



a world class African city



Johannesburg Development Agency

# MID - YEAR REPORT

## 2011/12

**July to December 2011**



2011/12:

**Mid-year Report**

Company Information:

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

Directors: L Vutula (Chairman)  
T Mendrew (Acting Chief Executive Officer)  
L W Matlhape  
N V Lila  
D Naidu  
P Masilo  
D Lewis

Registered Address: 3 President Street, Newtown, Johannesburg  
Postal Address: PO Box 61877, Marshalltown, 2107  
Telephone Number: + 27 11 688-7851  
Fax number: +27 11 688-7899  
Website: [www.jda.org.za](http://www.jda.org.za)

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.

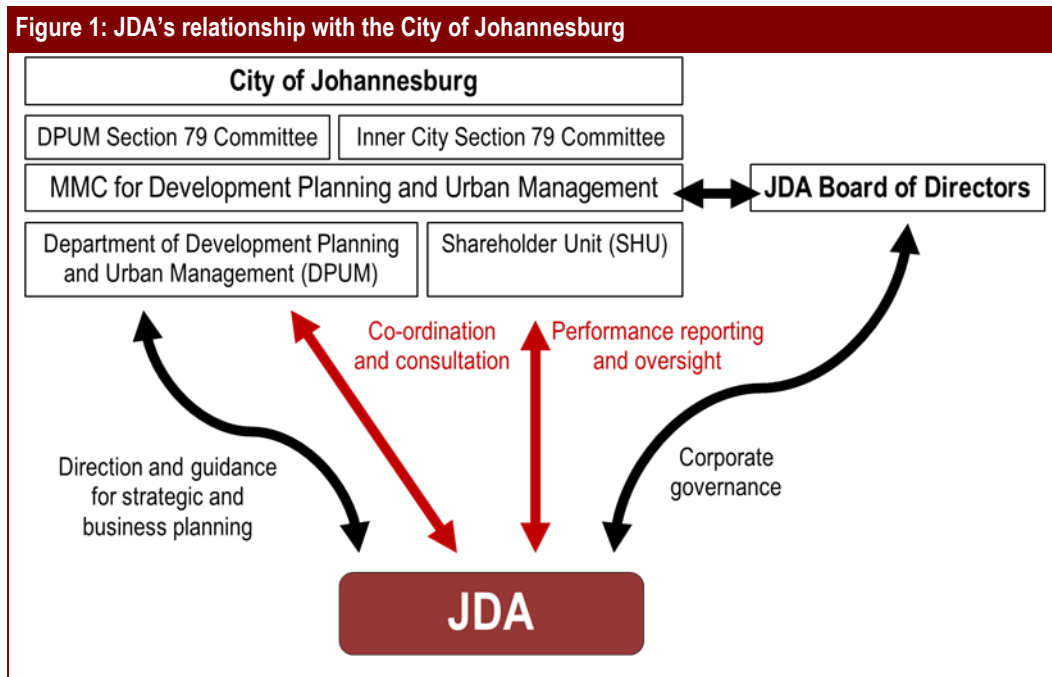
### Institutional Arrangements

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. Additionally, the JDA engages with client departments that take ownership of the infrastructure and assets created by the JDA. In 2010/11 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

On 15 November 2011 the JDA convened a one-day seminar to discuss informality in South African cities. Hosted in collaboration with the Architects Collective, SA Cities Network, Neighbourhood Development Programme Unit of the National Treasury, SA Planning Institute, and the School of Architecture and Planning of the University of the Witwatersrand, the seminar was held at the Bus Factory and was attended by about 80 built environment professionals, researchers, officials and practitioners with an interest in informality.

The seminar was a part of the South African Informal City Exhibition, which explored South Africa's conditions of informality by providing a showcase for work done to address or respond to informality. The exhibition displayed design, research and development projects that demonstrate innovative and unique approaches to the issues of informality. Both the exhibition and seminar were intended to provide an opportunity for comparison and knowledge sharing.

Seminar participants agreed that informal sector strategies must be acknowledged for their role in making the city more resilient. For example, informal trade in property helps to protect people from losing their place in the community; and small retailers in the townships need to be flexible to react to opportunities and only half of them would like to be inside a formal mall.

