



a world class African city



Johannesburg Development Agency

THIRD QUARTER REPORT

2011/12

January to March 2012



2011/12:

Third quarter report

Company Information:

Registration Number: 2001/005101/07
Parent Municipality: City of Johannesburg Metropolitan Municipality

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Bankers: ABSA Bank Limited

Auditors: The Auditor-General

Company Secretary: Adam Goldsmith

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

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

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CHAPTER ONE: INTRODUCTION AND CORPORATE PROFILE

Section 1.1: Corporate profile and overview

The JDA was formed as part of the CoJ's iGoli 2002 re-engineering process and the "iGoli 2010 framework". The iGoli 2010 framework established the basis for developing a long-term vision and strategy for the CoJ, which culminated in the Joburg 2030 strategy as the City's blueprint for economic development over three decades. The establishment of the JDA provided an agency dedicated to area-based regeneration, first in the inner city and later throughout the Johannesburg metropolitan area.

In June 2005, the CoJ formulated a new 5-year strategy, the Growth and Development Strategy (GDS) which charted the long term strategic course for CoJ's overall development for the period 2006 - 2011. The GDS spells out the long-term vision and development priorities and strategies and is accompanied by a 5-year IDP which sets out the short to medium term objectives and programmes to achieve the city development vision.

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

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

The 2011-16 IDP contains four cluster plans which respond to the four key outcomes set out in the GDS. In terms of this process, the JDA is located in the cluster dealing with Sustainable Services, and has an interest in the cluster dealing with Economic Growth.

The JDA was established expressly for the purpose of facilitating area based developments that give effect to the strategic city development vision and objectives. Its cumulative and growing experience in the developments it manages represents a significant asset for the CoJ. As development manager of these initiatives, JDA coordinates and manages capital investment and other programmes involving both public and private sector stakeholders. In particular, the JDA has gained significant experience in the following areas:

- Inner city regeneration
- Development of economic areas
- Regeneration of historically marginalised areas
- Transit-oriented developments

The JDA continues to expand and enhance its competencies and meet the needs of the City of Johannesburg. Furthermore, the JDA continues to deepen the economic and social impacts of its work and ensure that environmental impacts are mitigated as far as possible.

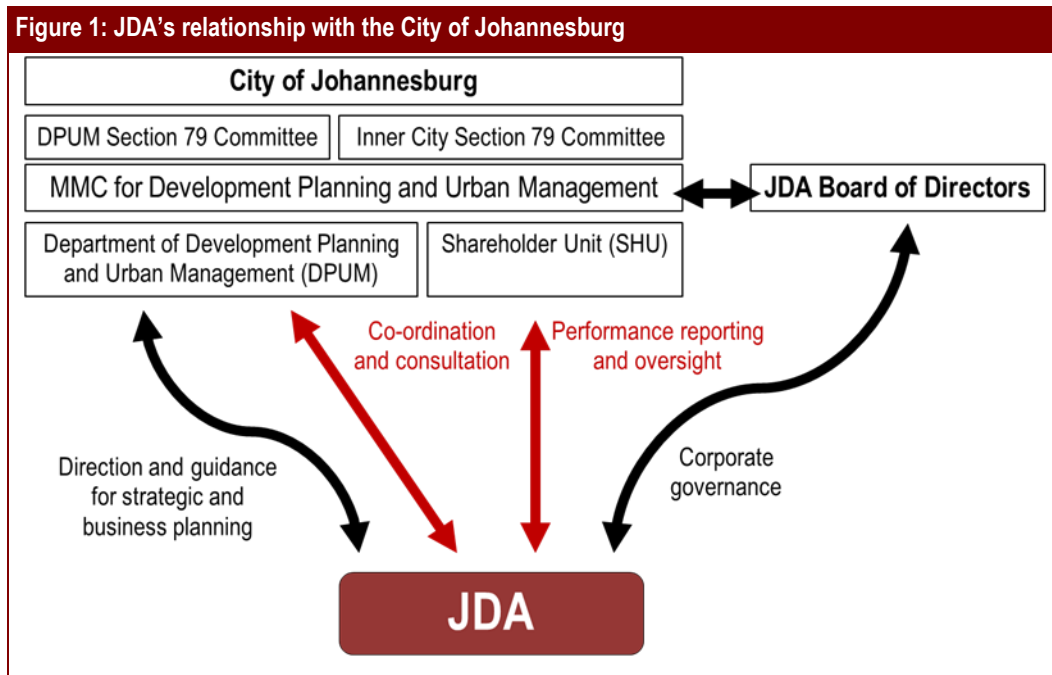
Institutional Arrangements

The JDA receives its mandate from the CoJ, acting through the Executive Mayor and Council. It is contractually accountable to the Development Planning and Urban Management department (DPUM) and the MMC: Development Planning and Urban Management (MMC), who exercises political oversight and to whom the JDA undertakes compliance reporting in respect of its performance scorecard. The JDA relies on the DPUM for service delivery direction in terms of its contractual obligations contained in the Service Delivery Agreement and on the MMC for its political mandate. The Shareholder Unit (SHU) provides corporate governance and related support such as financial sustainability and compliance reporting and review.

JDA also interacts with the Development Planning and Urban Management Section 79 oversight Council Committee for oversight of its activities and functions.

In respect of strategic and operational matters the JDA management is accountable to the JDA’s Board of Directors which stands in a fiduciary relationship with the company.

JDA co-ordinates its area-based development activities and other catalytic interventions, with the DPUM. JDA also engages with client departments that take ownership of the infrastructure and assets created by the JDA. In 2011/12 these include the Department of Transportation (including the Johannesburg Roads Agency); the Department of Economic Development (including Metro Trading Company); City Power; Johannesburg City Parks; the Department of Community Development; and Johannesburg Social Housing Company.



As noted above, the JDA’s capacity to focus on area-based development and to undertake its various functions, is dependent on the Sustainable Services Clusters’ strategic leadership in respect of all of the CoJ’s development activities. Further, the JDA has been appointed as the CoJ’s implementing agent for the BRT and some of the NDPG funded programmes.

Stakeholder relations

As an agency of the CoJ the JDA interacts closely with the CoJ’s various departments and MOEs in respect of their functional interest in development activities. In this regard, the JDA:

- Operates in line with the CoJ’s GDS principles as articulated in the IDP;
- Operates within existing agreed plans and frameworks (for instance, in the case of Planning, the JDA operates within the overall Spatial Development Plan of the City and takes due cognisance of the Regional Spatial Development Frameworks (RSDFs) and existing UDFs and precinct plans;
- Considers inputs in respect of development designs (especially at feasibility stage) from various departments and MOEs who will ultimately take over the developments once completed;
- Coordinates inputs in respect of development implementation specially from the MOE’s
- Considers inputs and seeks agreements in respect of the on-going operations of the initiative once the development is completed;
- Acts as an implementation agent for other CoJ departments including Transportation and DPUM.

Where roles overlap in respect of a particular aspect of a development, JDA will consult with the relevant department or MOE accordingly. Given the intensive urban management focus of the City and the DPUM, the JDA will partner with regional offices to ensure close cooperation. In relation to other MOEs, the JDA works closely with City Power,

Johannesburg Water, Johannesburg Roads Agency, Johannesburg City Parks, JPC, MTC and other entities from time to time.

Key Functions

The JDA's service of development management involves the delivery of a range of developments and programmes aimed at achieving the goals of the GDS, within the framework of its mandate from the CoJ.

In the provision of a development management service, JDA stimulates and implements area-based initiatives involving both capital and non-capital developments. This service involves:

- Development and project packaging: This involves identifying strategic opportunities for responding to the CoJ's focus area by bringing together all the relevant stakeholders and parties to the initiative, and developing a plan for implementation.
- Development and project facilitation and co-ordination: This involves working with the various stakeholders and parties to an initiative and ensuring they are undertaking their roles as expected and required.
- Overall development implementation: This involves ensuring the development is implemented as planned. In this regard, the JDA may outsource specific project management functions within a development, while retaining its overall accountability as a development manager.
- Assessment of the impact of our developments: This is sought to analyse, review and quantify the private sector investment in the various intervention areas of the JDA and assess the socio-economic impacts of our interventions. This is undertaken, in the main, by analysing property market trends as well as the factors that influence investor interest in the JDA development areas.

The JDA promotes growth and development through the development and promotion of efficient urban environments in defined geographic areas. The JDA is mandated to work in all parts of the CoJ including historically marginalized areas of the city. This includes working on the regeneration of areas of the city that are either in decay or declining, in order to enhance their ability to contribute to the development of the city and the quality of life of its residents.

This also includes working in areas that require public investment in order to catalyse area-based regeneration and private sector investment. The assessment of private sector investments is guided in essence by the theory that public sector interventions (investment in infrastructure, urban environment upgrades, proper urban management, provision of tax incentives etc.) in declining areas provides the necessary platform for private sector investment and re-investment into these areas.

Section 1.2: Strategic objectives

The objectives of the JDA were restated in 2011/12 in order to achieve greater alignment with the emerging strategic priorities of the CoJ. These are to:

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

JDA's Strategic Agenda, 2011/12

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

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

IDP Programmes and Delivery Agenda

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

Section 1.3: Chairman's foreword

The Johannesburg inner city is really popular right now! After ten years of urban regeneration attention from the JDA the rest of Johannesburg has finally noticed. On 21 March 2012 Nike hosted a night run through the inner city that saw more than 10 000 runners in bright yellow t-shirts take to the streets. By all accounts inner city residents cheered the runners on and a good number of the runners' perceptions about the inner city were changed.

The impact of the JDA's work in the inner city has been recognised by a number of international and national publications during 2011/12 including Wallpaper magazine (which listed a number of inner city attractions, including JDA developments, in naming Johannesburg as the 3rd best city in their 2011 Design Awards); the BBC website (which highlighted the safety gains in the inner city); and the Sunday Times (which featured public art in the inner city across two pages in the lifestyle section). The inner city has also been featured in film and advertising that contributes to its image as a cool place:

- In October 2011 Top Billing ran an insert on the inner city Spaces and Places featured in Gerald Garner's book including Ernest Oppenheimer park and Main Street Mall;
- The new Coldplay music video for the song Paradise was filmed in South Africa November 2011 and it showed scenes filmed near the Nelson Mandela Bridge in Newtown and in Fordsburg;
- Inner city public artworks were featured as the backdrop to a number of adverts including one for a financial services firm filmed in front of pigeon square and one for a cell phone that features the Eland in Braamfontein;
- A South African film, Material, was set in Fordsburg; and
- Some episodes of the first season of South African Masterchef were filmed in Newtown, on the Nelson Mandela Bridge and in the Bus Factory.

Beyond the media attention, there are also some interesting new projects and ventures going on in the inner city. The Gautrain service to Park Station is expected to start running in early May 2012, Sci Bono's extension is under construction in Newtown, the Wits Art Museum is being fitted out for its launch in April in Braamfontein, Standard Bank has announced its Stimela Square development in the Westgate Station Precinct, and the Maboneng Precinct continues to expand in the East of the inner city.

There are still areas of blight and decay that require attention, but the Johannesburg inner city is beginning to look as though it will deliver on its promise as a great place to live, work and play.

The JDA Board of Directors was reduced again when David Lewis, who has been a director since 2009, resigned in order to focus on his new job as CEO of Corruption Watch. Our grateful thanks go to David for his dedicated service to the JDA and we wish him well with his new venture. His outspoken and candid opinions will be missed at Board meetings.

Dayalan Naidu will now chair the Development and Risk Committee, and the Board will establish a new Ethics Committee in compliance with King 3 recommendations. We are also looking forward to the appointment of new board members in the next quarter.



Luthando Vutula

Chairperson, 30 March 2012

Section 1.4: CEO's Report

Understanding the impact of the JDA's work involves a constant conversation about how best to measure results, how best to survey opinions, and how best to collect data. In February 2012 the JDA completed a comprehensive study on the impact of its operations and results from 2001 to 2011. This will be published as part of the tenth annual report, and will form the basis of future impact monitoring.

We continue to work on refining the performance information management system and this quarter the focus has been on strengthening HR data and reporting, and refining the analysis and reporting on jobs created.

On 26 and 27 March the JDA co-hosted a two-day seminar on *Sport and the City* with Wits University and the Gauteng City Region Observatory. The conference explored a series of research projects on the impact of the 2010 FIFA World Cup. In particular, the Wits School of Architecture and Planning is undertaking an annual survey of opinions of residents of Ellis Park for three years; and the GCRO has explored the economic impact of the World Cup on micro enterprises in the vicinity of the Gauteng stadiums. In general, all the researchers have found that the World Cup legacy is neither dire nor as positive as hoped; there have been a range of mixed results from this mega-event.

This conference is one of JDA's strategies for sharing the lessons that we have learnt and reflecting on the effectiveness of our methods and approaches. Another strategy is a partnership with *Designing SA* through a project called *Bridge to Brazil*. This is a project that aims to share some of the branding, urban development and design lessons that were learnt in preparing for and hosting the 2010 FIFA World Cup in South Africa. The project includes the production of a book called *Reflections and Opportunities* and multimedia communication outputs including a video and exhibition material. The book and video all feature JDA's work in developing precincts like the Ellis park sports precinct, Nasrec, Vilakazi Street and Constitution Hill as tourist destinations. It also profiles JDA's public art programme. As part of the knowledge sharing component, project participants will travel to Brazil, Argentina and the UK to take part in seminars, exhibitions and book launches. We expect this to raise JDA's international profile, and help share our experiences and lessons with colleagues in Brazil and in the rest of the world.

Finally, the JDA will explore new methods of measuring impact through a new programme that relies on community based research to track and map community development results over a period of at least 5 years in selected development areas. This will allow us to capture and measure impacts that are not reflected in formal property and construction data sets.

Performance Review

Project progress for the full portfolio of JDA projects is well ahead of target for the 3rd quarter. 86% of our 2011/12 projects have been constructed against a target of 60%. This performance is almost exclusively due to the excellent project management demonstrated by the BRT development team. 95% of the BRT projects in the 2011/12 scorecard have been completed and the team has already started two new projects (station precinct upgrades and lane colourisation) that are over and above the original targets.

We are particularly excited to see the completion of the Newclare Road Underpass which involved a complex engineering solution in order to tunnel under the railway line without disrupting train services. That the project has been completed without incident is a testament to the project and risk management skills in the JDA and the professionalism of our project team.

The projects in the inner city portfolio of projects have progressed to varying extents. Overall the portfolio is at 49% complete against a target of 59%. The first phase of the Westgate Station Precinct is ahead of target and will be completed by the end of May 2012; while the work in the commuter links and transnet land projects is behind schedule at this point. We remain confident that we will be able to complete these projects within the next 3 months as construction has started on both sites.

Despite having made up some ground in the 3rd quarter, the marginalised areas portfolio is still behind target. All four projects (Diepsloot, Orange Farm, Kliptown and Orlando East) are at construction stage now, but there is a need to accelerate construction programmes in order to complete the works by the end of June 2012. These projects will all be given attention by management to ensure that they are completed on time.

Organisational Review

The JDA lost another senior member of staff in the third quarter of 2011/12. The Human Resources Manager, Neels Reyneke, resigned to take up a group HR manager position with a multi-national company. An HR Manager has been appointed for a period of 3 months to take care of this function until the moratorium on the filling of posts is lifted.

The JDA is in an increasingly precarious situation as a result of the moratorium. Only three of the six executive management posts are currently filled, and there are at least 3 other strategic positions that we would like to fill as a matter of priority. The number of vacant positions has been identified as a key risk to the achievement of our mandate.

The high level institutional review that is being undertaken by the City of Johannesburg provides the JDA with good opportunities to grow and increase operating efficiencies. We look forward to the conclusion of the deliberations and confirmation of the strategic decisions about our future role and mandate.

Financial Review

For the nine months under review, the JDA's revenue was R28.5million against a budget of R32.4million. The negative variance of R3.8million is the net result of an under-recovery of R3.2million on the development management fees line item. The development management fees are lower than budgeted due as 95% of the budgeted year-to-date capital funds have been spent, and fees are charged only after capital funds are disbursed.

Overall, 43% of the total capital budget has been spent. The first and second quarter expenditure relating to the COJ and NDPG funded projects was relatively slow due to delays in the tender processes. In the third quarter this expenditure has improved but it is still behind target. The year-to-date expenditure for the COJ and NDPG funded projects is 19% and 17% respectively.

For the nine months under review the JDA's operating expenses were R30.8 million against a budget of R34.7million. The major variances arose in the line items of employee costs; IT related expenses; marketing; planning & strategy; repairs & maintenance and telecommunications. Except for telecommunications these variances are mainly timing differences and budget should be spent in the next three months. The telecommunications line item reflects pure savings as a result of stricter cost control measures implemented by management. The variance in the employee cost line item is due to the bonus provision journal that was not processed. Management has taken a view that the provision will be raised at year end when a more reliable estimate can be made.



Thanduxolo Mendrew
Acting CEO, 30 March 2012

CHAPTER TWO: PERFORMANCE HIGHLIGHTS




Section 2.1: Highlights and achievements

Set out below is an analysis of the JDA’s performance against its KPIs for the third quarter of 2011/12. The report analyses the performance of the JDA in terms of the performance scorecard (as approved by Council in July 2011), measuring performance in terms of both the JDA’s service delivery mandate and financial and other resource management processes.

Targets are agreed between the JDA management, Board and the CoJ acting through the DPUM. These are developed with the aim of improving the organisation’s performance and efficiency and achieving longer-term goals that have been set for specific developments, such as area based revitalisation. A number of targets are also set by the Shareholder Unit in compliance with Auditor-General and MFMA requirements.

Key indicators such as jobs created and capital expenditure to date are measured and verified by independent (3rd party) quantity surveyors or project managers for each of the JDA developments. In regard to job opportunities created in terms of EPWP, CoJ’s Economic Development Department undertakes independent verifications of the JDA’s reported job numbers on a monthly basis.

Key to indicators:

-  Target achieved (at least 75% rating)
-  Target partially achieved (at least 50% rating)
-  Target not achieved (<50% rating)

Economic Development & Job Creation







This KPA is measured in four areas:

- Creation of short-term job opportunities
- BEE spend as a % of Total Procurement (OPEX and CAPEX)
- Procurement spend on SMME as a % of Opex Procurement.
- Investment promotion and marketing.

Short-term Job Creation

This indicator measures the creation of new short term jobs attributable to JDA activities, mostly construction related work. In the revised approach this measure has been aligned to the definition of the Expanded Public Works Programme (EPWP) as adopted by the City’s Department of Economic Development (DED) and is based on employment of any individual for any length of time.

In the quarter under review, the following was achieved:

Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
Number of short-term EPWP job opportunities created in JDA projects (number of individuals employed)	3 538	2 647			794	875	110%	
Year to date job opportunities	3 538	2 315			1 588	2 306	145%	

During the nine months of 2011/12 the JDA has created 2 306 short term job opportunities in construction across its portfolio of projects. This is higher than the target of 1 588 for the year to date.

The JDA keeps records of all individuals and all local community members employed in construction work by our contractors per quarter. There is a need to use this data to do a more thorough analysis on the number of person days of work so that we can calculate the number of full-time-equivalent jobs that are created in addition to measuring job opportunities.

BEE spend as a % of Total Procurement (OPEX and CAPEX)

JDA's current target in respect of BEE spend is 70% of total expenditure.

Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
BEE procurement spend as a % of total procurement	70%	70%	●	●	70%	78%	111%	●

In the period under review the total BEE spend was R 79.8 million out of R102.2 million, which is equivalent to 78% of overall expenditure. The JDA has achieved 111% against its target of 70% in respect of BEE spend for the period under review. This is driven by increase in expenditure on construction contracts during the quarter under review. Expenditure on developments increased as contractors are on site and work is progressing. We anticipate that this performance will be maintained in the fourth quarter.

