 2016

		Share capital	Share premium	Total share capital	Accumulated surplus	Total net assets
			R'000	R'000	R'000	R'000
Opening balance as previously reported		60	16,278	16,278	51,361	67,639
Adjustments		0	0	0	0	0
Prior year adjustments					0	0
Balance at 01 July 2015		60	16,278	16,278	51,361	67,639
Changes in net assets						
Surplus for the year		0	0	0	-2,478	-2,478
Total changes		0	0	0	-2,478	-2,478
Balance at 01 July 2016		60	16,278	16,278	48,884	65,161
Changes in net assets						
Deficit for the year		0	0	0	( 18,218)	( 18,218)
Total changes		60	16,278	16,278	30,666	46,943
Balance at 31 December 2016		60	16,278	16,278	30,666	46,943

## SECTION 4: RATIO ANALYSIS

Key Performance Area	Key Performance Target	Actual 31 December 2015	Actual 31 December 2016	Notes
Current ratio	Above 1 : 1	0.98:1	1.14:1	1
Solvency ratio	Above 1 : 1	1.10:1	1.14:1	2
Remuneration to expenditure ratio	60%	49%	62%	3
Maintenance to expenditure ratio	1%	0.23%	0.10%	4
Interest to expenditure ratio	Below 30%	16.37%	13.00%	5
Net cash position	5,000	7,462,000	641,901	
% capital budget spent	5%	30%	21%	6
Revenue	11,562,000	25,994	31,735	
Expenditure	22,627,000	20,911	49,954	
Surplus/(Deficit)	( 11,065,000)	5,083	( 18,218)	
Total net assets		72,491	50,152	

Notes	
1	Current ratio exceeds target and is higher than the second quarter of the previous year due to a higher overdraft balance and higher trade receivables in the previous financial year. This includes a higher trade payables balance in the second quarter of the previous year as compared to the current year.
2	Solvency ratio is higher than target and higher than the second quarter of the previous year mainly due to a treasury balance which is lower than in the previous second quarter.
3	Remuneration to expenditure ratio is higher than the second quarter of the previous financial year due to a higher number of vacant positions budgeted for but not yet filled as at end of the quarter from the previous year. Although most of these have been filled in the current year, there are still some vacant positions.
4	Maintenance to expenditure ratio is lower than the second quarter of the previous financial year due to less repair work undertaken by the mid-term period as there were only minor electrical and plumbing challenges experienced. The Maintenance Budget includes the Repairs component which is a 30/70 split respectively, indicating a higher budget component for repairs as opposed to maintenance. Routine maintenance has been undertaken as scheduled and continuing as planned with no interruptions.
5	Although second quarter operational expenditure in the current year is higher compared to the previous financial year, the interest to expenditure ratio is lower than the second quarter of the previous financial year due to lesser interest incurred in the second quarter of the current financial year. The overdraft balance increased due to large capital expenditure payments to suppliers for work implemented in June 2016 which was paid in the first quarter of the current financial year.
6	Although the % capital budget spent is lower than the capital spent in the second quarter of the previous financial year, spending has exceeded the budgeted % by 2%. This is mainly due to the benefits of multi-year budgeting and therefore multi-year appointments being experienced because some of the construction projects which were already on the ground continued into the current financial year.

## SECTION 5: REPORT ON IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE AND DUE PROCESSES

No irregular, fruitless and wasteful expenditure was incurred for the current quarter.

## SECTION 6: PENDING LITIGATIONS AND POSSIBLE LIABILITIES

CASE / MATTER	AMOUNT CLAIMED	DATE INSTITUTED	DISCRIPTION	CURRENT STATUS	ANTICIPATED COMPLETION DATE	CHANCES OF SUCCESS	OF
Ubuntu Kraal (Pty) Ltd vs JDA	± 23 555 160, 06 million	13/12/2013	Damages suffered by Ubuntu Kraal as a result of "alleged" negligence by the JDA and other parties.	On Friday, 13 December 2013 the JDA was served with summons. The summons relate to the "alleged" negligence on the part of the JDA	The matter is still at pleadings stage. It has not yet been set down	Not determined at this stage.	yet at