If we want to embrace informality as an integral part of city development then we need to understand some of the constraints and opportunities. There were many examples of fault lines or tensions that were presented at the seminar (taxi vs. cyclists; regulators vs. informal operators; bus operators vs. taxi operators vs. Rea Vaya; taxi owners vs. taxi drivers; informal recyclers vs. formal recyclers; local traders vs. new retailers in townships). There is a clear need for facilitation and mediation capacity to help resolve these tensions. So we need to ask:

- What is the mediation role of local government; and how is this reconciled with the regulatory and developmental roles?
- What can architects and urban designers do to promote inclusive neighbourhoods or developments?
- What is the responsibility of developers in being more inclusive and participative?
- What do industry associations or civil society organisations have to do to balance their advocacy role with the need to resolve conflict?

A new form of development partnership is required.

There were many opportunities for collaboration and partnership that were raised at the seminar: between taxi operators and informal traders; rickshaw taxis; bike racks on taxis; mutually beneficial collaboration between informal traders and formal traders in Fordsburg and Rosebank Markets.

So, what did we learn about how to embrace informality?

Firstly, much of the tension and conflict happens because of competition for space. Many of the speakers showed examples of how to make space for everyone. For example, backyard rentals; space for storing recycling; space for taxi ranks; and a smaller space offering as part of the retail mix.

Secondly, mobility and flexibility is particularly important. Self-build housing promotes property market mobility. It was suggested that it is possible to facilitate mobility by subsidising individuals with a rent subsidy rather than subsidising housing stock.

Thirdly, there are a number of regulatory and systems issues that must be confronted. For example, there is a need to encourage the small scale rental market, but it is not clear how to support this sector without destroying the way the informal market works. There is also a question about how to reconcile the role of government as both a facilitator and regulator. Many speakers called for some version of self-regulation (by informal traders, communities in informal settlements and taxi operators), but the capacity for self-regulation and management is limited, and there are many examples of failed co-operatives and community based development institutions. There are also risks associated with allowing self-regulation. Corruption is often an integral part of the peoples' economy. Regulators should be more responsive whenever possible.

Finally, meaningful engagement is very important. Knowledge led social movements result in equal partnerships and better power balances between partners.



It was clear from the presentations and discussions that formalisation is not a linear process, nor is there a natural progression from informality to formality. Not everyone wants to be part of the formal economy.

The JDA is confronted with the tension between the formal and informal sectors in every one of our developments. The seminar and exhibition on the South African Informal City allowed us to consider the value of informality and some of the ways in which we can be more encompassing in our development approach. We will continue to think about how to optimise the energy and creativity of the informal sector in public spaces to create an inclusive city that works.

During the second quarter of 2011/12 Rory Roriston resigned from the JDA Board after 6 years of dedicated service. I would like to thank him for his conscientious approach to governance and oversight of the JDA. He made a significant contribution to ensuring that the JDA continues to function as a centre of excellence in the public sector, and to the development of Johannesburg.



**Luthando Vutula**

*Chairperson, 14 January 2012*

## Section 1.4: CEO's Report

During the second quarter of 2011/12 the JDA continued the theme of consultation that began with the GDS 2040 Outreach Programme. We had three particularly important conversations with people who have an interest in the urban regeneration work that is done by the JDA:

The first was a seminar and training course on *Placemaking* that took place in November. This event was hosted in collaboration with the DPUM, the Johannesburg Property Company and Urban Genesis, and was presented by Cynthia Nikitin and Elena Madison from the New York based advisory group *Project for Public Spaces* (PPS). Participants discussed how to create and activate public spaces and the lessons will inform future project designs.

The second discussion took the form of Johannesburg's 1<sup>st</sup> Public Art Conference. This three-day event was intended to support the development of the public art industry in Johannesburg. Artists and project managers shared their experiences and the theme – caution public art in progress – was a reflection of the importance of process, and a light-hearted comment on how difficult it is to balance competing objectives and agendas between the state, the public and the artist.

The third, the South African Informal City seminar and exhibition, has been discussed in more detail in the Chairman's foreword.

As an institution that values learning, the JDA will continue to have these candid and reflective conversations about how to improve our practice and results. We welcome constructive criticism of our approach and are often inspired by good ideas that are presented to us by fellow practitioners from around the world.

### **Performance Review**

Overall, our capital expenditure is at 29% of budget, or 87% of the mid-year expenditure target. Project progress is also lagging slightly behind the target for this time of year. We remain confident that we will be able to complete the projects that we are responsible for within the next 6 months, and we expect to spend the full budget allocation once again.