Procurement spend on SMME as a % of Total Procurement (OPEX only)

The annual target for SMME spend as a percentage of total operating expenditure (excluding employee costs, depreciation and amortisation) is 40%. In the quarter to 31 March 2012 the JDA's spend on contracts won by SMMEs was R 3.4 million (out of operating expenditure of R8.5 million). This constitutes an achievement of 40% of operating expenditure or 100% of the target for the period under review.

Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
SMME procurement spend as a % of total OPEX Procurement	40%	40%	●	●	40%	40%	100%	●

Productive partnerships and stakeholder relations

This KPA is measured in terms of three indicators:

- The public perception of JDA and our development areas as expressed by positive media coverage
- The number of tours of JDA development areas
- The number of development events intended to attract public attention and communicate urban regeneration results

Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
Positive media reports as a % of the total number of media reports on JDA development areas	na	>95% positive stories	●	●	>95%	100%	100%	●
Number of tours hosted by JDA to promote development areas	na	15	●	●	5	4	80%	●
Number of development events hosted by the JDA or partners	na	5	●	●	0	0	100%	●

In the third quarter of 2011/12 the JDA was mentioned in 9 print and on-line media reports. These are summarised in the table below. The data is collected through a media monitoring service provided by an independent contractor called Meltwater News. Analysts from Meltwater News provide the rating of positive, neutral or negative as an opinion on the tone of the article and views expressed about the JDA.

Most of the publicity was about the launch of the nomination process for the Halala Joburg Awards in 2012, but this was used to raise the profile of the Johannesburg inner city.

Headline	Publication	Journalist	Date	Rating
After the goal, back to reality for cities	http://www.wits.ac.za/newsroom/newsitems/201203/15562/news_item_15562.html	Not mentioned	23-Mar-12	Positive
Enjinkamer van SA kuns kom tuis	Die Beeld	Johan Myburg	08-Mar-12	Positive
The turnaround of Joburg's inner city- From squiggle to art	Financial Mail	Sean O'Toole	08-Mar-12	Positive

Headline	Publication	Journalist	Date	Rating
Oysters on the mean streets of Johannesburg	BBC http://www.bbc.co.uk/news/world-africa-17264026	Andrew Harding	08-Mar-12	Positive
Annual Halala Joburg Awards opens nominations for 2012 and celebrates five years	www.oziafrica.com/tourism	Madoda Ntuli	29-Feb-12	Positive
Joburg walkabout – JDA announces Halala Awards nominations	http://todoinjoburg.co.za/	Laurice Taitz	29-Feb-12	Positive
Jozi's art beat pumps for you	The Star	Theresa Taylor	13-Feb-12	Positive
Braamfontein landmark put up for sale	Engineering News	Megan Walt	09-Feb-12	Positive
Public art in Johannesburg	Wikipedia	NA	Updated in January 2012	Positive

JDA hosted 4 tours during the third quarter of 2011/12. This was just less than the 5 planned tours. The tours included a media tour of the inner city to launch the nominations for Halala Joburg 2012, an orientation and oversight tour for new members of staff and the Shareholders Unit, and a tour of Ellis Park for delegates at the *Sport and the City* Conference. 68 people were exposed to JDA's regeneration work through the tours presented during the quarter under review, and as this brings the number of tours for the year to 11 there is no doubt that the JDA will be able to make the target of hosting 15 tours in 2011/12.

While the impact of these tours toward the achievement of improved stakeholder relations is not immediately apparent, the impact on peoples' opinions about the development areas is clearly expressed. The JDA receives very positive feedback from all tour participants. For example, participants in the Navigator leadership programme offered by Common Purpose who went on an inner city tour with the JDA in September 2011 voted this the most valuable learning experience in the whole course.

Human Resources Management

This KPA is measured in five areas:

- Employment Equity
- Staff Turnover
- HIV/AIDS Policy Compliance
- Occupational Health & Safety Compliance
- Expenditure on training and development of staff

Employment Equity

In respect of employment equity the JDA's current targets are as follows:

- Black staff percentage - the target of 80% of total staff complement
- Female staff - target of 45% of total staff complement.
- Black females in management positions, target of 35% of total number of employees in management

Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
<i>Compliance in respect of the Employment Equity Plan:</i>	100%	100% compliance	●	●	100%	100%	100%	●
% Black staff as % of total staff	80%	80%	●	●	80%	88%	110%	●
% Female staff as % of total staff	45%	45%	●	●	45%	57%	127%	●
% Black Female managers as % of total senior management	35%	35%	●	●	35%	40%	114%	●

The JDA has been consistent in achieving its employment equity targets every year. In the period under review, all the targets were exceeded by a significant margin. The JDA will continue to monitor its affirmative action and

Employment Equity practices to ensure that it retains its status as one of the best employment equity employers within the City of Johannesburg.

Average staff turnover (measured as departing employees as a percentage of total staff complement) was 2% in the quarter under review-within the target of less than 10% staff turnover target. One employee, the HR Manager, resigned from the JDA in February 2012. An HR manager has been contracted for a period of 3 months while the moratorium on new appointments is in place.

HIV and Aids Policy

The JDA's HIV and Aids policy is fully aligned with that of the City of Joburg. In the quarter under review, one e-mail a week was circulated to all JDA staff from ICAS (the JDA's employee assistance programme service provider) each newsletter dealt with some topic related to HIV and Aids, including prevention strategies.

The HIV and Aids peer counsellors did not do a training session during the quarter, but it will be possible to meet the annual target of 2 training sessions before the end of the financial year.

Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
Number of HIV and Aids VCT opportunities offered at JDA wellness days	na	2	●	●	0	0	100%	●
Number of HIV and Aids information shots sent to JDA officials	na	4	●	●	1	10	1000%	●
Number of peer counsellor training sessions	na	2	●	●	0	0	100%	●

The JDA uses the services of the CoJ's Health Department for its peer counsellor training. The scheduled training for this quarter was cancelled as a result of the institutional review process currently underway. In the next quarter the JDA will request its current employee wellness service provider to undertake the necessary training for its counsellors

OHSACT

The last occupational health audit certificate for the Bus Factory (inclusive of the tenants) was issued at the end of November 2011 and had put overall compliance at 72% for the quarter. This is up from 58% in the second quarter, showing progress in promoting compliance by the Bus Factory tenants. It should be noted that the percentage compliance at the JDA offices of the Bus Factory stands at 100%. The JDA facilities manager continues to ensure that the JDA working environment is in line with the provisions of the Health and Safety Act, and no injuries were reported either at the Bus Factory or on any of the JDA construction sites.

Training and Development of Staff

The training expenditure target is a cumulative target for the year. The JDA will ensure that its expenditure on staff advancement and training is maintained in the last quarter.

Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
% payroll invested in training (cumulative, annual)	3%	3%	●	●	2%	2%	100%	●

Financial Management & Corporate Governance

This KPA is measured in the following areas:

- ICT network availability
- Clean Audits
- Operating Budget Management
- Capital Budget Management
- GRAP Compliance
- Company Balances with MOEs
- Company Balances with CoJ

- Company Balances with Non-CoJ companies

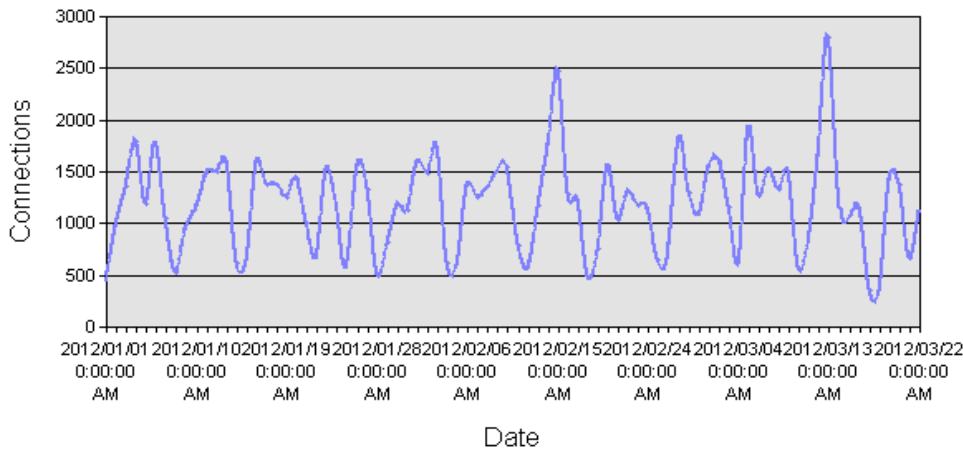
ICT network availability

Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
IT network availability - local area network	na	70%	●	●	70%	100%	143%	●
IT network availability	na	70%	●	●	70%	99%	141%	●

The JDA’s local area network continues to perform well. This is mainly due to the fact that the internal traffic network flow is managed such that it does not exceed the carrying capacity of the network infrastructure. The LAN therefore has been up 100% of the time against a target of 70%.

JDA has also not experienced any major downtimes with the external wireless link. This is mainly due to the fact that the service provider (MTN) has been on an aggressive strategy to upgrade its network infrastructure. The graph below shows a general view for the period under review of data traffic. The period to date graph shows a steady upward and downward flow of traffic, which gives an overall balanced net effect.

JDA Internal Network Traffic Flow Q3 -2011/2012



Clean Audits

The 2010/11 annual external audit was completed in November 2011. As expected, the JDA obtained an unqualified audit report as has been the norm in previous financial years. The JDA’s Audit Committee assisted by Internal Audit have continued to monitor the JDA’s internal control environment and ensured that management continues to implement recommendations by Internal Audit in an effort to achieve clean audits for the organisation. JDA has put in place measures that seek the correct all the issues that were raised by the Auditor-General in the management letter. Further, JDA will assist the City to, as far as it is possible, ensure that the Group audit findings are corrected going forward.

Operating Budget Management

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.

	2011/12 Budget	Target	Actual	% Achievement for Year to Date	Achievement of Target / Actual
Revenue R'000)	49 595	34 193	30 298	87%	●
Costs (R'000)	49 595	34 754	30 914	89%	●

During the period under review the JDA underachieved on the targeted revenue by 13%. This is mainly due to the variances that have arisen from the management fees on development projects and interest income. Monthly interest earned is only available after the month-end. Due to the reporting dates brought forward interest for the month of March could not be processed because the figures were not yet available. On the expenditure front the 11% under-spending is mainly a timing difference on line items such as IT expense; marketing; planning & strategy; repairs & maintenance; salaries and telecommunications.

Capital Budget Management

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.

Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
% Capital budget spent:	100%	100%	●	●	56%	42%	75%	●
<i>CoJ budget</i>	100%	100%	●	●	37%	19%	51%	●
<i>ICF budget</i>	100%	100%	●	●	49%	36%	73%	●
<i>NDPG budget</i>	100%	100%	●	●	49%	17%	35%	●
<i>Transportation budget</i>	100%	100%	●	●	45%	46%	102%	●
<i>Other capital budgets</i>	na	100%	●	●	54%	33%	61%	●
<i>Of which</i>								
<i>Blue IQ budget</i>	na	100%	●	●	95%	102%	107%	●
<i>Environment budget</i>	na	100%	●	●	25%	6%	22%	●
<i>Health budget</i>	na	100%			47%	8%	17%	●

Since the BRT is a multi-year project, there is a smooth transition from the previous year to the new financial year hence the spending patterns reaching 102% of the expected target.

With the other programmes the projects are not multi-year thus in the 1st and 2nd quarter most projects were either at tender advertising stage for professionals or design and planning phases. Although expenditure patterns in the 3rd quarter are below expectations, with sites already handed over to contractors we remain confident that the 4th quarter expenditure targets will be achieved and the JDA will complete all its development projects by the end of June 2012.

GRAP Compliance

This target is determined annually as it pertains to the finance reporting of the entity at the end of the financial year. In the meantime, in order to improve the general skills of the JDA, the Chief Finance Officer and the accountants have attended a GRAP update course on March 12 2012 organised by the South African Institute of Chartered Accountants (SAICA). This will ensure that our employees are able to ensure continuous compliance by the entity with GRAP in its financial reporting processes.

Section 2.2: Performance against IDP and Scorecard

This indicator measures overall project implementation progress against project completion targets set for each quarter for all JDA projects.

Projects are grouped by the source of funding. The aggregate score is calculated as a weighted average based on the relative budget allocations for the projects in the group. For example, a small project with a relatively insignificant budget allocation will not affect the aggregate completion score as much as a large project with a significant budget.

JDA projects are weighted in the following way in 2011/12:

Project portfolio	Weighting as % of budget
CoJ Budget	3%
Of which:	
JDA010/1: Kliptown Renewal Precinct	52
JDA048: Orlando East Station Precinct	48
ICF Budget	8%
Of which:	
JDA055 ICF4: Commuter Links Upgrade (Art Gallery Rea Vaya Station Precinct)	31
JDA058 ICF5: Westgate Station Precinct upgrade	40
JDA059 ICF5: Transnet Land / Metro Park	29
NDPG Budget	3%
Of which:	
JDA037: Diepsloot Renewal Precinct	52
JDA036/2: Stretford Station / Greater Orange Farm Renewal Precinct	48
Transportation Budget	83%
Blue IQ (Constitution Hill)	1%
Environment (Bruma Lake)	1%
Health (Joburg Clinics)	1%

Programme performance is measured according to project completion against the predetermined quarterly targets. The performance scorecard for the JDA has been restructured in 2011/12 to separate construction progress clearly from overall project completion rates.

The Rea Vaya BRT infrastructure projects are multi-year projects that have continued without pause in 2011/12. As a result, expenditure and completion progress targets have been exceeded for this portfolio for the first three quarters. Because of the relative dominance of the BRT portfolio, the JDA's portfolio as a whole has achieved the project completion target for the 3rd quarter. Overall 86% of all JDA projects are complete against a target of 60% for the end of the 3rd quarter.

Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
% Construction progress against target	100%	100%	●	●	60%	86%	144%	●
<i>Inner city portfolio</i>	100%	100%	●	●	59%	49%	83%	●
<i>Marginalised areas portfolio</i>	100%	100%	●	●	60%	26%	43%	●
<i>Transportation portfolio</i>	100%	100%	●	●	60%	95%	158%	●

The detailed project progress measures for each project are presented below.

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
COJ FUNDED PROJECTS									
● ● 60% 20% 33% ●									
% progress achieved in project delivery against targets: JDA010/1: Kliptown Development	Detailed design completed and construction tender awarded	100%	100%	●	●				●
	Public environment upgrade in Kliptown (Phase 2.2)	100% of Phase 2.1	100%		●	60%	20%	33%	●
% progress achieved in project delivery against targets: JDA048: Orlando East Phase 3	Detailed design completed and construction tender awarded	100%	100%	●	●				●
	Public environment upgrading in Orlando East Station precinct (Phase 3)	100% of Phase 2	100%		●	60%	20%	33%	●
	Public environment upgrading in Noordgesig (Additional work)	na	100%			30%	9%	30%	●

There are two projects funded through the COJ Capital grant in 2011/12: Kliptown and Orlando East. Construction contracts were awarded for both projects in January 2012. Although this means that the construction progress target has not been met in the third quarter, some construction progress has been made and it will be possible to complete both projects before the end of the financial year.

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
INNER CITY FUND PROJECTS									
% progress achieved in project delivery against targets: JDA056 ICF4: Art Gallery (Rea Vaya) Station Precinct Upgrade									
	Detailed design completed and construction tender awarded	100%	100%	●	●				●
	Public environment upgrading in the Commuter links (Art Gallery) precinct (Phase 2)	100% of phase 1	100%	●	●	60%	30%	50%	●
% progress achieved in project delivery against targets: JDA058 ICF5: Westgate Station Precinct upgrade									
	Detailed design completed and construction tender awarded	na	100%	●	●				●
	Public environment upgrading (Phase 1)	na	100%	●	●	60%	81%	135%	●
% progress achieved in project delivery against targets: JDA059: Transnet land / Metro Park									
	Detailed design completed and construction tender awarded	na	100%	●	●				●
	Taxi facilities and public environment upgrading (phase 1)	na	100%	●	●	55%	23%	42%	●

In the set of inner city regeneration projects that are funded through the inner city upgrading allocation on the budget of the Department of Development Planning and Urban Management overall project completion has slipped slightly behind target for the third quarter. The Westgate Station Precinct project is progressing significantly faster than expected and is already 81% complete. On the other hand, the upgrading of the temporary taxi facility on the Transnet land only began construction in January because of the complexity of the design and consultation with stakeholders to ensure that the contractor can access the site for the construction period.

There is little risk of not completing these projects before the end of the financial year.

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
NDPG FUNDED PROJECTS									
% progress achieved in project delivery against targets: JDA037: Diepsloot Development									
	Detailed design completed and construction tender awarded	100%	100%	●	●				●
	Completion of public space upgrading in district node in Diepsloot (phase 3)	100% of phase 2 completed	100%		●	60%	29%	48%	●
% progress achieved in project delivery against targets: JDA036/2: Stretford Station /									
	Detailed design completed and construction tender awarded	100%	100%	●	●				●
	Completion of public space upgrading in Stretford Station Precinct (phase 3)	100% of phase 2 completed	100%		●	60%	35%	58%	●

The two NDPG funded projects have made up some ground after the delays in the first quarter, but continue to lag behind the third quarter targets for construction progress. Both construction tenders were awarded in January 2012 and with focussed project management attention it should be possible to complete the construction work before the end of the financial year.

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
TRANSPORTATION FUNDED PROJECTS									
% progress achieved in project delivery against targets: JDA 045: Bus Rapid Transit	Section 2 (4.25 kms construction)	100%	100%	●	●	60%	85%	142%	●
	Section 4 (0.26 kms construction)	80% of 10/11 busway complete	100%	●	●	100%	100%	100%	●
	Rissik and Harrison(0.50 kms construction)	100% of work in 2010/11	100%	●	●	100%	100%	100%	●
	Bus depot (Dobsonville civils phase 2)	100% of civil works on bus depot complete	100%	●	●	100%	100%	100%	●
	Pat Mbatha (2.12 kms construction)	100%	100%	●	●	100%	100%	100%	●
	Road Underpass (construction)	100%	100%	●	●	100%	95%	95%	●
	Booyens Reserve pedestrian bridge	100%	100%	●	●	100%	100%	100%	●
	Pennyville pedestrian bridge	100%	100%	●	●	100%	100%	100%	●
	Bus depot (Dobsonville construction phase 2)	100%	100%	●	●	50%	98%	196%	●
	4 bus stations	100%	100%	●	●	60%	70%	117%	●
	New work (Lane colourisation)	na	100%			0%	15%	150%	●
	New work (Station precincts phase 1)	na	100%		●	100%	100%	100%	●

The multi-year Rea Vaya BRT projects have continued to perform ahead of target during the third quarter of 2011/12. Many of the key projects with the largest budget allocations are ahead of target, such as the construction of the Bus Depot, and the construction of section 2 of the bus way. Other projects are on track, and the portfolio as a whole is at 163% of target. In addition to the projects that were planned for the year, additional projects are being implemented ahead of plans. The station precinct development and lane colourisation projects are being funded through savings resulting from the change in the design of trunk route 1c which will now follow Louis Botha Avenue to Alexandra.

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
ENVIRONMENT FUNDED PROJECTS									
% progress achieved in project delivery against targets: JDA 059 Bruma Lake rehabilitation	Detailed design completed and construction tender awarded for Bruma lake rehabilitation	na	100%	●	●				●
	Construction work (phase 1)	na	100%		●	60%	0%	0%	●

The Bruma Lake rehabilitation project that JDA is implementing on behalf of the Department of Environment is in design phase, and the design and project preparation has been completed. Construction work will only begin after the rainy season as hydrological engineering projects such as this cannot be implemented safely during periods of unpredictable run-off. As no funding has been allocated to this project over the medium term expenditure framework, this means that the initial construction work will be reduced in scope and the full project implementation plan will have to be delayed until funding is available.

In addition to the projects on the 2011/12 scorecard, the JDA is implementing a multi-year project to upgrade municipal clinics for the CoJ Department of Health.