CASE / MATTER	AMOUNT CLAIMED	DATE INSTITUTED	DISCRIPTION	CURRENT STATUS	ANTICIPATED COMPLETION DATE	CHANCES OF SUCCESS
				<p>during the widening of the Klipspruit valley road during the construction of the BRT routes around 2010. It is alleged that as a consequence of such construction, which resulted in flooding in 2010 and 2011, damages to buildings and properties to the tune of approximately R23 555 160, 06 was incurred by the plaintiff. The JDA has been cited as the first defendant and the City of Johannesburg as the second defended in the matter, together with other 5 defendants.</p> <p>The JDA has appointed Routledge Modise Attorneys (T/A Hogan Lovells) to assist in defending the matter.</p> <p>Routledge Modise have handed over the matter to the insurers attorneys at the request of the JDA's insurers (Webber Wentzel Bowens). The matter is being defended by the JDA and COJ's insurer's lawyers.</p>	for trial.	
Tembu Convenience Centre CC vs City of Johannesburg 1 <sup>st</sup> Defendant and Others (JDA- 2 <sup>nd</sup> Defendant)	± R10 488 324 million		Damages suffered by Tembu Convenience Centre CC as a result of "alleged" extensive permanent road diversions and/or closures having been effected in order to cater for the BRT system in the area known as "Soweto to Parktown Bus Rapid Network, Section 1, Moroka Police Station to Modderspruit Culvert". It is alleged that COJ or the JDA failed to comply with the relevant legislation and ordinances.	The JDA is defending the matter through its attorneys (Mchunu Inc.) The matter is set down for trial on 1 June 2017.	July 2017	Not yet determined at this stage.
Achusim Chijoike vs (JDA 1 <sup>st</sup> Defendant) and Sykmark Security Services	± R353000.00	10/2013	Injury suffered by Plaintiff as a result of a shooting incident that occurred in December 2010. The Plaintiff alleges that the person implicated in the shooting	<p>The JDA was incorrectly cited as a party to the proceedings. Particulars of defence were submitted to the plaintiff accordingly.</p> <p>The Plaintiff has to date not responded to our</p>	The matter stopped at pleadings stage and is likely not going to proceed.	Not yet determined.

CASE / MATTER	AMOUNT CLAIMED	DATE INSTITUTED	DISCRIPTION	CURRENT STATUS	ANTICIPATED COMPLETION DATE	CHANCES OF SUCCESS
(Pty) Ltd (2 <sup>nd</sup> Defendant)			is linked to the JDA as its employee. Hence the claim of vicarious liability.	<p>pleadings.</p> <p>A letter has been addressed by the JDA's attorneys (Routledge Modise T/A Hogan Lovells) to the Plaintiff to the effect that should we not receive any feedback from them, we shall proceed to seek court approval to withdraw the matter.</p> <p>We still await feedback from the Plaintiff's attorneys.</p>		
Bertrams Priority Block vs JDA	Not applicable	February 2008	Relocation of illegal occupants in various buildings around Bertrams Priority Block.	<p>The JDA has through its Attorneys (Edward Nathan Sonneburg ENS) entered into legal proceedings regarding the relocation of illegal occupants in various buildings around Bertrams Priority Block. Eviction proceedings have been instituted in the South Gauteng High Court. Negotiations are underway with the occupants to settle the matter out of court. Progress made since 2012, some occupants have agreed to be reallocated to properties operated by the Johannesburg Social Housing Company. The Few that would be left would, due to inability to meet monthly rentals will be accommodated by the Department of Housing.</p> <p>The parties are working together to reach agreement without a protracted litigation processes.</p>	On-going	Good
Dark Fibre Africa vs JDA and Easyway Tarmac Pave and Projects CC	R42,037.85	14/03/2014	<p>The matter relates to the fibre optic cable that was damaged by opening a trench in the road reserve with a TLB Machine along the road carriage way of Orlando east, near Sefa Sonke street around 22 June 2013.</p> <p>The plaintiff, Dark Fibre Africa (Pty) Ltd is suing the JDA (2<sup>nd</sup> Defendant) on the basis that JDA</p>	The matter is being defended by the lawyers appointed by the JDA's insurers (AON).	The matter is still at pleading stage and has not been set down for trial	The matter has been finalised.