The BRT portfolio of projects has performed well, and most projects are ahead of target in terms of construction progress. The marginalised areas portfolio has some lagging projects, especially Orlando East and Kliptown, but these will be given special project management attention to ensure that they are completed in time.

### **Organisational Review**

In November 2011 the JDA said goodbye to Nkosinathi Manzana, the Chief Operating Officer since June 2010, when he resigned to join the private sector. Nathi was a key member of staff, and his departure leaves a void that will be difficult to fill. We are, however very grateful to have had the opportunity of working with a conscientious and dedicated engineer in Nathi. His contribution to the planning, design and implementation of the Rea Vaya BRT infrastructure will remain one of the most important contributions to the City's preparation for and the subsequent successful hosting of the FIFA 2010 Soccer World Cup by the City of Johannesburg. Also in November, we lost our Finance Manager, Lucy Masilo, who joined the National Youth Development Agency.

One of the key competitive advantages of the JDA has always been its ability to attract and retain talent. With the current vacancy levels, and the delays in filling strategic posts because of the institutional review, we have escalated the risk associated with sustainable operations and our ability to fulfil our mandate, and we will pay special attention to avoiding any further resignations.

### **Financial Review**

For the six months under review, the JDA revenue was R18.8million against a budget of R22.9million. The negative variance of R4.1million is the net result of an under-recovery of R2million on the interest income line item and under-recovery of R2million on the development management fees line item. Interest income is lower than budget due to low bank balance brought about by the non-settlement of June 2011 claims by the Transportation Department amounting to R154million. The development management fees are lower than budgeted due to only 86% of the budgeted year-to-date CAPEX budget having been utilised. Overall, 29% of the total capital budget has been utilised.

The first and second quarter expenditure relating to the COJ and NDPG funded projects have been relatively slow due to the implementation and tender process that is underway.

For the six months under review the JDA's operating expenses were R20 million against a budget of R26million. The major variances arose in the line items of insurance, employee costs, staff recruitment, interest expense and marketing. These are mainly timing differences as a result of the recruitment for the CEO position still put on hold and some of the marketing events postponed to future dates.



**Thanduxolo Mendrew**  
*Acting CEO, 14 January 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 second 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 (3<sup>rd</sup> 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:

	2011/12 Target	Year to Date Target	Year to Date Actual	% Achievement for year to date	Achievement of Target
Number of short-term EPWP job opportunities created in JDA projects (number of individuals employed)	2 647	948	1 431	151%	<span style="color: green;">●</span>

In the six months under review the JDA managed to provide 1 431 short term job opportunities in construction across its portfolio of projects. This is higher than the target of 948 for the year to date.

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

JDA's current targets in respect of BEE spend as a percentage of total expenditure is 70%. In the period under review the total BEE spend was R 66 394 217.

	2011/12 Target	Year to Date Target	Year to Date Actual	% Achievement for Year to Date	Achievement of Target
BEE procurement spend as a % of total procurement	70%	70%	61%	87%	<span style="color: green;">●</span>

The JDA has achieved 61% against its target of 70% in respect of total procurement spend for the period under review. This is driven by lower than anticipated expenditure on developments as design work is still being done. We anticipate that it will be possible to improve performance against this target in the third quarter.

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

The annual target for SMME spend as a percentage of total operational expenditure (excluding employee costs, depreciation and amortisation) is 40%. In the quarter to 31 December 2011 the JDA's spend on SMME was R 2 609 652. This constitutes 44% of total operational expenditure during the period under review.

	2011/12 Target	Year to Date Target	Year to Date Actual	% Achievement for Year to Date	Achievement of Target
SMME procurement spend as a % of total OPEX Procurement	40%	40%	44%	110%	●

**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

	2011/12 Target	Year to Date Target	Year to Date Actual	% Achievement for Year to Date	Achievement of Target
Positive media reports as a % of the total number of media reports on JDA development areas	>95% positive stories	95% positive stories	100%	100%	●
Number of tours hosted by JDA to promote development areas	15	3	4	133%	●
Number of development events hosted by the JDA or partners	5	0	1	133%	●

In the second quarter of 2011/12 the JDA was mentioned in 15 print and on-line media reports, including a double-page spread on public art in the Sunday Times, the weekly newspaper with the largest circulation, in November. There was also an article on the impact of the bitumen shortage in the Mail and Guardian. Only one article, on Bruma Lake, was negative.