CHAPTER THREE: KEY PROJECT DETAILS

3.1 JDA010/1: Kliptown Renewal Precinct (Phase 2.2)							
Nature of Development		Region: D					
Area-based regeneration of the Greater Kliptown area		2011/12 Budget:					
Rationale for Development & Strategic Alignment		<ul style="list-style-type: none"> R 10.000 million 					
Kliptown, given its historical significance, is a celebrated site. The area-based regeneration programme undertaken in Greater Kliptown is intended to extend the economic and social benefits of the development to local residents and shop-owners in this area.		Source of Funding / Amount (R): <ul style="list-style-type: none"> City of Johannesburg: R10.000 million 					
		GDS Priorities / Sector Plan: <ul style="list-style-type: none"> Economic development Spatial form & urban management 					
		5 Year Strategic Objectives addressed: <ul style="list-style-type: none"> Economic base of underdeveloped areas of the City increased over five years 					
		IDP Programmes addressed: <ul style="list-style-type: none"> Area-based economic development programme 					
Objectives & Outcomes							
The development will serve to improve the sustainability of the WSSD, the Kliptown Hotel and the neighbourhood as a whole.							
Overview							
<p>The Walter Sisulu Square of Dedication (WSSD) was built to commemorate the Congress of the People that adopted the Freedom Charter in 26 June 1955. The square was successfully completed and opened by the State President of South Africa on 26 June 2005. The Greater Kliptown Regeneration Development is a major urban regeneration initiative in Soweto and the goal of the development is the sustainable and integrated development of the area. In 2008/09 a basement parking facility was completed to serve the newly opened Hotel on the square and to accommodate the parking needs of the area-based facilities such as the museum, community centre and visitors' centre.</p> <p>Despite this investment, there is still a disconnect between the square and the neighbouring businesses on Union Street and the pedestrian links across the railway line and from the railway station remain degraded. In 2010/11 the new phase of regeneration in Kliptown included upgrading of at least one of the heritage buildings on the Union Street side of the square; and some improvements to the pedestrian bridge across the railway line and the promenade along the railway line to the station.</p>							
Delivery Programme							
Development Stage	07/08	08/09	09/10	10/11	11/12	12/13	13/14
Business Plan							
Implementation							
Exit							
Evaluation							
Deliverables in 2011/12							
Completion of walkway to station, and public art installation. Further implementation of public environment upgrading including streets and sidewalks, and drainage.							
Completion Schedule: 2011/12 Planned Progress per Quarter (%)							
Deliverable	Q1	Q2	Q3	Q4	Year		
Public environment upgrade in Kliptown Renewal Precinct Phase 2.2	0%	25%	60%	100%	100%		
Job Creation Schedule: 2011/12 Planned Short-Terms Jobs per Quarter (No. Of Jobs)							
	Q1	Q2	Q3	Q4	Year		
Short-Terms Jobs	3	9	12	14	38		
Completion Schedule: 2011/12 Actual Progress per quarter (%)							
					Year to date		
Public environment upgrade in Kliptown Renewal Precinct Phase 2.2	0%	0%	20%		20%		
Completion Schedule: 2011/12 Actual short term jobs per quarter							
Short term Jobs	0	0	28		28		

3.2 JDA048: Orlando East Station Precinct (Phase 3)						
Nature of Development		Region: D 2011/12 Budget: <ul style="list-style-type: none"> R 5.000 million Source of Funding / Amount (R): <ul style="list-style-type: none"> City of Johannesburg: R 5.000 million GDS Priorities / Sector Plan: <ul style="list-style-type: none"> Spatial Form and Urban Management 5 Year Strategic Objectives addressed: <ul style="list-style-type: none"> Public investment in marginalised areas to facilitate crowding in of private sector spending IDP Programmes addressed: <ul style="list-style-type: none"> Economic area based regeneration 				
The upgrading of Orlando station node						
Rationale for Development & Strategic Alignment						
<p>An urban development framework has been completed for Orlando East and Noordgesig. This has established a number of intervention areas to improve community spaces and increase efficiency, density and rationalise development. A first intervention is the upgrading of the Orlando station node which hosts the Orlando railway station and a number of civic uses as well as two BRT stations. The node is a critical transit interchange point, an important pedestrian environment and a crucial institutional node in Orlando East. It is also the point of arrival for visitors to Orlando stadium. A number of improvements are recommended for Noordgesig. A small intervention that will have significant impact is the reinstatement of a pocket park located centrally within the suburb. A key link between Orlando East and Noordgesig and a key node on the BRT system is the intersection of Mooki Street and Soweto highway where increased density and mixed use is proposed. The establishment of guidelines and encouragement of redevelopment in this node is a priority.</p>						
Objectives & Outcomes						
To optimise the potential of Orlando East given its strategic location and historical significance.						
Overview						
Detailed design was completed in 2009/10. To implement the plan for this node, the JDA will focus on upgrading the link between the BRT service in Mooki Street and the Orlando East railway station and other public environment upgrading to improve pedestrian links.						
Delivery Programme						
Development Stage	08/09	09/10	10/11	11/12	12/13	13/14
Initial Investigation						
Detailed Investigation						
Business Plan						
Implementation						
Exit						
Evaluation						
Deliverables in 2011/12						
Extension of public environment upgrading along pathway linking station forecourt and Mooki Street, and public art installation.						
Deliverable	Q1	Q2	Q3	Q4	Year	
2010/11 Planned Progress per Quarter (%)						
Public environment upgrading in Orlando East Station Precinct Phase 2	0%	25%	60%	100%	100%	
2010/11 Planned Short-Terms Jobs per Quarter (No. of Jobs)						
Short-Terms Jobs	2	6	8	9	25	
Completion Schedule: 2010/11 Actual Progress per quarter						Year to date
Public environment upgrading in Orlando East Station Precinct Phase 2	0%	0%	20%		20%	
Jobs creation schedule:2010/11 Actual short term jobs per quarter						
Short term jobs	0	0	64		64	

3.3 JDA056 ICF4: Commuter links / Art Gallery (Rea Vaya) Station Precinct Upgrade (Phase 2)						
Nature of Development		2011/12 Budget				
Public space upgrading to allow better movement of commuters to and from the Art Gallery BRT station (one of the busiest BRT stations in the inner city) and strengthen links with other modes of transport.		<ul style="list-style-type: none"> R 15.000 million 				
Rationale for Development & Strategic Alignment		Source of Funding / Amount (R):				
The BRT service is proving to be an efficient and popular public transport option. Great care has been taken to make the BRT stations appealing and user-friendly, but now there is a need to improve the pedestrian access to and from these stations and the quality of the public environment in their vicinity. The Art Gallery BRT station is one of the busiest ones in the inner city.		<ul style="list-style-type: none"> City of Johannesburg ICF: R 15.000 million 				
Objectives & Outcomes		GDS Priorities / Sector Plan:				
To improve pedestrian and traffic links to and from the Art Gallery BRT station.		<ul style="list-style-type: none"> Economic area regeneration programme Increased use by people with disabilities (PWDs) of the public transport system. Improved accessibility to private and public transport in marginalised areas Design and implement codes to create safer communities, legibility, functionality and aesthetics of the urban environment Corridors and mobility routes planned, developed and managed in the way that supports the overall development framework of high intensity nodes on a lattice of connecting routes 				
Overview						
The Art Gallery BRT station is close to a number of key public transport facilities. It is within easy walking distance of Park Station, and the Jack Mincer and Park City taxi ranks. It is also within close proximity to high density residential areas in Hillbrow. To improve access to the Art Gallery BRT station, and to increase pedestrian safety the following interventions are proposed:						
<ul style="list-style-type: none"> Lighting and repairs to paving along Twist street from BRT station to Plein street; Street lighting improvements throughout the precinct Improvements to the flow of taxis into and out of Jack Mincer and Park City taxi ranks 						
Delivery Programme (to be shaded)						
Development Stage	08/09	09/10	10/11	11/12	12/13	13/14
Detailed Investigation						
Business Plan						
Implementation						
Exit						
Evaluation						
Deliverables in 2011/12						
Repairs and improvements to paving and lighting around the Art Gallery BRT station; Street lighting throughout the precinct; and Access and egress improvements at Jack Mincer taxi rank						
Deliverable	Q1	Q2	Q3	Q4	Year	
2011/12 Planned Progress per Quarter (%)						
Detailed designs for public environment upgrading in the Art Gallery Rea Vaya BRT station precinct (Phase 2)	0%	25%	60%	100%	100%	
2011/12 Planned Short-Terms Jobs per Quarter (No. of Jobs)						
Short-Terms Jobs	4	19	25	28	76	
Completion schedule: 2011/12 Actual progress per quarter						Year to date
Detailed designs for public environment upgrading in the Art Gallery Rea Vaya BRT station precinct (Phase 1)	12%	30%	30%		30%	
Job creation schedule: 2011/12 Actual short term jobs per quarter						
Short term jobs	34	56	27		107	

3.4 JDA058 ICF5: Westgate Station Precinct	
Nature of Development	2011/12 Budget
Public environment upgrade in the South Western part of the inner city in accordance with the Inner City Charter commitments for year 5.	<ul style="list-style-type: none"> R 21 million
Rationale for Development & Strategic Alignment	Source of Funding / Amount (R):
There is increasing evidence that the City's interventions are revitalising the inner city and leading to increased private sector confidence and investment. In support of the Inner City Charter the CoJ continues to commit money to the Inner City Fund in order to undertake key infrastructure and other projects that will continue to promote the redevelopment of the inner city and attract private investors.	<ul style="list-style-type: none"> City of Johannesburg ICF: R 21million
	GDS Priorities / Sector Plan:
	<ul style="list-style-type: none"> Economic development Spatial form & urban management
	5 Year Strategic Objectives addressed:
	<ul style="list-style-type: none"> Increase investor confidence in declining & under-performing areas.

Objectives & Outcomes						
<p>The challenge is to continue intensive regeneration efforts to ensure more rapid, even and sustained positive impacts on the entire Inner City, without having a detrimental effect on Inner City communities. The Charter proposes that all stakeholders envisage the future Inner City as a place:</p> <ul style="list-style-type: none"> • That will be developed in a balanced way in order to accommodate all people and interests; • Which remains as the vibrant business heart of Johannesburg as a whole, but which balances future commercial, retail and light manufacturing development with a large increase in residential density; • Which works, as many other cities do elsewhere in the world as, a key residential node where a diverse range of people from different income groups and backgrounds can have their residential needs met. Our Inner City will not be a dormitory for the poor, nor an exclusive enclave of loft apartments, galleries and coffee shops; • Of first entry into Johannesburg, but also a place where people want to stay because it offers a high quality urban environment with available social and educational facilities, generous quality public open space, and ample entertainment opportunities; • Which serves as both the key transportation transit point for the entire Gauteng Global City Region, but also as a destination point where people want to walk in the streets; • Where the prevailing urban management, safety and security concerns are a thing of the past. 						
Overview						
To begin area based interventions in the Westgate Station Precinct in the inner city; to address the quality of the public environment to both respond to and stimulate private sector investment in this area.						
Delivery Programme						
Development Stage	08/09	09/10	10/11	11/12	12/13	13/14
Detailed Investigation						
Business Plan						
Implementation						
Exit						
Deliverables in 2011/12						
Public environment upgrading in the Westgate Station Precinct, including upgrading and repair of paving, lighting and public spaces and redesign of sidewalks along Market, Commissioner, Fox, Main, Marshall, Alexander, Miriam Makeba, Gerard Sekoto and Ntemi Piliso. This will include the development of new public places, and infrastructure for a heritage trail.						
Deliverable	Q1	Q2	Q3	Q4	Year	
2011/12 Planned Progress per Quarter (%)						
Public environment upgrading in the Westgate station precinct phase 1	0%	25%	60%	100%	100%	
2011/12 Planned Short-Terms Jobs per Quarter (No. of Jobs)						
Short-Terms Jobs	8	23	32	37	100	
Completion schedule: 2011/12 Actual progress per quarter						Year to date
Public environment upgrading in the Westgate station precinct phase 1	0%	34%	81%		81%	
Jobs creation schedule: 2011/12 Actual short term jobs per quarter						
Short term jobs	0	49	54		103	

3.5 JDA059 Transnet land / Metro park (Phase 1)	
<p>Nature of Development</p> <p>The development of land previously owned by Transnet along the railway line in Northern Newtown to include a large scale park for the inner city.</p>	<p>Region: F</p> <p>2010/11 Budget:</p> <ul style="list-style-type: none"> • R13.000 million <p>Source of Funding / Amount (R):</p> <ul style="list-style-type: none"> • City of Johannesburg ICF: R 13.000 million <p>GDS Priorities / Sector Plan:</p> <ul style="list-style-type: none"> • Spatial form and urban management <p>5 Year Strategic Objectives addressed:</p> <ul style="list-style-type: none"> • Increase investor confidence in declining and under-performing areas <p>IDP Programmes addressed:</p> <ul style="list-style-type: none"> • Economic area based regeneration
<p>Rationale for Development & Strategic Alignment</p> <p>The JDA has investigated various development options for the vacant land previously owned by Transnet along the railway line in Newtown North. The Newtown North Urban Development Framework proposed an International Transit and Shopping Centre on the Kazerne property, and the feasibility of this project has been investigated to some extent. There are also plans to develop a new phase of the Brickfields housing project. A design competition was also run by JDA in 2009 to identify the best concept for a large metro park. Finally, the decking project initiated by the JDA has been developed into a business plan to guide long term implementation plans.</p> <p>All of these options will be taken into account in developing a multiyear public environment upgrading project, and a PPP project to develop the Kazerne property.</p>	

Objectives & Outcomes						
<p>The challenge is to continue intensive regeneration efforts to ensure more rapid, even and sustained positive impacts on the entire Inner City, without having a detrimental effect on Inner City communities. The Charter proposes that all stakeholders envisage the future Inner City as a place:</p> <ul style="list-style-type: none"> • That will be developed in a balanced way in order to accommodate all people and interests; • Which remains as the vibrant business heart of Johannesburg as a whole, but which balances future commercial, retail and light manufacturing development with a large increase in residential density; • Which works, as many other cities do elsewhere in the world as, a key residential node where a diverse range of people from different income groups and backgrounds can have their residential needs met. Our Inner City will not be a dormitory for the poor, nor an exclusive enclave of loft apartments, galleries and coffee shops; • Of first entry into Johannesburg, but also a place where people want to stay because it offers a high quality urban environment with available social and educational facilities, generous quality public open space, and ample entertainment opportunities; • Which serves as both the key transportation transit point for the entire Gauteng Global City Region, but also as a destination point where people want to walk in the streets; • Where the prevailing urban management, safety and security concerns are a thing of the past. 						
Overview						
To improve and develop the vacant land previously owned by Transnet in order to stimulate private investment in new property developments in line with the City's development vision for Newtown North.						
Delivery Programme						
Development Stage	08/09	09/10	10/11	11/12	12/13	13/14
Business Plan						
Implementation						
Exit						
Evaluation						
Deliverables in 2011/12						
Public environment upgrading on Transnet land and strategic property developments						
Deliverable	Q1	Q2	Q3	Q4	Year	
2011/12 Planned Progress per Quarter (%)						
Transnet land investment phase 1	0%	25%	60%	100%	100%	
2011/12 Planned Short-Terms Jobs per Quarter (No. of Jobs)						
Short-Terms Jobs	4	7	27	27	65	
Completion schedule: 2011/12 Actual progress per quarter						Year to date
Transnet land investment phase 1	0%	0%	23%		23%	
Jobs creation schedule: 2011/12 Actual short term jobs per quarter						
Short-Terms Jobs	0	0	0		0	

3.6 JDA046: Diepsloot Development (Phase 3)	
<p>Nature of Development</p> <p>Area-based regeneration of the Diepsloot area</p>	<p>Region: A</p> <p>2011/12 Budget:</p> <ul style="list-style-type: none"> • R 10.000 million <p>Source of Funding / Amount (R):</p> <ul style="list-style-type: none"> • National Treasury NDPG: R10.000 million <p>GDS Priorities / Sector Plan:</p> <ul style="list-style-type: none"> • Economic development • Spatial form and urban management <p>5 Year Strategic Objectives addressed:</p> <ul style="list-style-type: none"> • Economic base of underdeveloped areas of the City increased over five years <p>IDP Programmes addressed:</p> <ul style="list-style-type: none"> • Area-based economic development programme
<p>Rationale for Development & Strategic Alignment</p> <p>Diepsloot is a relatively new residential neighbourhood on the Northern periphery of the City of Johannesburg. It is a very underdeveloped area. It contains a mix of informal housing, RDP housing and bonded housing, with very little commercial land use and few community facilities. Population densities are high and public infrastructure and services are limited and of a poor quality. This is a key area for public investment to support improved quality of life and economic development.</p>	
Objectives & Outcomes	
The development will serve to improve the sustainability of Diepsloot both in social and economic terms.	
Overview	
Preliminary planning work was done for the activity zone in 2009, and an urban development framework was done for the Diepsloot area (in 2010), that identified priority projects along an activity street, in a government precinct, around a business zone and around the taxi rank that serves the area. First phases of public space upgrading projects were implemented around the government precinct (Ngonyama Street) during 2009/10. In 2010/11 interventions included construction of at least two pedestrian bridges across the river, and some public space upgrading across the area, but especially in the business zone.	

Delivery Programme							
Development Stage	07/08	08/09	09/10	10/11	11/12	12/13	13/14
Detailed Investigation							
Business Plan							
Implementation							
Exit							
Evaluation							
Deliverables in 2011/12							
Completion of Ngonyama Road upgrading and investment in Ndimatseloni Road							
Completion Schedule: 2011/12 Planned Progress per Quarter (%)							
Deliverable	Q1	Q2	Q3	Q4	Year		
Public environment upgrading on Ngonyama Road	0%	25%	60%	100%	100%		
Job Creation Schedule: 2011/12 Planned Short-Terms Jobs per Quarter (No. of Jobs)							
Short-Terms Jobs	4	17	22	25	68		
Completion schedule:2011/12 Actual progress per quarter							
Public environment upgrading on Ngonyama Road	0%	0%	29%		29%		
Job Creation schedule:2011/12 Actual short term jobs							
Short term jobs	0	0	38		38		

3.7 JDA036/2: Stretford Station Precinct, Orange Farm (Phase 3)						
Nature of Development	<p>Region: G</p> <p>Source of Funding / Amount (R):</p> <ul style="list-style-type: none"> NDPG: R10.000 million <p>GDS Priorities / Sector Plan:</p> <ul style="list-style-type: none"> Spatial form & urban management Economic development Community development <p>5 Year Strategic Objectives addressed:</p> <ul style="list-style-type: none"> Public investment in marginalised areas to facilitate crowding in of private sector spending 					
Develop the station node in order to attract private investment in the area.						
Rationale for Development & Strategic Alignment						
<p>Stretford Station is situated in Orange Farm on the Johannesburg-Vereeniging boundary, approximately 40km to the south of the Johannesburg CBD.</p> <p>It falls under Region G in terms of the RSDF and Stretford is classified as a District Node. A district node can serve a few neighbourhoods but is mainly focused on the local community. The most critical issue to address in a District Node is easy and interconnected pedestrian movement. Due to the strategic location of the Stretford Station in the node, the node is envisaged as a transportation-based node to be developed in line with the principles of transport-oriented development.</p>						
Objectives & Outcomes						
The attraction of new private sector investment to complement and enhance the facilities already available in the Stretford Node. The overall purpose for the development of this node is to create an environment that will allow the station to efficiently function as a public transport inter-modal facility and to support the development of a local economic node.						
Overview						
<p>In 2008/09 an Urban Development Framework and construction work began on the ridge walkway in the Stretford Station node. This work focused on the crucial pedestrian connection from the body of the Orange Farm settlements to Stretford station. The walkway across the ridge leading to the station is being upgraded and the public environment surrounding the existing and proposed facilities in the node will be addressed with focus enhancing the linkages between facilities and ensuring comfortable and safe pedestrian movement. The ridge walkway was completed in 2009/10 and anecdotal evidence suggests that it has made a very big difference in commuters' and residents' lives.</p> <p>During the last rainy season, high and sustained rainfall showed up weaknesses in the storm-water drainage system in Orange Farm. This has resulted in flooding that caused damage to roads, paths and other infrastructure.</p>						
Delivery Programme						
Development Stage	08/09	09/10	10/11	11/12	12/13	13/14
Initial Investigation						
Detailed Investigation						
Business Plan						
Implementation						
Exit						
Deliverables in 2011/12						
Storm water system designed and implemented including an attenuation dam and drainage channels and pipes.						
Urban space upgrading including paving and parking at Stretford Station.						