CASE / MATTER	AMOUNT CLAIMED	DATE INSTITUTED	DISCRIPTION	CURRENT STATUS	ANTICIPATED COMPLETION DATE	CHANCES OF SUCCESS
			used the services of Easyway Tarmac Pave and Projects CC to manage and control the execution of the water pipeline project and to do the drilling and excavation along the road carriage way of Orlando east near the intersection with sefa sonke street.			

**SECTION 7: INSURANCE CLAIMS AGAINST/TO MOE/DEPARTMENT**

No claims for the current quarter.

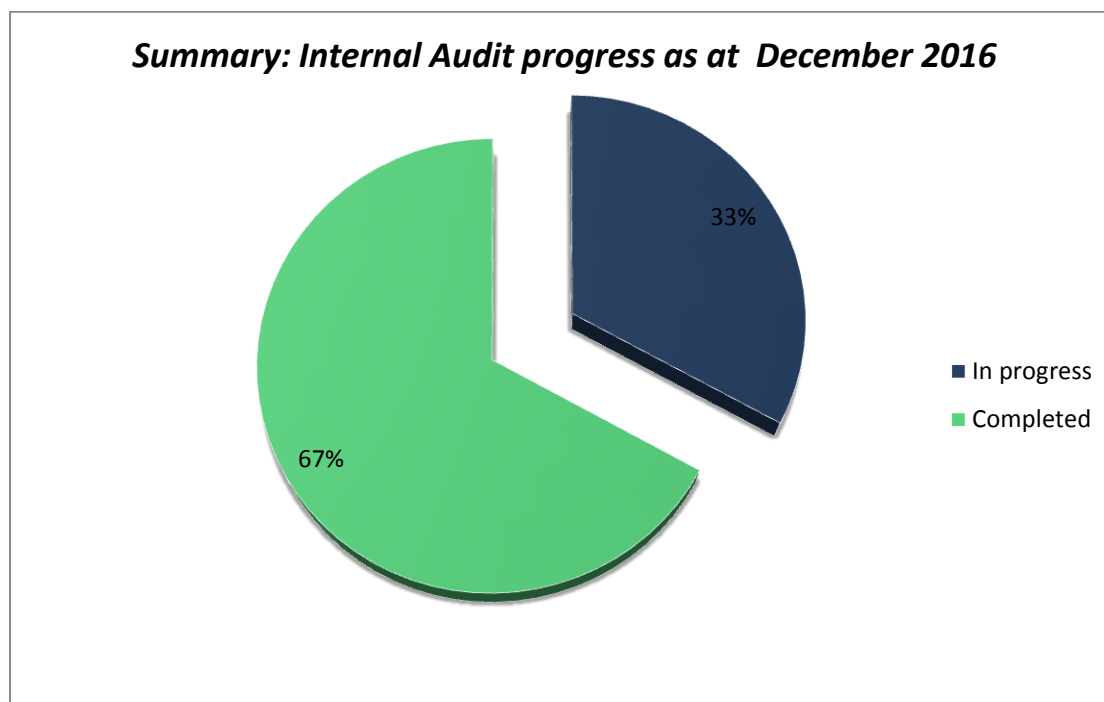
## CHAPTER 6: INTERNAL & EXTERNAL AUDIT FINDINGS

### SECTION 1: RESULTS OF INTERNAL AUDITS

The chart below serves to indicate an overview of the progress for the period 01 July 2016 to 31 December 2016 against the Internal Audit Plan for the 2016/17 financial year.

#### First Quarter Progress

FIGURE 3: INTERNAL AUDIT PROGRESS AS AT 31 DECEMBER 2016



The scope of the internal audit progress to which this report relates is for the period 01 July 2016 to 31 December 2016; the report includes progress on the planned audit projects executed as well as special audit requests (if any) that were undertaken during the reporting period. In the reporting period, there were eleven (11) audits planned and one (1) special audit request; 67% of these audits have been completed and 33% are in progress.

Audit reports for the reported projects will be tabled at the next Audit and Risk Committee scheduled to convene in February 2017.