JDA ran four study tours during the first quarter of 2011/12. The tours included a visit to the clinics that are being refurbished by the JDA, a tour of all projects under way for members of the board of directors, a public art tour of the inner city and one of Soweto that were presented as part of the Public Art Conference. 93 people were exposed to JDA's regeneration work through the tours presented during the period under review.

The JDA hosted one development event in the second quarter. In celebration of Transport month the MMC for Transportation, Councillor Rehana Moosajee, launched the non-motorised transport projects in Diepsloot. These include two pedestrian bridges in wards 95 and 96 as well as the development of sidewalks that were completed by the JDA in 2010/11.

**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

	2011/12 Target	Year to Date Target	Year to Date Actual	% Achievement for Year to Date	Achievement of Target
Compliance with JDA Employment Equity Plan	100%	100%	100%	100%	●

% Black Staff	80%	80%	88%	110%	●
% Female Staff	45%	45%	65%	144%	●
% Black Female Management	35%	35%	40%	114%	●

The JDA has been consistent in achieving its employment equity targets. 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 4% in the quarter under review-within the target of less than 10% staff turnover target. Two employees left the services of the JDA during the quarter under review. One new employee was appointed and commenced work at the beginning of December 2011.

#### 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.

	2011/12 Target	Year to Date Target	Year to Date Actual	% Achievement for Year to Date	Achievement of Target
Number of HIV and Aids VCT opportunities offered at JDA wellness days	2	1	1	100%	●
Number of HIV and Aids information shots sent to JDA officials	4	1	10	1000%	●
Number of peer counsellor training sessions	2	1	0	0%	●

The JDA utilises the services of the CoJ's Health Department for its peer counsellor training and the scheduled training 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 58% for the quarter. It should be noted that the percentage compliance at the JDA offices of the Bus Factory stands at 100%. The challenge that we still continue to experience relate to the tenants who are very small non-profit organisations and SMMEs and not accustomed to compliance with the OHS Act on their premises. 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 both at the Bus Factory and the JDA construction sites. In order to further improve our facilities management on the rest of the Bus Factory, JDA appointed a full-time Facilities Manager, Mr Salim Magda. Previously, JDA had out-sourced facilities management to a third party service provider. We are confident that the appointment of a full time resource will greatly assist us in improving our facilities and increase our compliance with OHS Act provisions.

#### Training and Development of Staff

The target is a cumulative target for the year. The JDA will ensure that its expenditure on staff advancement and training is accelerated after the re-opening of institutions of higher learning.

	2011/12 Target	Year to date Target	Year to Date Actual	% Achievement for Year to Date	Achievement of Target
% Payroll Invested in Training	3%	1%	3%	300%	●

#### Financial Management & Corporate Governance

This KPA is measured in the following areas:

- ICT network availability
- Clean Audits
- Operating Budget Management

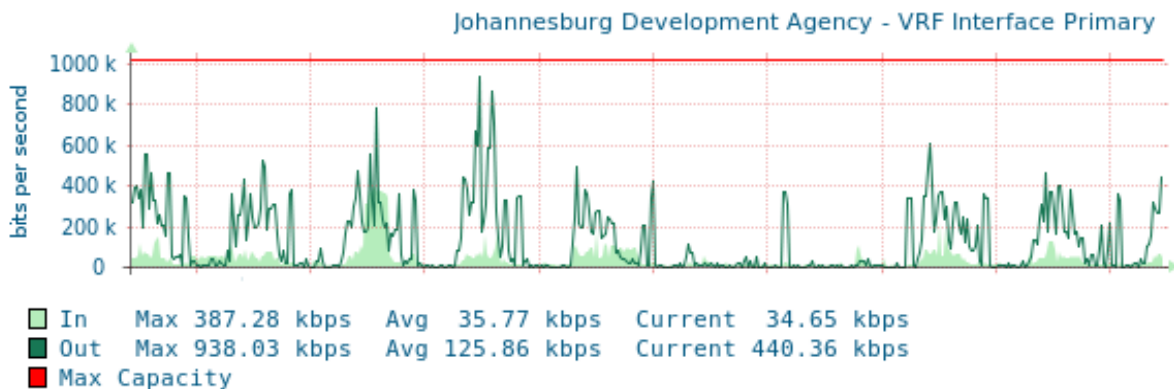
- Capital Budget Management
- GRAP Compliance
- Company Balances with MOEs
- Company Balances with CoJ
- Company Balances with Non-CoJ companies