Deliverable	Q1	Q2	Q3	Q4	Year
2010/11 Planned Progress per Quarter (%)					
Public environment upgrading in Stretford station precinct (Phase 3)	0%	25%	60%	100%	100%
2010/11 Planned Short-Terms Jobs per Quarter (No. of Jobs)					
Short-Terms Jobs	4	12	16	18	50
Completion schedule:2011/12 Actual progress per quarter					Year to date
Public environment upgrading in Stretford station precinct (Phase 3)	0%	0%	35%		35%
Jobs created schedule: 2011/12 Actual short term per quarter					
Short term jobs	0	0	37		37

3.8 JDA045: Bus Rapid Transit Routes and Stations						
Nature of Development		Region: Various 2011/12 Budget: <ul style="list-style-type: none"> R 529 million Source of Funding / Amount (R): <ul style="list-style-type: none"> City of Johannesburg (NDoT PTIS): R529 million GDS Priorities / Sector Plan: <ul style="list-style-type: none"> Spatial form & urban management Economic development Community development 5 Year Strategic Objectives addressed: <ul style="list-style-type: none"> Improved Public Transport System 				
Delivery of the Bus Rapid Transit System (BRT).						
Rationale for Development & Strategic Alignment						
<p>The City of Johannesburg (COJ) has adopted an urban development policy which aims to create compact cities and limit urban sprawl. The COJ has decided to implement the Rea Vaya – Bus Rapid Transit (BRT) system. BRT is simply the idea of creating a rail-like performance using road-based technologies that are affordable to most cities. It refers to a high quality bus based transit system that delivers fast, comfortable, and cost-effective urban mobility through the provision of segregated right-of-way infrastructure, rapid and frequent operations, and excellence in marketing and customer service.</p>						
Objectives & Outcomes						
The development targets the improvement of public transport in the City of Johannesburg for the 2010 World Cup and beyond.						
Overview						
The project is to be delivered in Phases as funding allows. In 2011/12 the second trunk route infrastructure will be completed and planning and preparation will be undertaken for the 3 rd trunk route.						
Delivery Programme						
Development Stage	08/09	09/10	10/11	11/12	12/13	13/14
Implementation						
Evaluation						
Deliverables in 2010/11						
<ol style="list-style-type: none"> 7.3 kilometres of dedicated busway Construction works for 1 bus depot (Dobsonville Depot) Newclare road underpass and other road infrastructure 4 stations 						
Deliverable	Q1	Q2	Q3	Q4	Year (R)	
2011/12 Planned Progress per Quarter (%)						
Section 2 (4.25 kms construction)	30%	45%	60%	100%	100%	
Section 4 (0.26 kms construction)	100%	100%	100%	100%	100%	
Rissik and Harrison(0.50 kms construction)	80%	90%	100%	100%	100%	
Bus depot (Dobsonville construction phase 2)	100%	100%	100%	100%	100%	
Pat Mbatha (2.12 kms construction)	70%	90%	100%	100%	100%	
Road Underpass (construction)	70%	90%	100%	100%	100%	
Booyens Reserve pedestrian bridge	100%	100%	100%	100%	100%	
Pennyville pedestrian bridge	80%	100%	100%	100%	100%	
Bus depot (Dobsonville construction phase 2)	0%	15%	50%	100%	100%	
4 bus stations	0%	25%	60%	100%	100%	
Section 6 and 8 design work	0%	0%	50%	100%	100%	
2011/12 Planned Short-Terms Jobs per Quarter (No. of Jobs)						
Short-Terms Jobs	765	43	425	383	2 125	

Completion schedule:2011/12 Actual progress per quarter					Year to date
Section 2 (4.25 kms construction)	51%	67%	85%		85%
Section 4 (0.26 kms construction)	98%	100%	100%		100%
Rissik and Harrison(0.50 kms construction)	88%	92%	100%		100%
Bus depot (Dobsonville construction phase 2)	100%	100%	100%		100%
Pat Mbatha (2.12 kms construction)	100%	100%	100%		100%
Road Underpass (construction)	72%	87%	92%		92%
Booyens Reserve pedestrian bridge	100%	100%	100%		100%
Pennyville pedestrian bridge	80%	100%	100%		100%
Bus depot (Dobsonville construction phase 2)	0%	28%	35%		35%
4 bus stations	0%	35%	70%		70%
Station environments	0%	90%	100%		100%
Lane colourisation	-	0%	15%		15%
Jobs creation schedule:2011/12 Actual short term jobs					
Short term jobs	288	1 004	582		1 874

CHAPTER FOUR: DIRECTORS' REPORT AND GOVERNANCE**Section 4.1: Corporate Governance Statement**

The Board of Directors of the JDA subscribes to the letter and spirit of 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 (as amended). 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 4.2: Assessment of Arrears on municipal taxes and service charges**Assessment of Municipal Taxes and Service Charges owed to JDA**

Detail	0-30 days	31-60 days	61-90 days	91-180 days	181& over	Total
Not applicable	-	-	-	-	-	-

The JDA does not levy municipal taxes and services charges.

Amounts owed by JDA for service charges

Name of Entity	Amount Owed	Status	Comments
Johannesburg Water	Nil	Up to date	N/A
City Power	Nil	Up to date	N/A
City of Johannesburg	Nil	Up to date	N/A

Assessment of Directors' and senior managers' municipal accounts

Name of Director/Senior Manager	Designation	Name of Municipality	Municipal Account Name/ Number	Status as at 30 December 2011	Comments
S Lewis	Executive Manager: Strategy & Planning	City of Johannesburg	202365484	Nil	Account paid up
Z Mafata	Chief Finance Officer	City of Johannesburg	206944274	Nil	Account paid up
P Amott-Job	Senior Development Manager	City of Johannesburg	402576355	Nil	Account paid up
T Mendrew	Acting CEO	City of Johannesburg	Hollyland (Pty) Ltd 201030171	Nil	Account paid up
N Manzana	Chief Operating Officer	City of Johannesburg	403090511	Nil	Account paid up
V Voyi	Senior Development Manager	CoJ and City of Mangaung	1002979455 (Mangaung) 1983203459 (coj)	Nil	Account paid up
L Visagie	Senior Development Manager	City of Johannesburg	303385695	Nil	Account paid up
LN Matlhape	Non-Executive Director	City of Johannesburg	403059582	Nil	Account paid up
L Vutula	Non-Executive Director (Chairperson)	City of Tshwane	3320617299	Nil	Account paid up
AR Roriston Resigned 1 Oct 2011	Non-Executive Director	Ekurhuleni Municipality	2603833155	Nil	Account paid up
N Lila	Non-Executive Director	City of Johannesburg	8686144681	Nil	Account paid up
D Naidu	Non-Executive Director	City of Johannesburg	504011192	Nil	Account paid up
P Masilo	Non-Executive Director	Ekurhuleni Municipality	2603356925	Nil	Account paid up.
D Lewis Resigned 5 Feb 2012	Non-Executive Director	City of Johannesburg	403344639	Nil	Account paid up

Section 4.3: Board of Directors

The Duties of the Board

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;
- Review and approve financial objectives including significant capital allocations and expenditure as determined by the parent municipality; and
- Consider and ensure 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 Johannesburg Development Agency 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

JDA Board of Directors

Board member	Capacity: Executive / Non-Executive	Race	Gender	Board Committee Membership
T Mendrew	Acting CEO (Executive)	Black	Male	<ul style="list-style-type: none"> ■ Development & Risk ■ Human Resources & Remuneration ■ Audit (by invitation)
L Matlhape	Non-executive	Black	Male	<ul style="list-style-type: none"> ■ Human Resources & Remuneration (Chair)
L Vutula	Non-executive (Chairperson)	Black	Male	<ul style="list-style-type: none"> ■ Human Resources & Remuneration
AR Roriston (Resigned w.e.f.1 October)	Non-executive	White	Male	<ul style="list-style-type: none"> ■ Development & Risk
N V Lila	Non-executive	Black	Female	<ul style="list-style-type: none"> ■ Audit (Chair) ■ Development & Risk
P Masilo	Non-executive	Black	Male	<ul style="list-style-type: none"> ■ Audit ■ Human Resources & Remuneration
D Naidu	Non-executive	Black	Male	<ul style="list-style-type: none"> ■ Development & Risk (Chair)
D Lewis (Resigned w.e.f 5 February 2012)	Non-executive	White	Male	<ul style="list-style-type: none"> ■ Development & Risk

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 and construction & 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 independent non-executive directors. The Board meets not less than four times a year to consider matters specifically reserved for its attention.

Matters considered by the Board during the period under review, included:

- Indicative Medium Term Budget for the Year ended 30 June 2013
- Updated JDA 2012/13 Business Plan
- Risk Management Report
- Risk Management Report
- Management Accounts
- JDA mid-year Report

Board and Board Committees Meetings

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 meetings held during the period under review. Attendance at meetings held during the quarter under review was as follows:

Board and Board Committees Meetings & Attendance: –October 2011 to December 2011

Name	Board Meeting				Audit				Development & Risk				HR & Remco			
	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent
L Vutula	2	2	0	0	-	-	-	-	-	-	-	-			0	0
L Mathape	2	2	0	0	-	-	-	-	-	1	1	-			0	0
AR Roriston (Resigned w.e.f 1 Oct 2011)			0	0	-	-	-	-		1	1	0		-	-	-
N V Lila	2	2		0	1	1	0	0	1	1	0	0		-		-
P Masilo	2	2	0	0	1	1	0	0			-	-			0	0
D Naidu	2	2	0	0	1	1	-	-	1	1		0		-		
D Lewis (Resigned w.e.f. 5 February 2012)				0	-		-	-	1	0	1			-		-
T Mendrew	2	2	0	0	1	1			1	1	0	0		0		
J Boggenpoel (Independent. Audit) Resigned July 2011							0	0								
K Moyo (Independent. Audit)					1	1	0									

Section 4.4: Board Committees

The following committees have been formed; a non-executive director chairs each committee.

- Audit Committee
- Human Resources and Remuneration Committee
- Development and Risk Committee

Audit Committee

The Audit Committee, which consists temporarily 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 with its Chairperson, N Lila being a Chartered Accountant, P Masilo is a lawyer with a financial background, Dayalan Naiduis a business man and K Moyo is a director in a development company. Below is a list of audit committee members:

- N. Lila (Chairperson)
- P Masilo
- D Naidu (in a temporary capacity)
- J. Boggenpoel (Independent Member) (Resigned July 2011)
- K Moyo (Independent Member)

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 JDA Audit Committee has an Audit Committee Charter with clear terms of reference as guided by the provisions of Section 166 of the MFMA.

The Committee has the following responsibilities:

- Reviewing JDA's internal controls and published financial reports for statutory compliance and against standards of best practice, and recommending appropriate disclosure to the Board. The external and internal auditors attend these meetings, and have direct access to the Chairperson of the Committee and Chairperson of the Board;
- Reviewing reports from management, internal and external auditors, to provide reasonable assurance, but not absolute assurance that control procedures are in place and are being followed;
- Reviewing the half-yearly and annual financial statements before submission to the Board, focussing particularly on any changes in accounting policies and practices.

During the period under review the Audit Committee met once times.

The matters considered by the committee during the period under review included:

- Updated Audit Charter
- Internal Audit Reports
- Progress on Auditor General's findings for the 2010/11 Audit
- Risk Management Report
- JDA Mid-Year Report

Development and Risk Committee

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 risk profiles. The Committee bears overall responsibility for evaluating the effectiveness of the risk management process in the organisation. It recommends to the Board risk strategies and policies that need to be set to ensure effective risk management for the entire organisation and the specific development projects. Below is a list of Development and Risk Committee members:

A R Roriston (Resigned w.e.f. 1 October 2011)
T Mendrew
N Lila
D Naidu (Chairperson)
D Lewis (Resigned w.e.f. 5 February 2012)
L Matlhape (in a temporary capacity)

Meetings are held on a bi-monthly basis or as required by the Chairperson. During the period under review this committee met once.

Matters considered by the committee during the period under review included:

- Risk Management Report
- JDA Mid-Year Report
- IT Update
- Updated JDA Business Plan

Human Resources and Remuneration Committee

In line with the best practice of corporate governance, the Board maintains a Human Resources & Remuneration Committee (HR & RemCo), comprising 3 (three) non-executive directors and chaired by a non-executive Chairperson. 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. Below is a list of names of the members of the committee.

L. Matlhape (Chairperson)
T Mendrew
L. Vutula
P Masilo

The committee meets not less than 3 (three) times a year. The executive directors are excluded from the HR & RemCo 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.

The remuneration of the Chairperson, the non-executive directors and independent audit committee members is determined by the parent municipality. No meeting of this committee was held during the period under review.

Matters considered by the committee included

Section 4.5: Director's Remuneration

Board of Directors and Senior Management Remuneration and Allowances for Quarter 3

Name	Designation	Salary/Board Fees	Pension	Bonus/Board Retention Fees	Travel allowance	Total
Executive Directors & Senior Management						
Z. Mafata	CFO	265 204	-	120 002	-	385 206
S. Lewis	EM: Strategy & Planning	220 451	-	77 551	-	298 002
T. Mendrew	Acting CEO	300 180	-	135 828	-	436 008
P. Arnott-Job	Senior Development Manager	246 110	-	95 441	7 000	348 551
V. Voyi	Senior Development Manager	150 254	-	94 200	19 500	263 954
L. Visagie	Senior Development Manager	182 292	-	40 875	18 750	241 917
N. Manzana (Resigned 15 Nov 11)	Chief Operations Officer	0	-	135 828		135 828
Sub-Total		1 364 491	-	699 725	45 250	2 109 467
Non-Executive Directors & Independent Audit Committee Members						
L. Vutula	Chairman	19 840	-	-	-	19 840
A.R. Roriston (Resigned 1 Oct 2011)	Board Member	-	-	-	-	-
L.W.J. Matlhape	Board Member	13 890	-	-	-	13 890
N. Lila	Board Member	23 810	-	-	-	23 810
D. Naidu	Board Member	20 832	-	-	-	20 832
P. Masilo	Board Member	9 920	-	-	-	9 920
D. Lewis	Board Member	-	-	-	-	-
J. Boggenpoel	Independent Audit Committee Member	-	-	-	-	-
K Moyo	Independent Audit Committee Member	4 960	-	-	-	4 960
Sub-Total		93 252	-	-	-	93 252
TOTAL		R1 457 743	-	R 699 725	R45 250	R2 202 718

The directors' emoluments were taxed according to South African Revenue Services' guidelines. The performance bonuses for the Executive Committee and Senior Development Managers in 2010/11 were paid in March 2012.

Loans and advances

In accordance with the provisions of the MFMA, the JDA implements a strict policy which prohibits any provisions of loans or advances to its all Directors and Employees. During the period under review, no loans or advances were made to any of the JDA's employees, members of the Board and the independent audit committee members. Further, the JDA has not provided any loans to any organisation or person outside the employ of the JDA.

Directors and employee declarations of interest

In accordance with its Code of Conduct which is consistent with Schedule 1 of the Municipal Systems Act and the provisions of the City of Johannesburg Corporate Governance Protocol for Municipal Entities JDA maintains a register of Directors' Declarations. The Register of Declarations is updated annually and as and when each Director's declared interests have changed. The JDA ensures that a declaration register is also circulated at every Board and Board Committee meeting for the Directors to declare any interests in relation to every matter that is to be discussed at a particular meeting.

In terms of the JDA's Employee Code of Ethics and Terms and Conditions of Employment, all JDA employees are required to fill in 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.

Directors' declarations of interest for the current year have been done.

Section 4.6: Company Secretarial Function

The Company Secretary manages the processes that ensure the organisation complies with company legislation and regulations and keeps board members informed of their legal responsibilities. The Company Secretary is responsible for calling board meetings and ensuring the implementation of their decisions. It is also the responsibility of the Company Secretary to communicate with the shareholder on matters dealing with governance and shareholder reporting.

A Company Secretary's work covers a wide variety of functions and is partly dependent on the company for which they work. Typical work activities include:

- Organising, preparing agendas for, and taking minutes of meetings;
- Dealing with correspondence, collating information, writing reports, ensuring decisions made are communicated to the relevant people;
- Contributing to meeting discussions, as and when required
- Arranging the annual general meetings.

There were no matters that required liaison with the Registrar of Companies which the Company Secretary had to attend to.

Section 4.7: Risk Management and internal controls

The JDA Board monitors risk through the Development and Risk Committee. 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 risk financing, risk returns and risk profiles. Further, and primarily, the Committee bears accountability for ensuring that, there is an effective risk management process and system within the organisation. This approach does not relieve the JDA Board of its accountability and responsibility in ensuring that, an adequate and effective risk management system and process is in place, as the Board is expected to exercise the duty of care, skill, and diligence identifying, assessing and monitoring risks as presented by the Development and Risk Committee. It recommends to the Board risk strategies and policies that need to be set, implemented and monitored.

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

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

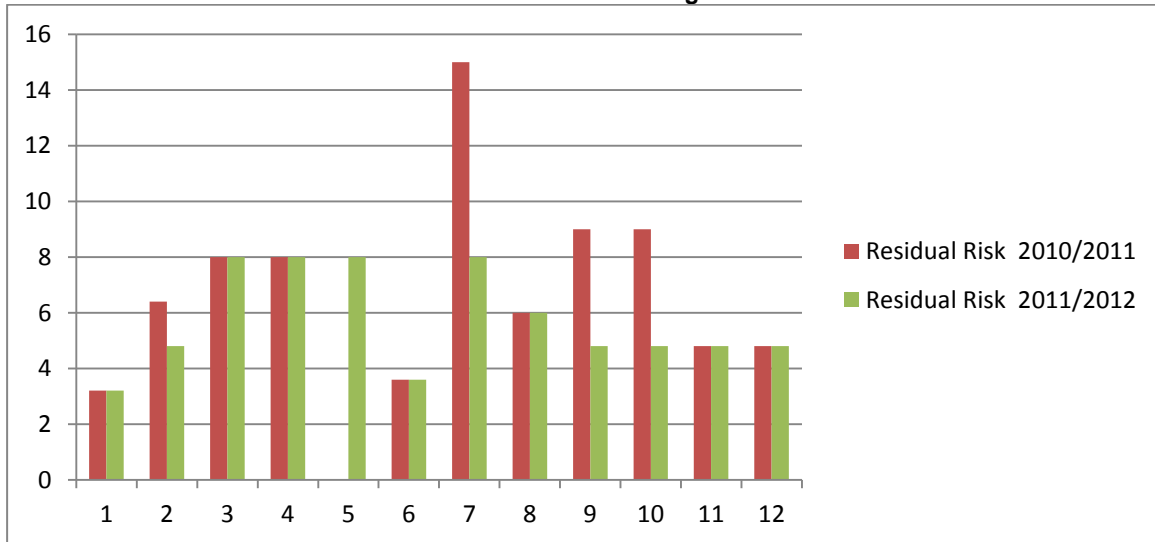
During the period under review, the RCU undertook a risk assessment workshop. The workshop was attended by JDA Executive and Senior Managers. The strategic risk assessment report was tabled at the JDA Development & Risk Committee which was held on 02 August 2011. The Committee noted and approved the report for submission to the JDA Audit Committee and the JDA Board.