TABLE 38: PROGRESS AGAINST ANNUAL AUDIT PLAN

No.	Audit Description	Progress as at 31 December 2016	Comments
1.	Review of the 2015/16 Annual Integrated Report	Audit completed	Audit completed. Audit outcomes communicated to management and the Audit and Risk Committee.
2.	Review of the 2015/16 Draft Financial	Audit completed	Audit completed. Audit outcomes communicated to management

No.	Audit Description	Progress as at 31 December 2016	Comments
	Statements		and the Audit and Risk Committee.
3.	Stakeholder Management Review 2016/17	In progress	The audit is at the reporting phase. Final Report to be signed off end of January 2017.
4.	Audit of the alignment of the business plan, the operational plans and individual performance agreements 2016/17	In progress	The audit is at execution phase. Audit will be completed by February 2017.
5.	Quarterly Review of SCM Tenders above R10m:  iv. Westbury Transformation Development Centre v. Paterson Park Multi-purpose Sport and Recreation Centre vi. Rotunda Park Precinct-Phase 2	Audit completed	Audits completed. Audit outcomes communicated to management. Final Audit report to be tabled at the Audi and Risk Committee meeting to be held in February 2017.
6.	Audit of Q1 Performance Information 2016/17	Audit completed	Audit completed. Audit outcomes communicated to management. Final Audit report to be tabled at the Audi and Risk Committee meeting to be held in February 2017
7.	Performance Bonus Review 2015/16 FY	Audit completed	Audit completed. Audit outcomes communicated to management. Final Audit report to be tabled at the Audi and Risk Committee meeting to be held in February 2017
8.	Quarterly follow up on internal audit and AGSA findings	Audit completed	Audit completed. Audit outcomes communicated to management and the Audit and Risk Committee.
9.	Review on the Implementation of Risk Mitigation Plans	Audit completed	Audit completed. Audit outcomes communicated to management. Final Audit report to be tabled at the Audi and Risk Committee meeting to be held in February 2017
10.	Asset Maintenance and Physical Security Risk Management Audit	Audit completed	Audit completed. Audit outcomes communicated to management. Final Audit report to be tabled at the Audi and Risk Committee meeting to be held in February 2017 .
11.	Quarter 1 Review of Tenders Below R10 million	In progress	Audit at execution phase. Audit will be completed by February 2017.
12.	Implementation of Board Resolutions 2013-2016	In progress	Audit at reporting phase. Final Report to be signed off in January 2017.

All the areas for improvement identified through the audit efforts were communicated to management through the internal audit reports.

## SECTION 2: PROGRESS ON RESOLUTION OF INTERNAL AUDIT FINDINGS

The table below provides a summary of Internal Audit Findings:

Details	Total
2013/2014 Findings	2
2014/2015 Findings	29
2015/2016 Findings	52
Total Findings	83
Less: Resolved Findings	45
Total of Unresolved Findings (2 for 2013/14, 22 findings for 2014/15 and 15 findings for 2015/16)	38
% Resolved	54%
% Unresolved	46%

Most of the findings that are unresolved relate to the reviewing of Finance Policies, the absence of a Human Resource Performance Management Software System and the lack of an adequate Records Management Department & management programme. Management is however working relentlessly to ensure that these findings are resolved and that the internal control environment is adequate and operating effectively.

## SECTION 3: PROGRESS ON RESOLUTION OF EXTERNAL AUDIT FINDINGS

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

**TABLE 39: AUDITOR GENERAL FINDINGS**

Details	Total
Number of findings	11
Resolved	6
Unresolved	5
% Resolved	55%
% Unresolved	45%

Five (5) of the unresolved findings relate to the finance office (Policies, Ethics & Debt Recovery).

On a quarterly basis, management reports to the Audit and Risk Committee on the progress made towards resolving audit findings raised by Internal Audit and the Auditor General. Internal Audit also provides an independent assurance to the Audit and Risk Committee on the progress made by management in resolving audit findings.

The Audit and Risk Committee has in recent meetings requested management to provide a report outlining action plans to ensure that all unresolved findings outstanding from the previous three financial years are resolved by the end of the 2016/17 financial year. These corrective actions and implementation dates are strictly monitored by the Audit and Risk Committee.

## **SECTION 4: STATE OF INTERNAL CONTROLS**

Effective risk management and compliance with government regulations are driving the need for ongoing auditing. JDA is subjected to internal and external audits each year, thus making audit co-ordination and management vitally important by ensuring timeous implementation of corrective action to clear audit findings, strengthen risk management and compliance. Regular audits are essential to reduce the risk of non-compliance.