**ICT network availability**

	2011/12 Target	Year to Date Target	Year to Date Actual	% Achievement for Year to Date	Achievement of Target
IT network availability – local area network	70%	70%	100%	143%	●
IT network availability – external wireless network	70%	70%	99%	141%	●

The JDA’s local area network has performed well. This is expected as we have an internal traffic flow that has never exceeded the capacity of the network itself. 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. The graph below shows a general view for the period under review of data traffic. The interpretation of this graph is that the JDA has not exceeded traffic capacity and has also had any traffic drops. In summary the network is performing well. The uptime percentage based on data utilization is on average over 95% for the first and second quarters of 2011/12.



**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)	54 643	22 890	18 819	82%	●
Costs (R'000)	54 643	26 343	19 981	76%	●

During the period under review the JDA underachieved on the targeted revenue by 18%. This is mainly due to the variances that have arisen from the management fees on development projects and interest income. On the expenditure front the 24% under-spending is mainly a timing difference brought about by the late commencement of

the year-end audit by the Auditor General, the filling of the CEO position still being put on hold as well as postponed marketing events and launches.

### 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.

Programme	2011/12 Budget	Target YTD	Target %	Actual YTD	%Actual/Budget	% Actual YTD / Target YTD	Achievement of Actual vs. target
	R' 000	R' 000	%	R 000	%	%	
CoJ budget	15 000	2 780	12%	670	4%	29%	●
Inner City Fund budget	49 000	17 600	35%	9 228	19%	52%	●
NDPG budget	20 000	5 000	25%	629	3%	13%	●
Transportation budget (BRT)	500 000	172 900	35%	159 749	32%	92%	●
National Grant (EPWP)	8 772	0	0%	0	0%	0%	●
Other funds (Bruma Lake & Conhill)	9 756	5 294	54%	5 368	55%	101%	●
<b>Total</b>	<b>602 528</b>	<b>203 574</b>	<b>34%</b>	<b>175 643</b>	<b>29%</b>	<b>86%</b>	●

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 92% of the expected target.

With the other programmes the projects are not multi-year thus in the 1<sup>st</sup> and 2<sup>nd</sup> quarter most projects were either at tender advertising stage for professionals or design & planning phases. Expenditure is expected to improve in the 3<sup>rd</sup> and 4<sup>th</sup> quarters since most awards for contractors have been made and construction will start in January and February 2012. This will boost expenditure levels. We remain confident that the 3<sup>rd</sup> 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 will attend a GRAP update course in the next quarter as determined by the City of Johannesburg. 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
<b>CoJ Budget</b>	<b>4%</b>
Of which:	
JDA010/1: Kliptown Renewal Precinct	42
JDA048: Orlando East Station Precinct	58
<b>ICF Budget</b>	<b>8%</b>
Of which:	
JDA055 ICF4: Commuter Links Upgrade (Art Gallery Rea Vaya Station Precinct)	30
JDA052 ICF5: Kazerne site redevelopment	2
JDA058 ICF5: Westgate Station Precinct upgrade	40
JDA059 ICF5: Transnet Land / Metro Park	26
<b>NDPG Budget</b>	<b>3%</b>
Of which:	



Project portfolio	Weighting as % of budget
JDA037: Diepsloot Renewal Precinct	50
JDA036/2: Stretford Station / Greater Orange Farm Renewal Precinct	40
<b>Transportation Budget</b>	<b>83%</b>
<b>Blue IQ (Constitution Hill)</b>	<b>1%</b>
<b>Environment (Bruma Lake)</b>	<b>1%</b>

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 in the first quarter. Other than the BRT portfolio, there were no other projects that were expected to begin construction in the first quarter.