A Strategic Risk Profile was developed based on the previous financial year's Risk Register as amended throughout the financial year based on various Internal Audit reports and other proactive processes of Risk management. In total

12 Strategic Risks were identified and assessed by management during the workshops. During the risk assessment workshop one additional risk (risk number 5) was identified and risk number 4 was redefined at the strategic level.

During the period under review, the JDA updated the Strategic and Operational Risk Register in line with the mitigation plans undertaken by management to improve the Risk Management System. The Risk and Development Committee continually monitors the implementation of the Risk Tolerance Framework by management to ensure that the organisation operates within the acceptable tolerance levels. The entity’s overall risk profile has remained the same, except risks 4, 7 and 11 which were reassessed as high risk areas as result of budget cut for project implementation and number of report on mal-administration that were received through our fraud hotline number,

Residual Risk 2010/2011 vs. Residual Risk 2011/12 at Strategic Level

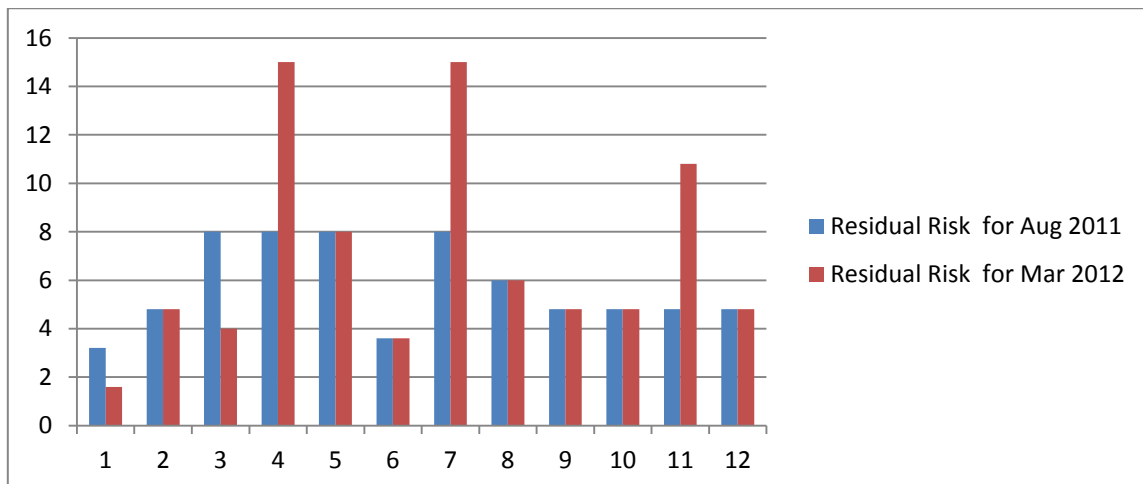


(See table on page 33 for risks 1 to 12)

This graph compares the residual risk of the entity between the current and previous financial year. What is clear from the above graph is that due to progressive mitigation of risk by management, the entity’s overall risk profile has improved. This is an indication of an organisation whose risk management environment is maturing

The greater the difference between inherent risk and residual risk, the better the related internal controls are perceived to be. The general feeling of the participants was that the internal controls are adequate and require some insignificant and structured management attention going forward. This was also confirmed by the overall Internal Audit Opinion for 2010/11 which stated: *“In our opinion, the internal control environment is adequate and partly effective for the areas reviewed. Only housekeeping matters and/or areas for improvement were identified in most cases”*.

Residual Risk for August 2011 vs. Residual Risk for March 2012 at Strategic Level



This graph compares the residual risk of the entity between August 2011 when the annual Risk Assessment was done and the end of March 2012. What is clear is that due to matters beyond JDA's control (such as budget cuts). Risks number 4, (sustainable operations), 7 (Fraudulent and corrupt activities) and 11 (Ability to deliver capital projects) have been reassessed as high risk areas that need immediate attention in order to bring them back to an acceptable level.

Table: JDA Top Strategic Risks

No	RC	Risk Description	Cause	Consequence	IR	Mitigate strategy as per original Risk Assessment	Progress made to mitigate the risk to an acceptable level to date	CE	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time scale
KPA- Economic Development & Job Creation													
1.	SD	Failure to create adequate number of short term jobs	<ul style="list-style-type: none"> Non labour intensive projects Delay in implementation of capital projects. Use of undocumented labourers 	<ul style="list-style-type: none"> Failure to meet IDP goals of job creation. Negative political perception of JDA. Service delivery protests against JDA. 	Amber (8)	<ul style="list-style-type: none"> The Risk and Compliance Unit will continuously monitor the implementation of EPWP guideline in developments. 	<ul style="list-style-type: none"> Minimum Requirement for contractors to appoint local community for unskilled work is included in the tender documents. Monthly reporting for short term jobs created for the month. Use of labour intensive methods prioritised. A number of small contractors appointed for small scale projects 	Excellent (0.20)	Green (1.6)	CEO	<ul style="list-style-type: none"> The Risk and Compliance Unit will continuously monitor the implementation of EPWP guideline in developments. 	Risk and Audit Officer, Development Managers	On-going
2.	Fin	Failure to meet the BEE/SMME procurement targets.	<ul style="list-style-type: none"> Limited BEE business within the industry with skill and experience for big projects. Failure to identify PDI with specialized skills within the industry Restrictive Regulatory environment (CIDB, MFMA) Lack of enterprise development programme for emerging contractors 	<ul style="list-style-type: none"> Future funding might be jeopardised. Failure to create opportunity for small contractors leading to distrust by the community Inability to assist in transforming the construction industry. Reputational damage to the JDA and the City. Failure to create jobs. 	Red (16)	<ul style="list-style-type: none"> Working closely with the SMME fora, City SCM unit and DED on the implementation of new SMME guidelines from the City. Closely Monitor work allocated to SMME/BEE sub-contractors. Finalise the BEE and SMME audit by the first Quarter of 2011/2012 Implementing the new Preferential Procurement Regulations effective from 07 Dec 2011 DED to fund the Working Capital of emerging contractors. 	<ul style="list-style-type: none"> A minimum of 30% of the total contractor value is set aside for sub-contracting to BEE Companies. Efficient supply chain process in place. Skills audit of local contractors Appointments of clerks of work for projects management support for emerging contractors Priority given to SMME in Opex Projects. An awareness presentation about the Implementation the new Preferential Procurement Regulations was done during the business training day 	Good (0.40)	Green (4.8)	CFO	<ul style="list-style-type: none"> Working closely with the SMME fora, City SCM unit and DED on the implementation of new SMME guidelines from the City. Closely Monitor work allocated to SMME/BEE sub-contractors. DED to fund the Working Capital of emerging contractors. Implementing the new Preferential Procurement Regulations effective from 07 Dec 2011 SCM policy will be reviewed before the end of the current financial year 	Supply Chain Manager	June-12

No	RC	Risk Description	Cause	Consequence	IR	Mitigate strategy as per original Risk Assessment	Progress made to mitigate the risk to an acceptable level to date	CE	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time scale
KPA: Effective Financial Management													
3.	Fin	Failure of financial management systems.	<ul style="list-style-type: none"> Lack of awareness of new update of Policies and Procedures Human error Non-implementation of approved business process 	<ul style="list-style-type: none"> Financial loss Overspending of the budget Irregular expenditure, fruitless expenditure and unauthorised expenditure Unreliable financial information. Bad reputation 	Red (20)	<ul style="list-style-type: none"> Further training on the revised policy will be undertaken after the approval of the policy by the Board. Developing individual Development Plan for finance staff. 	<ul style="list-style-type: none"> Monthly Management account report Greats Plain financial System Staff at finance currently study for different financial management courses. MFMA monthly compliance checklist has been done. DMIS software upgrade An awareness presentation on all approved policy was done during the our monthly business training day All financial transactions are reviewed by two senior officials 	Excellent (0.20)	Green (4)	CEO	<ul style="list-style-type: none"> The current controls are appropriate and we will continue to monitor them 	CFO	30 June 12
4.		Sustainable operation of the organisation	<ul style="list-style-type: none"> Operating budget short fall Recession and reduced city and national revenue Change in city priorities Unbalanced budget process from the City JDA's funding model (Minimum capital budget required by the organisation to sustain itself) Budget cut for implementation of Capital projects 	<ul style="list-style-type: none"> Loss of expertise due to resignation caused by lack of projects to be implemented Lower staff morale Lower impact of projects implemented by the JDA Reduced service delivery Failure to pay for operating expenditure including salaries. Closure of the Entity 	Red (20)	<ul style="list-style-type: none"> Undertake further feasibility studies for more PPPs Explore other national grant funding Work with DPUM in accessing urban settlement grant. Institutional strategy discussion document presented for Board approval. Continue to seek technical assistance assignments such as implementation of capital projects on behalf of other CoJ departments 	<ul style="list-style-type: none"> Identification of other funding options. A pipeline of projects developed and advanced. Other development facilitation functions, i.e. implementation of project on behalf of other COJ entities and providing technical assistance. Institutional strategy discussion document approved by Board. Active participation in GDS 2040 and IDP for 2011-2016 to position JDA developments for future funding. 	Fair (0.75)	Red (15)	CEO	<ul style="list-style-type: none"> Secure funding for JDA developments from other govt grants (EPWP, USDG) Submit applications for grants outside of intergovernmental system (Cities Alliance, DBSA, PPIAF) Establish project preparation capacity through multi-year contract and develop pipeline of property development projects. Get approval for new partnership programmes (inner city public places and township retail) 	EM: Planning & Strategy	30 June 12

No	RC	Risk Description	Cause	Consequence	IR	Mitigate strategy as per original Risk Assessment	Progress made to mitigate the risk to an acceptable level to date	CE	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time scale
5.		<ul style="list-style-type: none"> Institutional review of COJ and its entities 	<ul style="list-style-type: none"> New leadership within the group 	<ul style="list-style-type: none"> Loss of highly skilled personnel. Lower staff moral Organisation instability and uncertainty with of employees Non-alignment of organisation mandate and political priorities Change Management 	Red (20)	<ul style="list-style-type: none"> Analysis and recommendations discussed with Board and provided as input to the CoJ institutional review process Analysis and recommendations on reporting lines provided to MMC DPUM Institutional review process and implications for JDA communicated to staff Evidence based briefing material prepared for incoming councilors and new city manager. 	<ul style="list-style-type: none"> Institutional review discussion document approved by Board and submitted to SHU and consultants as input to process. Staff is continuously updated on the progress of Institutional review process and implications for JDA. JDA champion appointed to the City's Institutional Review Forum 	Fair (0.75)	Red (15)	CEO	<ul style="list-style-type: none"> Analysis and recommendations on implications of institutional review to be refined and updated as decisions are made. Institutional review process and implications for JDA communicated to staff Impact study to be submitted to Council and new City Manager. 	EM: Planning & Strategy	
6.	MI	Ineffective Stakeholder management process within the organisation	<ul style="list-style-type: none"> Ineffective consultation with different stakeholders before and after the completion of the projects Poor or ineffective communication about the role of the JDA Lack of formal Stakeholder management process within the organisation 	<ul style="list-style-type: none"> Bad reputation. Non-implementation of decisions. Damage to the infrastructure developed by JDA 	Amber (9)	<ul style="list-style-type: none"> We are planning to have media training for on the spot interviews of executives who interact with the media. 	<ul style="list-style-type: none"> EM: PS; CEO and COO are the designated spokespersons for JDA. JDA represented in the Inner City Forum and CID's. All JDA projects have a community consultant appointed. Regular and timeous response to all media queries JDA featured positively in electronic and print media in the last quarter, e.g. BBC 	Good (0.40)	Green (3.6)	EM:PS	<ul style="list-style-type: none"> Media training for on the spot interviews of executives who interact with the media. Generation of more written evidence of impact and process 	Manager: Marketing	On-going
7.	F&C	Fraudulent and corrupt activities.	<ul style="list-style-type: none"> Weak internal control procedures Collusion in tender fraud between employees and service providers 	<ul style="list-style-type: none"> Financial Loss to the organisation Receiving poor quality goods and services Legal challenges from unsuccessful 	Red (20)	<ul style="list-style-type: none"> All tender documents will include the fraud hotline number in order to assist employees and stakeholders to report fraud and corruption. Finalise the Detailed Fraud Risk Assessment report and 	<ul style="list-style-type: none"> There is an Anti-fraud Hotline number for every tender advertisement and tender document. Annual declaration of business interest for all staff and during all 	Fair (0.75)	Red (15)	CEO	<ul style="list-style-type: none"> The SCM policy will be reviewed before the end of the current financial year Increase the awareness of the new fraud hotline through workshop and posters around the JDA 	Manager: Risk & Compliance (internal audit)	30 June 12

No	RC	Risk Description	Cause	Consequence	IR	Mitigate strategy as per original Risk Assessment	Progress made to mitigate the risk to an acceptable level to date	CE	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time scale
			<ul style="list-style-type: none"> Lack of or Ineffective hotline reporting system Failure to properly declare business interests Submission of false supporting tender document by bidders Internal Control Overriding by management Dishonesty by employees responsible for projects and procurement processes 	<ul style="list-style-type: none"> bidders. Negative publicity for the organisation Appointment of unsuitable service providers. Financial losses to the entity. Poor service delivery Harm or loss of life to communities as a result of poor quality work 		<ul style="list-style-type: none"> thereafter implement the recommendations. Increase the awareness of the new fraud hotline through workshop and posters around the JDA building 	<ul style="list-style-type: none"> Bid Committee meetings Verification of key information on all new appointed companies. Fraud and Corruption plan based in the detailed Fraud Risk assessment report in place An awareness presentation on fraud and corruption was done during the annual break away Investigations by Internal Audit of allegations received through hotline 			building			
8.	Com	Non-compliance with applicable laws and regulations	<ul style="list-style-type: none"> Ineffective compliance monitoring Lack of awareness of new laws or amendments Lack of understanding of the requirement of the relevant law. 	<ul style="list-style-type: none"> Financial penalties Criminal liability Reputation damage for the organisation Costly litigations. Liability of Board members. 	Red (15)	<ul style="list-style-type: none"> Finalise the procurement of the Risk and Compliance software by the end of the Q1 of the 2011/2012. Finalise the compilation of the Regulatory Universe which will assist management in prioritising the applicable legislation that JDA must comply with. 	<ul style="list-style-type: none"> Monthly MFMA compliance check list, monthly SCM regulation checklist including unauthorised, wasteful and fruitless expenditure confirmation certificate by the CFO. Monthly conformation certificate by manager for payment with 30 days The Regulatory Universe has be approved the Development and Risk Committee The procurement of Risk Management and Compliance Software has been completed. 	Good (0.40)	Amber (6)	CEO	<ul style="list-style-type: none"> A Compliance Audit on the top ten legislations will be conducted and it is anticipated to be completed by the end of June 2012. 	All managers	30 June 12

No	RC	Risk Description	Cause	Consequence	IR	Mitigate strategy as per original Risk Assessment	Progress made to mitigate the risk to an acceptable level to date	CE	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time scale
9.	KIM	Inadequate business management information.	<ul style="list-style-type: none"> Inappropriate IT governance model. Lack of information reporting framework. Lack of quality assurance review 	<ul style="list-style-type: none"> Decisions may be based on unreliable / incomplete information (financial loss / reputational damage). Adverse audit finding 	Red (12)	To implement the performance information management framework during the next financial year.	<ul style="list-style-type: none"> IT Governance model implemented through the IT governance Charter. Adoption and implementation of the COBIT framework 	Good (0.40)	Green (4.8)	CEO	<ul style="list-style-type: none"> Continual review of the COBIT framework implementation to make sure it is improved. 	All managers	30 June 12
10.	KIM	Collapse of ICT environment.	<ul style="list-style-type: none"> Internal / External disasters (Natural. Hackers, etc.) 	<ul style="list-style-type: none"> Disruption of JDA business activities. Loss of vital information 	Red (12)	<ul style="list-style-type: none"> To continue to test other backup information to ensure the successful restoring during disaster recovers. 	Backup were done and continue to be done with users to confirm that data being backed up is done so successfully .The results are documented and signed off. The same procedure was done and continues to be done for servers, including server images	Good (0.40)	Green (4.8)	CEO	<ul style="list-style-type: none"> To continue to test other backup information to ensure the successful restoring during disaster recovers. The department continues to work with the service provider to come up with new improved ways of backing up 	Manager: IT	On-going
11.	SD	Inability to delivery on Capital projects.	<ul style="list-style-type: none"> Downward budget adjustments Inadequate project management skills. Lack of co-operation by stakeholders (e.g. MOE's). Inappropriate project plan Loss of critical staff at crucial points of the project. Change in CoJ priorities. 	<ul style="list-style-type: none"> Reduced scope of projects. Over/ under expenditure on budget. Overrun on project time frames. Negative publicity Poor service delivery. 	Red (12)	<ul style="list-style-type: none"> Development Managers will continue to monitor implementation of the multi-year projects to ensure that these are completed on time and within budget. 	<ul style="list-style-type: none"> Monthly Area Management Meetings for three portfolios Operations manual in place. Stakeholder forums in place. Adequate project management team and design capacity 	Good (0.40)	Green (4.8)	CEO	<ul style="list-style-type: none"> Development Managers will continue to monitor implementation of the multi-year projects to ensure that these are completed on time and within budget. 	SDM	30 June 12
KPA: Human Resources													
12.	HR	Inability to attract and retain skilled employees.	<ul style="list-style-type: none"> Inability to offer attractive and market related 	<ul style="list-style-type: none"> Failure to deliver on the mandate. Delay in 	Red (12)	<ul style="list-style-type: none"> Management drafted an action list in view of the outcome of the climate 	<ul style="list-style-type: none"> Employee assistance program and annual organisational climate 	Good (0.40)	Green (4.8)	CEO	<ul style="list-style-type: none"> Management will be implementing an action list in view of the 	HR Manager	On-going

No	RC	Risk Description	Cause	Consequence	IR	Mitigate strategy as per original Risk Assessment	Progress made to mitigate the risk to an acceptable level to date	CE	Residual risk	Risk Owner	Future actions to improve management of the risk	Action Owner	Time scale
			salaries • Poor relationship between managers and employees • Lack of sufficient skills in the market. • Fixed term contract which results in uncertainty • Poor succession and retention planning • Salary disparities within the City and determination of low upper limits for senior employees • Reduction of budget, resulting in lack of existing /challenging projects to implement • CoJ institutional review process creating uncertainty	completion of capital projects. • High staff turnover • High recruitment and training & development cost		survey. • The EE Plan was updated and communicated to staff. • Salary benchmarking was completed and will be submitted to HR and REMCO. • The Workplace Skills Plan was finalised and submitted to the SETA. • Training is taking place in terms of the plan. • JDA Champion appointed to the City's Institutional Review Forum	survey. • Performance incentives programme. • Ensuring good and productive work environment. • Salary benchmarking was completed approved by HR and REMCO. • The EE Plan was updated and communicated to staff. • The Workplace Skills Plan was finalised and submitted to the SETA which is supported by the budget amount equal to 3% of the total payroll. Training is taking place in terms of the plan. Two employees has appointed in line with EE plan				outcome of the climate survey.		

Section 4.8: Sustainability Report

Urban Environmental management is an integral part of the urban regeneration projects that JDA implements as evidenced by the upgrading of parks, the construction, of storm water facilities and construction of public transport infrastructure and facilities. The Rea Vaya Bus Rapid Transit 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 34 000 people per day and this number will increase as other phases are completed.

The JDA complies with environmental impact regulations in all its projects. In this year, other than the BRT busways and the Bruma Lake rehabilitation project, there are no projects that require environmental impact assessments and no projects that require heritage approvals.