Internal controls refer to the policies, practices and systems that the department has put in place, to provide reasonable assurance that the organisation will achieve its objectives, prevent fraud and corruption from occurring, protect resources from waste, loss, theft or misuse and to ensure that resources are used efficiently and effectively.

The JDA has a system of internal control to provide cost-effective assurance that the entities goals will be economically, effectively and efficiently achieved. In line with the MFMA, the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and the King Code Report on Corporate Governance, Internal Audit provided the Audit and Risk Committee and Management with quarterly internal audit reports in terms of its approved annual and three-year rolling Internal Audit Plan. In addition the Risk and Compliance unit on quarterly basis follows up the implementation of corrective measures and preventative controls in respect of all financial risks and audit findings, as per reports of the Auditor-General and Internal Audit unit, and reports to the Audit and Risk Committee

From the Internal Audit reports, it was noted that there were no material deficiencies in the system of internal control for the reporting period.

The entity also has functional and effective management structures, such as the Executive Management Committee to review, monitor and evaluate programme performance and make corrective measures where necessary.

## ANNEXURES

### ANNEXURE 1: ACRONYMS AND ABBREVIATIONS

ACRONYM	Definition
BBBEE	Broad-based black economic empowerment
BRT	Bus rapid transit
CBD	Central business district
CPC	Community Participation Consultant
CoJ	City of Johannesburg
CSA	Capability support agents
EPWP	Expanded Public Works Programme
GDS	Growth and Development Strategy Joburg 2040
GMS	Growth Management Strategy
GRAP	Generally Recognised Accounting Practice
ICT	Information and communication technology
IT	Information technology
King III	King Report on Governance for South Africa and the King Code of Governance Principles
KPI	Key performance indicator
MFMA	Municipal Finance Management Act (2003)
NMT	Non-motorised transit
SMME	Small, medium and micro enterprise

## ANNEXURE 2: SCORECARD KPI DESCRIPTIONS

<b>Priority 6: Financial Sustainability</b>				
<b>IDP programme</b>	<b>Key Performance Indicator</b>	<b>Evidence</b>	<b>Means of verification</b>	<b>Outcome Statement/s</b>
Capital project management	1. % budget spent on city-wide infrastructure	Invoices received, processed and paid	Financial system management report	A financially viable, effective and well-governed development agency (MoE) that champions the delivery on the City's 2040 GDS Vision
Enhanced corporate governance, through 100% compliance with financial, risk and performance management guidelines	2. Clean audit opinion with a percentage of internal and AG audit findings of the previous financial year resolved	Internal Audit, Annual Financial and Performance reports  AG Management Letter	Annual Financial Statement  AG Report	

<b>Priority 4: Transforming sustainable human settlements</b>				
<b>IDP programme</b>	<b>Key Performance Indicator</b>	<b>Evidence</b>	<b>Means of verification</b>	<b>Outcome Statement/s</b>
Improved Mobility	3. Number of kilometres of walkway and cycle lanes completed	Physical Inspection  3 <sup>rd</sup> Party Certificate	Completion certificate	Well planned, packaged and implemented projects that catalyse/contribute to the creation high-quality, sustainable urban environments in targeted areas over the MTEF
Compact, integrated and liveable urban form and spaces	4. Number of detailed local area plans, detailed local area implementation plans, or area-based studies produced, reviewed or updated	Detailed local area plans, detailed local area implementation plans or area-based studies produced, reviewed or updated <sup>18</sup>	JDA Exco approval. Exco minutes.  Proof of client sign-off / acceptance	
	5. Number of area-based or sector based partnerships formalised	Area or sector based partnerships, in the form of MoU's, contracts, letters of intent or commitment	JDA Exco approval. Exco minutes.	Improved stakeholder and investor confidence results in increased co-investment and/or 3rd party investment and long-term property values
	6. Number of projects at concept design phase	Project Concept Design report as per JDA/CoJ Standards	JDA Exco approval. Exco minutes.  Proof of client sign-off.	Well planned, packaged and implemented projects that catalyse/contribute to the creation high-quality, sustainable urban environments in targeted areas over the MTEF
	7. Number of projects at detailed design phase	Project Design report as per JDA/CoJ Standards	Sign-off on Design Report by Client or PM or Principal Agent	
	8. Number of contracts	JDA BAC Approval (minutes)	Acceptance of Offer	