In 2007 the JDA produced a practice guideline document on green urban development approaches that is included in our operations manual. All professional teams involved in preparing detailed designs are required to consider the following environmental considerations:

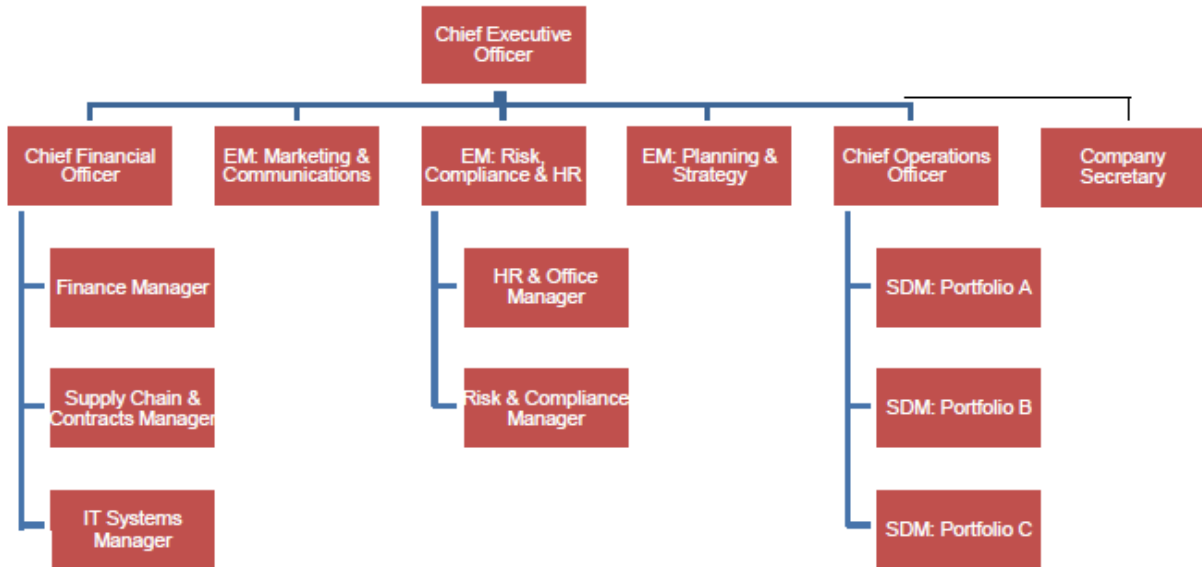
- The design of more permeable ground surfaces, and soak-aways or swales to reduce the storm water run-off in areas upgraded by the JDA to achieve sustainable urban drainage standards;
- Indigenous and water-wise planting in all landscaping interventions in compliance with City Parks requirements;
- Environmental design for crime prevention guidelines as promoted by the City Safety Programme;
- Other environmental construction and infrastructure options such as energy efficient lighting and rainwater harvesting; and
- Environmental health regulations for informal trading where the JDA upgrades trading and taxi facilities.

CHAPTER FIVE: HUMAN RESOURCES AND ORGANISATIONAL MANAGEMENT

The JDA organisational structure remains unchanged from the one approved at the start of the financial year although the following short term reporting structure was implemented with the departure of a few senior employees.

- The three Senior Development Managers now directly report to the CEO
- The COO position remains frozen.
- The CEO position has an acting candidate, who has moved from his position of EM: Risk, Compliance and HR.
- The HR and Office Manager position previously reported to the EM: Risk, Compliance and HR reports to the CEO but does not sit at Exco.

Current JDA Organisation Structure



Section 5.1: Human Resource Management

As at 31 March 2012, the JDA’s total full time staff was 49 employees. In terms of the organogram which was approved in the business plan, there are 14 vacancies at the JDA. However, as prompted by the City’s call to departments and MOEs to reduce operational expenditure, the JDA resolved to freeze some of these vacancies.

The affected vacancies are:

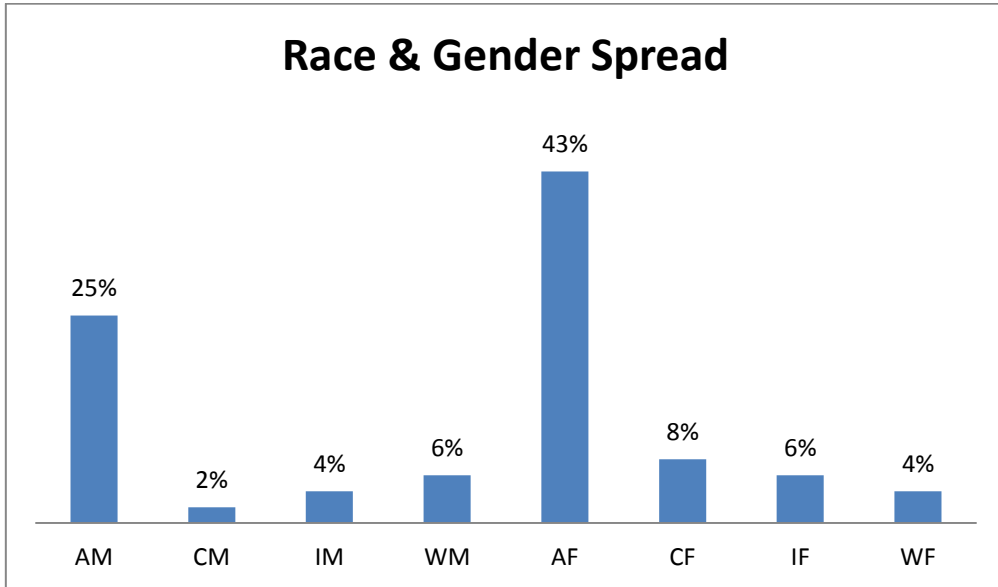
- 1 x Procurement and Contracts Coordinator
- 1 x Procurement and Contracts Officer
- 2 x Development Coordinators
- 5 x Development Managers
- 2 x Assistance Development Manager
- 1 x Chief Executive Officer
- 1x Housekeeper/Cleaner
- 1x Executive Manager: Marketing and Communications.

In the previous quarter, 14 positions were reported as frozen in line with City’s call to reduce operational expenditures. Whilst the decision to adhere to that continues, the current personnel remain stretched and JDA runs the risk of at least the following:

- In the event of a further resignation during the course of this financial year, the current personnel will be stretched beyond reasonable limits and this may prompt further resignations as a result of stress and workload,
- There is currently no emotional or psychological support structures for the affected employee to maintain the focus and commitment to the JDA.

Section 5.2: Employment Equity

The commitment by the JDA to the spirit of the Employment Equity Act is not only in terms of its policies and reports sent to its shareholder, but it is demonstrated by the actual race and gender mix at all occupational levels. This can be seen on the attached graph comparing the race spread in total versus the Gauteng’s EAP (Economically Pctive Population) as reported by Statistics SA and reported by the Employment Equity Commission in August 2011 when the 2010 total EE Reports submitted were analysed.



EAP	AM	CM	IM	WM	AF	CF	IF	WF
GP EAP	44.60%	2.10%	1.40%	8.90%	33.30%	1.70%	0.80%	7.30%
RSA EAP	40.50%	6.00%	1.90%	6.70%	33.10%	5%	1.30%	5.40%

Source: Statistics South Africa, 2010

The thrust of the Act is for Organisations or businesses to reflect the demographics of the country or provinces where they operate. Organisations with a national footprint will use the national EAP figures.

With the exception of White females (WF) women are over represented in JDA in comparison to the current applicable EAP numbers. African males and White males are under-represented at JDA. It is a rare and indeed a unique reality in that women are exceeding both the regional and national EAP numbers as reported above. Males in all other national spheres dominate the employment numbers.

It is worth mentioning that total Black females, which excludes White females is 57% whilst Black males, which also excludes White males is 31%. This makes the total representation of Black employees stand at 88%. This is excess of the target set by or for the JDA.

Employment Equity Demographics Status as at 30 March 2012

Staff Movement

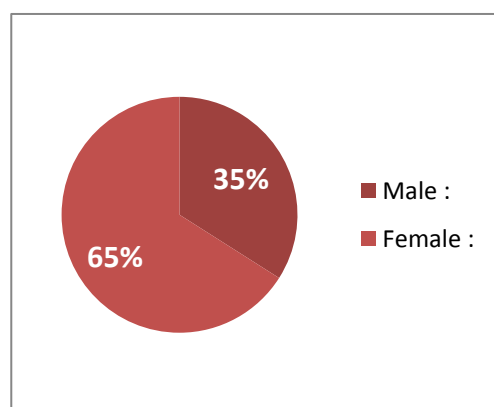
Staff Movements	African		Coloured		Indian		White		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Appointments	1				1				2
Resignations							1		1
Dismissals									0
Retirements									0
Absenteeism									0
Termination / Other									0
Total	1	0	0	0	1	0	0	0	3

Employment Equity Status (Demographics)

Levels	African		Coloured		Indian		White		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Executive & Senior Management	2	4	1				2	1	10
Middle Management	4	4		3		1	2	1	15
Levels	African		Coloured		Indian		White		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Co-ordination / Administration	4	10		1	1	2			17
Housekeepers / Cleaners	1	5							6
Total	11	23	1	4	1	3	4	2	49
% of Total	22%	47%	2%	8%	2%	6%	8%	4%	100%
	African :	69%	Coloured :	10%	Indian :	8%	White :	12%	

Gender Equity

Levels	Black		White		Total
	Male	Female	Male	Female	
Executive & Senior Management	3	4	2	1	10
Middle Management	4	8	2	1	15
Co-ordination / Administration	5	13	0	0	18
Housekeepers / Cleaners	1	5	0	0	6
Total	13	30	4	2	49
% of Total	27%	61%	8%	4%	100%
	Black :	88%	White :	12%	
	Male :	35%	Female :	65%	
	Black Female Management	40%			



Management Level Demographics

Levels	Total	African		65%		Coloured		12%		Indian		4%		White		19%	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female				
Executive & Senior Management	10	2	4	1	0	0	0	0	2	1							
Middle Management	15	4	4	0	3	0	1	2	1								
Total	25	6	8	1	3	0	1	4	2								
% of Total	100%	24%	32%	4%	12%	0%	4%	16%	8%								

Staff Turnover

Total Staff	51	
Movements (excl. Appointments)	2	4%

Levels	JDA Positions
Executive & Senior Management:	Chief Executive Officer, Chief Operations Officer, Chief Finance Officer, Executive Manager: Planning and Strategy, Executive Manager: Marketing & Communications; Executive Manager: Risk, Compliance and HR, Senior Development Managers, Human Resources and Office Manager, Supply Chain and Contracts Manager, Finance Manager and IT, Risk and Manager Compliance and Systems Manager.
Middle Management	Development Managers, Accountants, Audit & Risk Officer, Procurement Officer, Marketing Managers, Assistant Development Managers and Company Secretary.
Co-ordination/Administrative:	Coordinators, Receptionist, Personal Assistants, Accounts Payable Officer, Accounts Receivable Officer, IT Officers, Fixed Asset Register Officer, Messenger/Caretaker, Procurement Co-ordinator
Housekeeping	Housekeepers, Cleaners

- The JDA currently has 88% Black staff, which far exceeds the target of 80% provided in the Employment Equity Plan.
- The JDA currently has 40% Black females in management positions against a target of 35%.

The JDA currently employs 2 employees with physical disabilities. This constitutes 4% of the total JDA staff compliment. This exceeds the City’s strategic target of ensuring that at least 2% of all CoJ employees should be people within disabilities.

Section 5.3: Skills Development and Training

JDA is committed to sustaining a continuous programme of training and development for its management and staff in order to advance with changing times and technology, and thus ensure professional delivery and a competitive edge.

Our vision is to provide an integrated learning experience to our employees that will strengthen their commitment to JDA’s values, enhance the leadership capability and improve capacity to meet current and future business requirements. The learning strategy is based on four pillars:

- An understanding the educational requirements of the organisation based on competency assessments;
- Best practice learning design;
- Timeous and appropriate learning delivery; and
- Assessment of the impact of learning interventions on overall company performance.

In the current year, the JDA has an amount of R800 000 budgeted for training and development and 80% of that budget was spent as at the end of March 2012. Most of the training budget was spent on short courses and ad hoc training for mostly junior middle management employees.

By way of example, the table below shows all training achievements for JDA staff in 2010/11.

Name and Surname	Courses completed and qualifications obtained
Goodman Mkhize	Cleaner Training
Thandi Liphooko	
Pauline Rabonyane	

Name and Surname	Courses completed and qualifications obtained
Annah Mashele	
Nomsa Nyembe	
Sarah Pelesa	
MattycanePelesa	
Paul Amott–Job	General Conditions of Contract; Time, money and quality
Precious Betswana	Business Continuity Management
Joselyne Davids	Time, money and quality; JBCC Series 2000 Edition; General Conditions of Contract
Natasha Francis	Asset Management Tracking and Auditing
Siyabonga Genu	Contract Comparison: JBCC, FIDIC, GCC, and NEC.
Adam Goldsmith	Director Development Presentation on Insights to King III
Joy Jacobs	GCC Second Edition; Project Portfolio Management; Programme in Project Management; Time, money and quality
Zandile Mafata	BID Committee for procurement Excellence; SEM-GRAB Basic Seminar
Zwakhele Magagula	Commercial Negotiations for Professionals
Claudia Mahlaule	Advanced Programme in Sourcing and Supply Chain; Bid for procurement excellence; Bid Committee Processes in Public Sector; General Conditions of Contract; JBCC Series 2000 Edition 5
Nkosinathi Manzana	BID Committee for procurement Excellence; Project Portfolio Management
Phumlani Maseko	Construction Regulation Course
Lucy Masilo	SEM-GRAB Basic Seminar
Thanduxolo Mendrew	Evita: Executive Coaching
Seipati More	General Conditions of Contract; Time, money and quality; JBCC Series 2000 Edition.
Alice Moloto	Project Management
Sherylee Moonsamy	B Compt (Honours), SEM-GRAB Basic Seminar
Celestine Mouton	Construction Regulation Course
MorenaMthimkhulu	HIV/AIDS: Peer Educators Training; Proposed Amendments to Labour Legislation
Kopano Ngesi	Bid Committee Processes in Public Sector
Harris Nkanyane	BID Committee for Procurement Processes; Construction Regulation Course; IT Governance, Risk and Compliance; JBCC Series 2000 Edition 5
Thanduxolo Ntoyi	Construction Regulation Course; General Conditions of Contract; JBCC Series 2000 Edition 5; New Engineering Contract
Neels Reyneke	Proposed Amendments to Labour Legislation
Nokuthula Sibiya	Construction Regulation Course; General Conditions of Contract; Contract Law; Delays, Disruption and Extension of Time; Project Planning, Scheduling and Control; The Role of the Professional under four contracts.
Tiyiselani Tshuketa	IT Governance; Risk and compliance Microsoft Window Server 2008; Navigator (Leadership course)
Leonard Visagie	Project Portfolio Management Workshop
Vuyiswa Voyi	Bid Committee for Procurement Excellence; Project Portfolio Management Workshop; Construction Regulation Course; General Conditions of Contract.
Noma Xabanga	Navigator Programme (leadership course)

A Workplace Skills Plan has been finalised and submitted to the Local Government Sector Education and Training Authority (LGSETA) in accordance with the Skills Development Act and the Skills Development Levies Act. The JDA also submitted its Annual Training plan before the deadline of 30 June 2011, for the training conducted within the past financial year.

JDA always makes funds available for appropriate on-going training and development for programmes that are practical and outcomes based. JDA has created a culture of on-the-job and off-the job learning in the organisation and every single employee embraces this. Training is an on-going process of improving employees' knowledge, skills and attitude with the view to improve either job performance and/or competitiveness for growth, career advancement and internal promotions. The JDA supports the attainment of further educational qualifications by employees

Section 5.4: Succession Policy and Retention

On 19th March 2012, the HR and Office Manager presented the JDA exco with a template to consider adopting when the organisation starts to strategically engage on the fundamentals of talent management. This presentation included amongst other things:

- The (possible) new definitions of performance delivery in terms of existing performance score cards.
- The documentation of performance deviations and the impact they should have at the end of the review period, and
- A possible review of the current Compensation and benefits philosophy such that it tals to the Talent Management strategy.

The categorisation of employees in the performance and potential grid helps to understand the way in which the organisation needs to value and appreciate critical skills. The major risk is losing your employees who are either good or excellent performers with a potential to be snapped up by other employers at short notice.

Section 5.5: HIV/AIDS in the Workplace

The focus on HIV/AIDS remains high on the agenda of the JDA. During the period under review there were no activities around the topic. A feedback poster was sent out to the business where upon the results of the survey undertaken in September 2011 were reported. The following is a summary of the outcome:

- Five (5) out of 10 (ten) people surveyed saw the importance of being tested.
- The same number of people felt that an HIV test renewed their appreciation for life.

There were wellness focussed activities in December as is the norm with the JDA. The following were focus areas:

- VCT testing.
- Cholesterol, Blood pressure and glucose testing was done and
- Eye testing.

Section 5.6: Compensation and Benefits Philosophy

The JDA employs people with specialist skills which are not readily available on the market. To remain competitive and being seen as a preferred or employer of choice, the organisation needs to continuously review its position against the industry and position itself such that key skills are not easily enticed by the market or competition. The start will be to implement the talent management strategy and overhaul the current philosophy on compensation and benefits. This new view will at least entail the following:

- Performance management policy and processes be reviewed such that performance measurements define all levels of delivery
- All JDA employee be assessed in terms of the Talent Management dashboard tool.
- Current payment of bonuses should be reviewed such that committed and effective are incentivised for their contribution over and above the annual salary reviews.

CHAPTER SIX: FINANCIAL ASSESSMENT**Section 6.1: Statement of Financial Position**

ASSETS	R'000 Actual 31 March 2012	R'000 Actual June 2011
Non-current assets	6 842	7 044
Property, plant and equipment	5 871	5 952
Intangible Assets	73	194
Deferred Tax	898	898
Current assets	223 603	372 394
Loans to Shareholders	109 950	102,457
Trade and other receivables	112 458	268 741
Cash and cash equivalents	1 195	1,196
Total assets	<u>230 445</u>	<u>379 438</u>
 EQUITY AND LIABILITIES		
Capital and Reserves	45 749	46 364
Contribution from Owners	16,278	16,278
Accumulated Surplus (Deficit)	29 471	30 086
Non-current liabilities	3 910	4 001
Finance lease obligation	(91)	0
Deferred taxation	4 001	4 001
Current liabilities	180 786	329 073
Loans from shareholders	55 970	56 477
Trade and other payables	108 253	244 080
Net VAT payable	6 898	10 320
Provisions - bonus	-	2036
Finance lease obligation	29	29
Project funds payable	9 223	15 718
Capex VAT	413	413
Total equity and liabilities	<u>230 445</u>	<u>379 438</u>

Section 6.2: Statement of Financial Performance**STATEMENT OF FINANCIAL PERFORMANCE**
For the nine months ended 31 March 2012

	2012 Actual R'000	2012 Budget R'000	2012 Variance R'000
Gross revenue	28 517	32 401	3 884
Operating costs	<u>(30 864)</u>	<u>(34,679)</u>	<u>(3 815)</u>
Gross deficit	<u>(2 347)</u>	<u>(2 278)</u>	<u>(69)</u>
Operating deficit	(2 347)	(2 278)	(69)
Interest Expense	(50)	(75)	(25)
Interest Income	<u>1 781</u>	<u>1 792</u>	<u>11</u>
Deficit before tax	<u>(616)</u>	<u>(561)</u>	<u>(83)</u>
Taxation	0	0	0
Surplus/(Deficit) after tax	<u>(616)</u>	<u>(561)</u>	<u>(83)</u>

Overall Financial Performance

For the nine months under review, the JDA revenue was R28.5million against a budget of R32.4million. The negative variance of R3.8million is the net result of an under-recovery of R3.2million on the development management fees line item. The development management fees are lower than budgeted due to only 94% of the budgeted year-to-date CAPEX expenditure having been utilised. Overall, 43% of the total capital budget has been utilised. The first and second quarter expenditure relating to the COJ and NDPG funded projects has been relatively slow due to the implementation and tender processes that were underway. In the third quarter this expenditure has subsequently improved and the expenditure year-to-date for the COJ and NDPG funded projects is 18% and 17% respectively.