<sup>18</sup> To JDA and / or CoJ Policy Standards

Priority 4: Transforming sustainable human settlements				
IDP programme	Key Performance Indicator	Evidence	Means of verification	Outcome Statement/s
	awarded		Letter	
	9. Number of projects at practical completion	Practical Completion certificates (3rd Party)	Review of Practical Completion certificates (3rd Party)  Physical inspection	
	10. Number of Area Based Precinct Management business plans / frameworks developed	Area Based Management business plans / frameworks as per JDA/CoJ Standards	JDA Exco approval. Exco minutes.  Proof of client sign-off.	Sustainable urban management entrenched through partnership-led models in targeted areas over the MTEF
	11. Number of Media Releases Marketing Projects	Project related Press Releases as reflected on the JDA Website with project name and date presented	JDA Exco approval. Exco minutes. (Quarterly).	Improved stakeholder and investor confidence results in increased co-investment and/or 3rd party investment and long-term property values
	12. Number of area or project impact (case studies) or performance assessments completed	Impact / performance assessments or case studies per JDA/CoJ Standards	JDA Exco approval. Exco minutes.	Evidence-based transformation of urban spaces that realise their maximum development potential

Priority 1and 2: Employment creation, investment attraction and retention; Informal Economy, SMME and Entrepreneurial support				
IDP programme	Key Performance Indicator	Evidence	Means of verification	Outcome Statement/s
City wide job creation programme - 250 000 jobs by 2016	13. Number of EPWP opportunities as created	All necessary supporting information <sup>19</sup>	Signed confirmation letters by implementing agency  EPWP Database	Job creation, SMME development and participation and economic transformation contribution accelerated through strategic and targeted procurement programmes
	14. Number of jobs created city-wide	Finalised Work packages  Pay slips	Signed appointment letters of employment by implementing agency  Employment database	

<sup>19</sup> ID copies, contracts, pay slips

<b>Priority 1and 2: Employment creation, investment attraction and retention; Informal Economy, SMME and Entrepreneurial support</b>				
<b>IDP programme</b>	<b>Key Performance Indicator</b>	<b>Evidence</b>	<b>Means of verification</b>	<b>Outcome Statement/s</b>
Enterprise Development	15. Percentage of SMME expenditure as a share of total expenditure	SCM verified certificates  Contacts awarded	Procurement system report  Database of SMME's	

<b>Priority 12: Good governance</b>				
<b>IDP programme</b>	<b>Key Performance Indicator</b>	<b>Evidence</b>	<b>Means of verification</b>	<b>Outcome Statement/s</b>
To improve governance profile of the City	16. % of predetermined objectives achieved	Internal Audit, Annual Financial and Performance reports  AG Management Letter	Annual Financial Statement  AG Report	A financially viable, effective and well-governed development agency (MoE) that champions the delivery on the City's 2040 GDS Vision
To reduce the levels of corruption in the City	17. % delivery on reported cases of corruption	Strategic Risks Tracking Report	Verification of Strategic Risks Tracking Report by Group Risk and Assurance Services	

<b>Day-to-day Programme</b>				
<b>IDP programme</b>	<b>Key Performance Indicator</b>	<b>Evidence</b>	<b>Means of verification</b>	<b>Outcome Statement/s</b>
Other IDP or Day-to Day programmes	18. Percentage of BBEE expenditure as a share of total expenditure	All necessary BBEE information certified by an accredited certification authority <sup>20</sup>	Procurement system report	Job creation, SMME development and participation and economic transformation contribution accelerated through strategic and targeted procurement programmes
	19. Percentage spend on JDA operating budget against approved operating budget	Based on invoices received, processed and paid	Financial system report	A financially viable, effective and well-governed development agency (MoE) that champions the delivery on the City's 2040 GDS Vision
	20. Percentage implementation of the strategic risk management plan findings resolved	Strategic Risks Tracking Report	Verification of Strategic Risks Tracking Report	

<sup>20</sup> 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.

Day-to-day Programme				
IDP programme	Key Performance Indicator	Evidence	Means of verification	Outcome Statement/s
	21. Percentage implementation new ERP System (SAP)	Implementation Progress Report)	JDA Exco approval. Exco minutes	