For the nine months under review the JDA's operating expenses were R30.8 million against a budget of R34.7million. The major variances arose in the line items of employee costs, IT related expense, marketing, planning & strategy, repairs & maintenance and telecommunication. Except for telecommunications these variance are mainly timing differences and budget should be spent in the next three months. The telecommunications line item is pure savings as a result of strict cost control measures implemented by management. The variance in the employee cost line item is due to bonus provision journal not accounted for during the year. Management has taken a view that this provision will only be raised at yearend when a more reliable estimate can be made.

Section 6.3: Cash Flow Statement

CASH FLOW STATEMENT

For the nine months ending 31 March 2012

	R'000 Actual 31 March 2012	R'000 Actual 30 June 2011
Cash flows from operating activities	15 195	(36 573)
<i>Receipts</i>		
Grants	13 339	21 637
Interest received	1 781	6 736
Cash receipts from Capex funding	174 924	836 001
Other receipts	583	516 752
<i>Payments</i>		
Employee costs	(14 343)	(18 627)
Suppliers	(161 039)	(882 835)
Interest paid	(50)	0
Cash payments from CAPEX funding	0	0
Cash flows from investing activities	(555)	(454)
<i>Expenditure to maintain operating capacity</i>		
Property, plant and equipment acquired	(559)	(366)
Proceeds from sale of property, plant and equipment	4	
Purchase of intangible assets		(88)
Cash flows from financing activities	(17 240)	37 077
Movement in project funds payable	(6 494)	2 941
Movement in CAPEX VAT	0	(7 849)
Repayments of shareholders loan	(10 655)	42 072
Finance lease repayments	(91)	(87)
Net increase in cash and cash equivalents	(2 600)	50
Cash and cash equivalents at beginning of the year	1 196	1 146
Cash and cash equivalents at the end of the year	<u>(1 404)</u>	<u>1 196</u>

Section 6.4: Supply Chain Management

Supply Chain Management Policy

The JDA's Supply Chain Management Policy (SCM) uses committee systems for procurement of services and goods above specified limits. Existing committees include:

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

There are two Bid Adjudication Committees (BACs), one for CAPEX and the other for OPEX. The members for BAC are the Chief Financial Officer (Chair), Executive Manager: Risk and Compliance, two Senior Development Managers (whose bid is not being adjudicated on), and the Procurement Manager. The members for OPEX BAC are the Chief Financial Officer (Chair), the Procurement Manager, the Executive Manager: Marketing, and the Executive Manager: Risk and Compliance. Both BAC's are not authorised to make any procurement decisions above R10 million.

Below is the list of 50 capital contracts awarded by the JDA in the period under review.

Project /contractors name	Contractors Name	% Black Equity	Contract rand value
<i>BRT</i>			
	Nemai Consulting	100	25,275
	Yikusasa Building Contractors SA cc	100	72 123 452
	Maju Mafani Construction cc	80	2,804,194
	NBGM Landscape Architecture JV	42	2,105,000
	Kingsway / City Markings JV	100	9,446,418
	Group Five / Enza	54	37,173,442
	Diagonal Projects Africa (PTY) Ltd	100	1,000,000
	Lonerock / Maziya JV	30	24,890,000
	Ayob Ismail & Mahomedy	100	299,787
	Turner & Townsend	100	42,322
	Bophelong Joint Venture	42	10,073,052
	Lonerock Khathide JV	43	27,351,938
	Murray & Roberts	33	9,862,124
	Lesole Civils cc	100	5,216,598
<i>COJ Clinics</i>			
	Spoormaker & Partners – Electrical & Mechanical Engineers	20	137,700
	Vesi Safety & General Services OHS Consultants	100	33,450
	Nemai Consulting Community Participation Consultant	94	99,520
	Dryden Projects	100	4, 581, 783
<i>Stretford Station Node Public Environment Upgrade</i>			
	Kingsway Civil CC	100	7,644,483
	Marutleng Safety Health and Environmental Training Services CC	100	40,300
	BKS (PTY)Ltd	5	376,469
	Dihlase Consulting Engineers (PTY) LTD	100	1000,000
	Ikemeleng Architects CC	100	199,686
	Hoboyi & Associates CC	100	558,054
	NMA Effective social Strategists (PTY) Ltd	100	725,200
	Marutleng Safety Health and Environmental Training Services CC	83	155,940
	Walker Mare Johannesburg (PTY) Ltd	100	100,000
	Walker Mare Johannesburg (PTY) Ltd	100	100,000
<i>Rehabilitation of Bruma Lake</i>			
	Chris Broker and Associates	0	1 976 300
<i>Temporary Taxi Holding Facility</i>			
	Axton Matrix	100	10,930,546
	Narresh Mistry Architects T/A the creative axis	100	81,956

Project /contractors name	Contractors Name	% Black Equity	Contract rand value
	Kopano Lesego	100	25,200
	RSG Engineering	100	159,657
<i>Orlando East Station Precinct Upgrade</i>			
	Badat Developments CC	100	415,520
	Bergstan SA	62	1,010,123
	Lebone Engineering (PTY) Ltd	93	361,725
	Lesole Civils cc	100	2,752,847
<i>Orlando East/ Noordgesig</i>			
	Themba Consultants	44	378,413
	Badat Development CC	100	147,972
	Gudlhuza Development Solutions CC	100	43,420
	Virtual Consulting Engineers LVB	26	114,375
	Vesi Safet and General Services CC	100	19,200
	Easyway Tarmac	100	2,922,832
<i>Westgate Station Precinct</i>			
	Selanya Consulting Engineers	100	265,100
	Kingsway Civil CC	100	14,751,365
<i>Inner City Commuter Links Phase 2</i>			
	RSG Engineering	85	140,050
	Moseme Road Construction (PTY) Ltd	100	8,870,964
<i>Diepsloot Public Environmental upgrade</i>			
	Axton Matrix Construction CC	100	9,110,847
<i>Bertrams Mixed Use Development Security Services</i>			
	Bathlokamedi / Mothibatla JV	100	487,221
<i>Kliptown Public Upgrade</i>			
	Blue-Dot Lilithalethu JV	74	7,272,338

The JDA received two written complaints about contracts awarded during the 3rd quarter. These relate to the construction contracts for the Kliptown urban upgrade and Transnet land Temporary taxi holding facility. Both objections were from Kingsway Civil cc, and the JDA has responded by providing information about the adjudication process and the JDA risk tolerance framework policy to substantiate the awards that were made.

Section 6.6: Internal Audit and Auditor General Management Letter Issues

The JDA Internal Auditors, which have been outsourced to an external service provider in accordance with the provisions of Section 165 of the MFMA, also assist Management in proper risk management in the organisation through its internal audit assignments. The JDA ensures an effective internal control system which is tested continuously in order to improve efficiencies and identify possible breaches on time. The testing and monitoring of the internal control environment is undertaken by the Internal Auditors. The approved annual Internal Audit Plan for 2010/11 was successfully completed and all reports had been approved by the Audit Committee. The execution of the Annual Internal Audit Plan for 2011/12 was started during February 2012 after the approval of the Internal Audit budget for 2011/2012.

Below is the summary on the progress of the implementation of the approved Internal Audit.

ANNUAL AUDIT PLAN (2010/11)		Month to start audit	Status
1	Strategic Planning	Oct 2011 and Feb 2012	The audit postponed to the following financial year due to budget constrain
2	Contract Administration	Nov 2011	Draft reporting stage
3	IT General Control Review	Nov 2011	Draft reporting stage
4	Supply Chain Management	Apr 2012	Not started yet
5	Payroll	Feb 2012	Draft reporting stage
6	Performance Payment	Nov 2011	The audit postponed to the following financial year due to budget constrain
7	Performance Against Objectives	Quarter 1 (Nov 2011)	Draft reporting stage
8	Performance Against Objectives	Quarter 2 (Feb 2012)	Draft reporting stage
9	Performance Against Objectives	Quarter 3 (May 2012)	Not started yet

ANNUAL AUDIT PLAN (2010/11)		Month to start audit	Status
10.	Performance Against Objectives	Quarter 4 (August 2012)	Not started yet
11	Follow-up Application Control Review	Oct 2011	Draft reporting stage
14	Follow up Audit	Nov 2011	IN the execution stage

The JDA's external audit by the Auditor-General for 2010/11 was completed in November 2011 and the framework to correct all matters raised in the management has been finalised for approval by the Audit Committee.

ANNEXURE A: JDA SCORECARD FOR THE 3rd QUARTER: 31 MARCH 2012

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
1. Economic empowerment through the structuring and procurement of JDA projects	Number of short-term EPWP job opportunities created in JDA projects (number of individuals employed)	3 538	2 647	●	●	794	875	110%	●
	Number of person-hours in construction work on JDA projects	na	1 164 680	Not measured		349 360			
	Year to date job opportunities	3 538	2 315	●	●	1 588	2 306	145%	●
	BEE procurement spend as a % of total procurement	70%	70%	●	●	70%	78%	111%	●
	SMME procurement spend as a % of total OPEX Procurement	40%	40%	●	●	40%	40%	100%	●

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
2. Productive partnerships and cooperation between all relevant stakeholders	Positive media reports as a % of the total number of media reports on JDA development areas	na	>95% positive stories	●	●	>95%	100%	100%	●
	Number of tours hosted by JDA to promote development areas	na	15	●	●	5	4	80%	●
	Number of development events hosted by the JDA or partners	na	5	●	●	0	0	100%	●

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
3. Human Resources	Compliance in respect of the Employment Equity Plan:	100%	100% compliance	●	●	100%	100%	100%	●
	% Black staff as % of total staff	80%	80%	●	●	80%	88%	110%	●
	% Female staff as % of total staff	45%	45%	●	●	45%	57%	127%	●
	% Black Female managers as % of total senior management	35%	35%	●	●	35%	40%	114%	●
	% Staff Turnover	<10%	<10%	●	●	<10%	2%	100%	●
	Number of HIV and Aids VCT opportunities offered at JDA wellness days	na	2	●	●	0	0	100%	●
	Number of HIV and Aids information shots sent to JDA officials	na	4	●	●	1	10	1000%	●
	Number of peer counsellor training sessions	na	2	●	●	0	0	100%	●
	% compliance with Occupational Health and Safety Act at the Bus Factory	100%	100%	●	●	100%	72%	72%	●
	% payroll invested in training (cumulative, annual)	3%	3%	●	●	2%	2%	100%	●

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
4. Financial management and corporate governance	Unqualified audit reports	100%	100%	100%					
	% Overspending against operating budget	0%	0%	●	●	0%	0%	100%	●
	Written objections received to contract award as a % of all contracts awarded	na	<5%	●	●	<5%	4%	100%	●
	Fully GRAP-Compliant Asset Register	100%	100%	●	●	100%	100%	100%	●
	IT network availability - local area network	na	70%	●	●	70%	100%	143%	●
	IT network availability	na	70%	●	●	70%	99%	141%	●

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
5. Programme performance	% Capital budget spent	100%	100%	●	●	56%	42%	75%	●
	CoJ budget	100%	100%	●	●	37%	19%	51%	●
	ICF budget	100%	100%	●	●	49%	36%	73%	●
	NDPG budget	100%	100%	●	●	49%	17%	35%	●
	EPWP budget	100%	100%	●	●	60%	0%	0%	●
	Transportation budget	100%	100%	●	●	45%	46%	102%	●
	Other capital budgets	na	100%	●	●	54%	33%	61%	●
	Of which								
	Blue IQ budget	na	100%	●	●	95%	102%	107%	●
	Environment budget	na	100%	●	●	25%	6%	22%	●
	Health budget	na	100%			47%	8%	17%	●
	% Construction progress against target	100%	100%	●	●	60%	86%	144%	●
	Inner city portfolio	100%	100%	●	●	59%	49%	83%	●
	Marginalised areas portfolio	100%	100%	●	●	60%	26%	43%	●
Transportation portfolio	100%	100%	●	●	60%	95%	158%	●	

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
COJ FUNDED PROJECTS				●	●	60%	20%	33%	●
% progress achieved in project delivery against targets: JDA010/1: Kliptown Development	Detailed design completed and construction tender awarded	100%	100%	●	●				●
	Public environment upgrade in Kliptown (Phase 2.2)	100% of Phase 2.1	100%		●	60%	20%	33%	●
% progress achieved in project delivery against targets: JDA048: Orlando East Phase 3	Detailed design completed and construction tender awarded	100%	100%	●	●				●
	Public environment upgrading in Orlando East Station precinct (Phase 3)	100% of Phase 2	100%		●	60%	20%	33%	●
	Public environment upgrading in Noordgesig (Additional work)	na	100%			30%	9%	30%	●

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score
INNER CITY FUND PROJECTS				●	●	59%	49%	83%	●
% progress achieved in project delivery against targets: JDA056 ICF4: Art Gallery (Rea Vaya) Station Precinct Upgrade	Detailed design completed and construction tender awarded	100%	100%	●	●				●
	Public environment upgrading in the Commuter links (Art Gallery) precinct (Phase 2)	100% of phase 1	100%	●	●	60%	30%	50%	●
% progress achieved in project delivery against targets: JDA058 ICF5: Westgate Station Precinct upgrade	Detailed design completed and construction tender awarded	na	100%	●	●				●
	Public environment upgrading (Phase 1)	na	100%	●	●	60%	81%	135%	●
% progress achieved in project delivery against targets: JDA059: Transnet land / Metro Park	Detailed design completed and construction tender awarded	na	100%	●	●				●
	Taxi facilities and public environment upgrading (phase 1)	na	100%	●	●	55%	23%	42%	●

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score																			
NDPG FUNDED PROJECTS																												
<table border="1"> <tr> <td rowspan="2">% progress achieved in project delivery against targets: JDA037: Diepsloot Development</td> <td>Detailed design completed and construction tender awarded</td> <td>100%</td> <td>100%</td> <td>●</td> <td>●</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Completion of public space upgrading in district node in Diepsloot (phase 3)</td> <td>100% of phase 2 completed</td> <td>100%</td> <td></td> <td>●</td> <td>60%</td> <td>29%</td> <td>48%</td> <td>●</td> </tr> </table>										% progress achieved in project delivery against targets: JDA037: Diepsloot Development	Detailed design completed and construction tender awarded	100%	100%	●	●					Completion of public space upgrading in district node in Diepsloot (phase 3)	100% of phase 2 completed	100%		●	60%	29%	48%	●
% progress achieved in project delivery against targets: JDA037: Diepsloot Development	Detailed design completed and construction tender awarded	100%	100%	●	●																							
	Completion of public space upgrading in district node in Diepsloot (phase 3)	100% of phase 2 completed	100%		●	60%	29%	48%	●																			
<table border="1"> <tr> <td rowspan="2">% progress achieved in project delivery against targets: JDA036/2: Stretford Station /</td> <td>Detailed design completed and construction tender awarded</td> <td>100%</td> <td>100%</td> <td>●</td> <td>●</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Completion of public space upgrading in Stretford Station Precinct (phase 3)</td> <td>100% of phase 2 completed</td> <td>100%</td> <td></td> <td>●</td> <td>60%</td> <td>35%</td> <td>58%</td> <td>●</td> </tr> </table>										% progress achieved in project delivery against targets: JDA036/2: Stretford Station /	Detailed design completed and construction tender awarded	100%	100%	●	●					Completion of public space upgrading in Stretford Station Precinct (phase 3)	100% of phase 2 completed	100%		●	60%	35%	58%	●
% progress achieved in project delivery against targets: JDA036/2: Stretford Station /	Detailed design completed and construction tender awarded	100%	100%	●	●																							
	Completion of public space upgrading in Stretford Station Precinct (phase 3)	100% of phase 2 completed	100%		●	60%	35%	58%	●																			

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score																																																																																																													
TRANSPORTATION FUNDED PROJECTS																																																																																																																						
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<table border="1"> <tr> <td rowspan="2">% progress achieved in project delivery against targets: JDA 059 Bruma Lake rehabilitation</td> <td>Detailed design completed and construction tender awarded for Bruma lake rehabilitation</td> <td>na</td> <td>100%</td> <td>●</td> <td>●</td> <td></td> <td></td> <td></td> <td>●</td> </tr> <tr> <td>Construction work (phase 1)</td> <td>na</td> <td>100%</td> <td></td> <td>●</td> <td>60%</td> <td>0%</td> <td>0%</td> <td>●</td> </tr> </table>										% progress achieved in project delivery against targets: JDA 059 Bruma Lake rehabilitation	Detailed design completed and construction tender awarded for Bruma lake rehabilitation	na	100%	●	●				●	Construction work (phase 1)	na	100%		●	60%	0%	0%	●
% progress achieved in project delivery against targets: JDA 059 Bruma Lake rehabilitation	Detailed design completed and construction tender awarded for Bruma lake rehabilitation	na	100%	●	●				●																			
	Construction work (phase 1)	na	100%		●	60%	0%	0%	●																			

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Achievement score	Q3 Target	Q3 Actual	Q3 Actual / target	Q3 Achievement score																			
Blue IQ budget																												
<table border="1"> <tr> <td rowspan="2">% progress achieved in project delivery against targets: Constitution Hill</td> <td></td> <td></td> <td></td> <td>●</td> <td>●</td> <td>80%</td> <td></td> <td></td> <td>●</td> </tr> <tr> <td>Construction work (phase 2)</td> <td>na</td> <td>100%</td> <td>●</td> <td>●</td> <td>80%</td> <td>100%</td> <td>125%</td> <td>●</td> </tr> </table>										% progress achieved in project delivery against targets: Constitution Hill				●	●	80%			●	Construction work (phase 2)	na	100%	●	●	80%	100%	125%	●
% progress achieved in project delivery against targets: Constitution Hill				●	●	80%			●																			
	Construction work (phase 2)	na	100%	●	●	80%	100%	125%	●																			

ANNEXURE B: HR TABLES**1. WORKFORCE PROFILE**

1.1 Please report the total number of **employees** (including employees with disabilities) in each of the following **occupational levels**: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

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
Senior management	1	0	0	0	1	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management	5	1	0	2	5	2	0	2	0	1	20
Skilled technical and academically qualified workers, junior management, supervisors, foremen, & superintendents	4	0	0	0	10	2	2	0	0	0	18
Semi-skilled and discretionary decision making	0	0	0	0	2	0	1	0	0	0	3
Unskilled and defined decision making	2	0	0	0	5	0	0	0	0	0	7
TOTAL PERMANENT	13	1	0	3	25	4	3	2	0	0	50
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	13	1	0	2	24	4	3	2	0	1	49

1.2 Please report the total number of **employees with disabilities only** in each of the following occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0	0	0	1
Unskilled and defined decision making	1	0	0	0	0	0	0	0	0	0	1
TOTAL PERMANENT	2	0	0	0	0	0	0	0	0	0	2
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	2	0	0	0	0	0	0	0	0	0	2

2. Recruitment

Please report the total number of new recruits, including people with disabilities. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	1	1	0	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	0	0	0	0	0	0	0	1
Temporary employees	1	0	0	0	0	0	0	0	0	0	1
GRAND TOTAL	1	1	1	0	0	0	0	0	0	0	3

3. Promotion

Please report the total number of promotions into each occupational level, including people with disabilities. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	0	0	0	0	0	0	0	0
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	0	0	0	0	0	0	0	0	0

4. Termination

Please report the total number of terminations in each occupational level, including people with disabilities. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	1	0	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	1	0	0	0	0	0	0	1
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	0	1	0	0	0	0	0	0	1

Please report the total number of terminations, including people with disabilities, in each **termination category** below. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Terminations	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Resignation	0	0	0	1	0	0	0	0	0	0	1
Non-renewal of contract	0	0	0	0	0	0	0	0	0	0	0
retrenchment – Operational requirements	0	0	0	0	0	0	0	0	0	0	0
Dismissal - misconduct	0	0	0	0	0	0	0	0	0	0	0
Dismissal - incapacity	0	0	0	0	0	0	0	0	0	0	0
Retirement	0	0	0	0	0	0	0	0	0	0	0
Death	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0	0	1	0	0	0	0	0	0	1

5. Skills Development

Please report the total number of people from the designated groups, including people with disabilities, who received training **solely** for the purpose of achieving the numerical goals, and not the number of training courses attended by individuals.

Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	0	0	0	0	0	0
Temporary employees	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	0	0	0	0	0	0	0

Please report the total number of **people with disabilities only** who received training **solely** for the purpose of achieving the numerical goals, and not the number of training courses attended by individuals. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	0	0	0	0	0	0
Temporary employees	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	0	0	0	0	0	0	0

6. Numerical goals

Please indicate the numerical goals (i.e. the workforce profile) you project to achieve for the total number of employees, including people with disabilities, at the end of your current employment equity plan in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites:

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	1	0	0	0	0	0	1
Senior management	1	1	1	0	1	0	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management	5	1	1	3	5	2	0	2	0	0	19
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	4	1	1	0	10	2	2	0	0	0	20
Semi-skilled and discretionary decision making	1	0	0	0	2	0	1	0	0	0	4
Unskilled and defined decision making	2	0	0	0	5	0	0	0	0	0	7
TOTAL PERMANENT	13	3	3	3	24	4	3	2	0	0	55
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	13	3	3	3	24	3	2	2	0	0	55

Please indicate the numerical goals (i.e. the workforce profile) you project to achieve for the total number of **employees with disabilities only** at the end of your current employment equity plan in terms of occupational levels.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	1	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0	0	0	1
Unskilled and defined decision making	1	0	0	0	0	0	0	0	0	0	1
TOTAL PERMANENT	2	0	0	0	1	0	0	0	0	0	3
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	2	0	0	0	1	0	0	0	0	0	3

7. Numerical targets

Please indicate the numerical targets (i.e. the workforce profile) you project to achieve for the total number of employees, including people with disabilities, at the end of the next reporting in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	1	0	0	0	0	0	1
Senior management	1	1	1	0	1	0	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management	5	1	1	3	5	2	0	2	0	0	19
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	4	1	1	0	10	2	2	0	0	0	20
Semi-skilled and discretionary decision making	1	0	0	0	2	0	1	0	0	0	4
Unskilled and defined decision making	2	0	0	0	5	0	0	0	0	0	7
TOTAL PERMANENT	13	3	3	3	24	4	3	2	0	0	55
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	13	3	3	3	24	3	2	2	0	0	55

Please indicate the numerical targets (i.e. the workforce profile) you project to achieve for the total number of **employees with disabilities only** at the end of the next reporting period in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	1	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0	0	0	1
Unskilled and defined decision making	1	0	0	0	0	0	0	0	0	0	1
TOTAL PERMANENT	2	0	0	0	1	0	0	0	0	0	3
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	2	0	0	0	1	0	0	0	0	0	3

ANNEXURE C: DETAILED FINANCIALS

Detail Quarterly Income Statement					
Johannesburg Development Agency (SOC) Ltd					
Current Year: Quarterly					
Actual Balance					
29 March 2012					
	First Quarter 2011/09/30 Rand	Second Quarter 2011/12/31 Rand	Third Quarter 2012/03/31 Rand	Fourth Quarter 2012/06/30 Rand	Total Rand
Revenue					
Government grants	5 716 500	5 716 500	5 716 500	-	17 149 500
Fees earned	2 164 060	4 163 352	4 357 697	-	10 685 109
	7 880 560	9 879 852	10 074 197	-	27 834 609
Manufacturing Overhead Costs					
Repairs and maintenance	70 686	106 029	35 791	-	212 506
	70 686	106 029	35 791	-	212 506
Cost of Sales					
Manufacturing Overhead Costs	70 686	106 029	35 791	-	212 506
	70 686	106 029	35 791	-	212 506
Gross Profit	7 809 874	9 773 823	10 038 406	-	27 622 103
Gross Profit %	99 %	99 %	100 %	- %	99 %
Total Operating Costs					
Advertising	171 832	213 255	265 005	-	650 092
Administration and management fees	44 019	25 515	270 560	-	340 094
Auditors remuneration	70 302	985 679	202 023	-	1 258 004
Bank charges	6 560	4 713	4 866	-	16 139
Computer expenses	452 992	299 554	231 056	-	983 602
Consulting and professional fees	164 695	285 730	501 026	-	951 451
Insurance	-	1 652	480 643	-	482 295
Lease rentals on operating lease	24 129	28 187	18 380	-	70 696
Marketing	70 443	430 501	389 883	-	890 827
Legal fees	187 775	230 093	310 825	-	728 693
Motor vehicle expenses	1 693	2 557	1 523	-	5 773
Placement fees	-	95 855	47 630	-	143 485
Postage and courier	-	305	3 970	-	4 275
Printing and stationery	93 676	82 274	109 673	-	285 623
Repairs and maintenance	60 455	95 542	135 705	-	291 702
Security (Guarding of municipal property)	96 978	156 009	207 346	-	460 333
Staff welfare	37 574	267 513	73 197	-	378 284
Telephone and fax	157 434	155 020	90 654	-	403 108
Training	169 655	96 900	277 453	-	544 008
Travel - local	-	-	140	-	140
Utilities	184 748	148 625	151 462	-	484 835
Operational expenditure	49 934	139 115	168 303	-	357 352
Chief Executive officer's special projects	-	30 000	-	-	30 000
Planning and strategy	215 776	781 794	238 899	-	1 236 469
Other expenses - deductible	2 286	6 372	-	-	8 658
Employee costs	6 604 169	5 802 931	6 425 511	-	18 832 611
Depreciation, amortisation and impairments	268 115	257 387	283 239	-	808 741
Surplus or deficit on sale of assets and liabilities	-	-	4 845	-	4 845
	9 135 240	10 623 078	10 893 817	-	30 652 135
Operating Profit	(1 325 366)	(849 255)	(855 411)	-	(3 030 032)
Operating Profit %	(17) %	(9) %	(8) %	- %	(11) %
Other Income					
Bank	411 876	170 928	1 197 261	-	1 780 065
Tender fee income	136 185	84 404	72 677	-	293 266
Interest charged on trade and other receivables	6	445	381	-	832
Sundry income	22 120	27 624	63 075	-	112 819
Bus factory income	87 053	117 896	71 713	-	276 662
	657 240	401 297	1 405 107	-	2 463 644

Detail Quarterly Income Statement
Johannesburg Development Agency (SOC) Ltd
Current Year: Quarterly
Actual Balance
29 March 2012

	First Quarter 2011/09/30 Rand	Second Quarter 2011/12/31 Rand	Third Quarter 2012/03/31 Rand	Fourth Quarter 2012/06/30 Rand	Total Rand
Other					
Finance costs	(45 397)	(4 408)	-	-	(49 805)
	(45 397)	(4 408)	-	-	(49 805)
Net Income Before Tax	(713 523)	(452 366)	549 696	-	(616 193)
Net Income Before Tax %	(9) %	(5) %	5 %	-	(2) %
Net Income After Tax	(713 523)	(452 366)	549 696	-	(616 193)
Net Income After Tax %	(9) %	(5) %	5 %	-	(2) %
Net Income After Extra Ordinary Items	(713 523)	(452 366)	549 696	-	(616 193)
Net Income After Extra Ordinary Items %	(9) %	(5) %	5 %	-	(2) %
Retained Income	(713 523)	(452 366)	549 696	-	(616 193)
Retained Income %	(9) %	(5) %	5 %	-	(2) %
Summary					
Revenue	7 880 560	9 879 852	10 074 197	-	27 834 609
Gross Profit	7 809 874	9 773 823	10 038 406	-	27 622 103
Total Operating Costs	9 135 240	10 623 078	10 893 817	-	30 652 135
Total Fixed Costs	9 135 240	10 623 078	10 893 817	-	30 652 135
Other	(45 397)	(4 408)	-	-	(49 805)
Other Income	657 240	401 297	1 405 107	-	2 463 644
Net Income Before Tax	(713 523)	(452 366)	549 696	-	(616 193)
Consulting and professional fees					
Financial consultants - deductible	164 695	285 730	501 026	-	951 451
	164 695	285 730	501 026	-	951 451
Depreciation					
Buildings	69 092	67 648	64 761	-	201 501
Furniture and fixtures	25 613	25 019	24 945	-	75 577
Motor vehicles	6 800	6 800	6 800	-	20 400
Office equipment	1 690	1 690	1 690	-	5 070
IT equipment	91 450	82 760	81 286	-	255 496
Other property, plant and equipment	33 310	33 311	36 364	-	102 985
Other leased Assets # 1	-	-	27 235	-	27 235
Computer software, internally generated	40 159	40 159	40 159	-	120 477
	268 114	257 387	283 240	-	808 741
Employee costs					
Employee costs - salaried staff	4 734 788	3 860 189	4 797 760	-	13 392 737
Employee costs - directors	1 869 381	1 924 021	1 592 055	-	5 385 457
Employee costs - wages - casual staff	-	18 720	35 696	-	54 416
	6 604 169	5 802 930	6 425 511	-	18 832 610
Marketing					
Marketing	70 443	430 501	389 883	-	890 827

Detail Quarterly Income Statement
Johannesburg Development Agency (SOC) Ltd
Current Year: Quarterly
Actual Balance
29 March 2012

First Quarter 2011/09/30 Rand	Second Quarter 2011/12/31 Rand	Third Quarter 2012/03/31 Rand	Fourth Quarter 2012/06/30 Rand	Total Rand
70 443	430 501	389 883	-	890 827

Utilities

Utilities - Other	184 748	148 625	151 462	-	484 835
	184 748	148 625	151 462	-	484 835

Detail Income Statement
Johannesburg Development Agency (SOC) Ltd
Johannesburg Development Agency (SOC) Ltd
Monthly Reporting Period Bucket
31 March 2012

Monthly				Year to Date				
Actual Balance Rand	Original Budget Rand	Variance Rand	% Var	Actual Balance Rand	Budget Rand	Variance Rand	% Var	Prior Year # 1 Rand
				Revenue				
1 905 500	2 112 833	(207 333)	(10)	Government grants	17 149 500	17 771 500	(622 000)	(3)
1 763 994	2 539 449	(775 455)	(31)	Fees earned	10 685 109	13 916 620	(3 231 511)	(23)
3 669 494	4 652 282	(982 788)	(21)		27 834 609	31 688 120	(3 853 511)	(12)
				Other Income				
52 500	25 587	26 913	105	Tender fee income	293 265	273 240	20 025	7
-	20 157	(20 157)	(100)	Bus factory income	276 662	289 529	(12 867)	(4)
-	33 376	(33 376)	(100)	Sundry income	112 819	149 872	(37 053)	(25)
-	402 866	(402 866)	(100)	Bank (Filtered)	1 780 065	1 791 402	(11 337)	(1)
-	(75)	75	(100)	Interest charged on trade and other receivables (Filtered)	832	226	606	268
52 500	481 911	(429 411)	(89)		2 463 643	2 504 269	(40 626)	(2)
				Manufacturing Overhead Costs				
448	53 881	(53 433)	(99)	Repairs and maintenance	212 506	338 358	(125 852)	(37)
448	53 881	(53 433)	(99)		212 506	338 358	(125 852)	(37)
				Cost of Sales				
448	53 881	(53 433)	(99)	Manufacturing Overhead Costs	212 506	338 358	(125 852)	(37)
448	53 881	(53 433)	(99)		212 506	338 358	(125 852)	(37)
3 721 546	5 080 312	(1 358 766)	(27)	Gross Profit	30 085 746	33 854 031	(3 768 285)	(11)
100 %	99 %			Gross Profit %	99 %	99 %		99 %
				Total Operating Costs				
210 910	65 911	144 999	220	Administration and management fees	340 094	267 267	72 827	27
61 932	44 152	17 780	40	Advertising	650 091	517 543	132 548	26
81 900	29 003	52 897	182	Auditors remuneration	1 258 004	1 142 990	115 014	10
1 804	788	1 016	129	Bank charges	16 138	13 636	2 502	18
87 227	237 576	(150 349)	(63)	Computer expenses	983 602	1 465 273	(481 671)	(33)
259 695	133 262	126 433	95	Consulting and professional fees	951 450	850 213	101 237	12
102 523	103 967	(1 444)	(1)	Depreciation, amortisation and impairments	808 742	837 403	(28 661)	(3)

Detail Income Statement
Johannesburg Development Agency (SOC) Ltd
Johannesburg Development Agency (SOC) Ltd
Monthly Reporting Period Bucket
31 March 2012

Monthly				Year to Date					
Actual Balance Rand	Original Budget Rand	Variance Rand	% Var		Actual Balance Rand	Budget Rand	Variance Rand	% Var	Prior Year # 1 Rand
3. 2 502 735	2 752 257	(249 522)	(9)	Employee costs	3. 18 832 610	20 594 481	(1 761 871)	(9)	18 627 456
136 100	97 022	41 078	42	Legal fees	728 692	708 934	19 758	3	594 509
-	183 058	(183 058)	(100)	Insurance	482 295	550 826	(68 531)	(12)	901 170
59 644	75 338	(15 694)	(21)	Operational expenditure	357 352	414 608	(57 256)	(14)	158 633
8 915	24 614	(15 699)	(64)	Lease rentals on operating lease	70 696	126 158	(55 462)	(44)	99 257
-	-	-	-	Chief Executive officer's special projects	30 000	30 000	-	-	8 500
122 039	357 868	(235 829)	(66)	Marketing	890 827	1 571 397	(680 570)	(43)	913 275
-	1 792	(1 792)	(100)	Motor vehicle expenses	5 773	9 626	(3 853)	(40)	5 279
-	6 890	(6 890)	(100)	Other expenses - deductible	8 658	29 329	(20 671)	(70)	6 003
2 232	34 024	(31 792)	(93)	Placement fees	143 485	197 927	(54 442)	(28)	414 301
169 349	205 867	(36 518)	(18)	Planning and strategy	1 236 470	1 615 172	(378 702)	(23)	356 241
-	783	(783)	(100)	Postage and courier	4 275	2 653	1 622	61	743
3 279	35 842	(32 563)	(91)	Printing and stationery	285 623	283 477	2 146	1	289 048
-	66 667	(66 667)	(100)	Project maintenance costs	-	200 000	(200 000)	(100)	1 425 027
20 271	110 001	(89 730)	(82)	Repairs and maintenance	291 702	485 998	(194 296)	(40)	350 234
103 673	67 836	35 837	53	Security (Guarding of municipal property)	460 333	456 493	3 840	1	738 456
9 039	32 486	(23 447)	(72)	Staff welfare	378 284	402 544	(24 260)	(6)	480 552
4 845	-	4 845	-	Surplus or deficit on sale of assets and liabilities	4 845	-	4 845	-	6 345
17 022	67 924	(50 902)	(75)	Telephone and fax	403 109	516 228	(113 119)	(22)	444 090
62 225	97 241	(35 016)	(36)	Training	544 008	558 278	(14 270)	(3)	747 235
140	8 333	(8 193)	(98)	Travel - local	140	25 000	(24 860)	(99)	23 074
5. 48 771	44 438	4 333	10	Utilities	484 834	466 686	18 148	4	245 003
4 078 270	4 884 940	(806 670)	(17)		30 652 132	34 340 140	(3 688 008)	(11)	31 680 061
4 078 270	4 884 940	(806 670)	(17)	Total Operating Costs	30 652 132	34 340 140	(3 688 008)	(11)	31 680 061
(356 724)	195 372	(552 096)	(283)	Operating Profit	(566 386)	(486 109)	(80 277)	17	6 792 262
(10) %	4 %			Operating Profit %	(2) %	(2) %			21 %
-	(8 366)	8 366	(100)	Other					
-	(8 366)	8 366	(100)	Finance costs	(49 805)	(74 903)	25 098	(34)	-
					(49 805)	(74 903)	25 098	(34)	-
(356 724)	187 006	(543 730)	(291)	Net Income Before Tax	(616 191)	(561 012)	(55 179)	10	6 792 262

Detail Income Statement
Johannesburg Development Agency (SOC) Ltd
Johannesburg Development Agency (SOC) Ltd
Monthly Reporting Period Bucket
31 March 2012

Monthly				Year to Date					
Actual Balance Rand	Original Budget Rand	Variance Rand	% Var		Actual Balance Rand	Budget Rand	Variance Rand	% Var	Prior Year # 1 Rand
(10) %	4 %			Net Income Before Tax %	(2) %	(2) %			21 %
(356 724)	187 006	(543 730)	(291)	Net Income After Tax	(616 191)	(561 012)	(55 179)	10	6 792 262
(10) %	4 %			Net Income After Tax %	(2) %	(2) %			21 %
(356 724)	187 006	(543 730)	(291)	Net Income After Extra Ordinary Items	(616 191)	(561 012)	(55 179)	10	6 792 262
(10) %	4 %			Net Income After Extra Ordinary Items %	(2) %	(2) %			21 %
(356 724)	187 006	(543 730)	(291)	Retained Income	(616 191)	(561 012)	(55 179)	10	6 792 262
(10) %	4 %			Retained Income %	(2) %	(2) %			21 %
				1. Consulting and professional fees					
259 695	133 262	126 433	95	Financial consultants - deductible	951 450	850 213	101 237	12	582 281
259 695	133 262	126 433	95		951 450	850 213	101 237	12	582 281
				2. Depreciation					
21 587	23 876	(2 289)	(10)	Buildings	201 501	208 371	(6 870)	(3)	135 262
8 341	8 428	(87)	(1)	Furniture and fixtures	75 577	75 915	(338)	-	78 611
2 267	2 316	(49)	(2)	Motor vehicles	20 401	20 551	(150)	(1)	20 401
563	905	(342)	(38)	Office equipment	5 071	6 092	(1 021)	(17)	4 958
27 378	31 015	(3 637)	(12)	IT equipment	255 496	267 255	(11 759)	(4)	304 742
15 384	12 663	2 721	21	Other property, plant and equipment	102 985	104 611	(1 626)	(2)	99 809
13 617	-	13 617	-	Other leased Assets # 1	27 235	-	27 235	-	22 542
13 386	24 764	(11 378)	(46)	Computer software, Internally generated	120 476	154 608	(34 132)	(22)	105 103
102 523	103 967	(1 444)	(1)		808 742	837 403	(28 661)	(3)	771 428
				3. Employee costs					
1 944 133	2 197 115	(252 982)	(12)	Employee costs - salaried staff	13 392 737	15 116 931	(1 724 194)	(11)	13 611 506
558 602	533 262	25 340	5	Employee costs - directors	5 385 457	5 393 189	(7 732)	-	4 864 959
-	21 880	(21 880)	(100)	Employee costs - wages - casual staff	54 416	84 360	(29 944)	(35)	150 991

Detail Income Statement
Johannesburg Development Agency (SOC) Ltd
Johannesburg Development Agency (SOC) Ltd
Monthly Reporting Period Bucket
31 March 2012

Monthly				Year to Date				
Actual Balance Rand	Original Budget Rand	Variance Rand	% Var	Actual Balance Rand	Budget Rand	Variance Rand	% Var	Prior Year # 1 Rand
2 502 735	2 752 257	(249 522)	(9)	18 832 610	20 594 480	(1 761 870)	(9)	18 627 456
				4. Marketing				
122 039	357 868	(235 829)	(66)	890 827	1 571 397	(680 570)	(43)	913 275
122 039	357 868	(235 829)	(66)	890 827	1 571 397	(680 570)	(43)	913 275
				5. Utilities				
48 771	44 438	4 333	10	484 834	466 686	18 148	4	245 003
48 771	44 438	4 333	10	484 834	466 686	18 148	4	245 003



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