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

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Achievement score	Q2 Target	Q2 Actual	Actual / target	Achievement score									
<b>COJ FUNDED PROJECTS</b>																	
<table border="0" style="width:100%"> <tr> <td style="width:20%">% progress achieved in project delivery against targets:</td> <td></td> <td></td> <td></td> <td style="text-align:center">●</td> <td style="text-align:center">25%</td> <td style="text-align:center">0%</td> <td style="text-align:center">0%</td> <td style="text-align:center">●</td> </tr> </table>									% progress achieved in project delivery against targets:				●	25%	0%	0%	●
% progress achieved in project delivery against targets:				●	25%	0%	0%	●									
JDA010/1: Kliptown Development	Detailed design completed and construction tender awarded	100%	100%	●	100%	90%	90%	●									
	Public environment upgrade in Kliptown (Phase 2.2)	100% of Phase 2.1	100%	●	25%	0%	0%	●									
JDA048: Orlando East Phase 1	Detailed design completed and construction tender awarded	100%	100%	●	100%	90%	90%	●									
	Public environment upgrading in Orlando East Station precinct (Phase 3)	100% of Phase 2	100%	●	25%	0%	0%	●									

There are only two projects funded through the COJ Capital grant in 2011/12. Construction contracts were awarded for both projects in January 2012. Although this means that the construction progress target has not been met in the second quarter, 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	Achievement score	Q2 Target	Q2 Actual	Actual / target	Achievement score									
<b>INNER CTY FUND PROJECTS</b>																	
<table border="0" style="width:100%"> <tr> <td style="width:20%">% progress achieved in project delivery against targets:</td> <td></td> <td></td> <td></td> <td style="text-align:center">●</td> <td style="text-align:center">21%</td> <td style="text-align:center">40%</td> <td style="text-align:center">195%</td> <td style="text-align:center">●</td> </tr> </table>									% progress achieved in project delivery against targets:				●	21%	40%	195%	●
% progress achieved in project delivery against targets:				●	21%	40%	195%	●									
JDA056 ICF4: Art Gallery (Rea Vaya) Station Precinct Upgrade	Detailed design completed and construction tender awarded	100%	100%	●	100%	100%	100%	●									
	Public environment upgrading in the Commuter links (Art Gallery) precinct (Phase 2)	100% of phase 1	100%	●	25%	85%	340%	●									
JDA052: Kazerne site redevelopment	Feasibility study completed and development tender issued	na	100%	●	0%	0%	100%	●									
	Hoarding, demolition or other construction works as required	na	100%	●	0%	0%	100%	●									
JDA058 ICF5: Westgate Station Precinct upgrade	Detailed design completed and construction tender awarded	na	100%	●	100%	100%	100%	●									
	Public environment upgrading (Phase 1)	na	100%	●	25%	34%	136%	●									
JDA059: Transnet land / Metro Park	Detailed design completed and construction tender awarded	na	100%	●	100%	100%	100%	●									
	Taxi facilities and public environment upgrading (phase 1)	na	100%	●	10%	0%	0%	●									

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 remains ahead of target for the second quarter. The Westgate Station Precinct and the Art Gallery Rea Vaya Station precinct projects are both progressing significantly faster than expected. On the other hand, the upgrading of the temporary taxi facility

on the Transnet land will only begin 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.

Please note that the project to provide parking for Chancellor House that was reported separately in the first quarter report has been collapsed into the Westgate Station Precinct project for reasons of project management efficiency.

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	Achievement score	Q2 Target	Q1 Actual	Actual / target	Achievement score																																		
<b>NDPG FUNDED PROJECTS</b>																																										
<table border="1"> <tr> <td rowspan="2">% progress achieved in project delivery against targets: <b>JDA037: Diepsloot Development</b></td> <td>Detailed design completed and construction tender awarded</td> <td>100%</td> <td>100%</td> <td>●</td> <td>100%</td> <td>95%</td> <td>95%</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>25%</td> <td>0%</td> <td>0%</td> <td>●</td> </tr> <tr> <td rowspan="2">% progress achieved in project delivery against targets: <b>JDA036/2: Stretford Station /</b></td> <td>Detailed design completed and construction tender awarded</td> <td>100%</td> <td>100%</td> <td>●</td> <td>100%</td> <td>95%</td> <td>95%</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>25%</td> <td>0%</td> <td>0%</td> <td>●</td> </tr> </table>									% progress achieved in project delivery against targets: <b>JDA037: Diepsloot Development</b>	Detailed design completed and construction tender awarded	100%	100%	●	100%	95%	95%	●	Completion of public space upgrading in district node in Diepsloot (phase 3)	100% of phase 2 completed	100%		25%	0%	0%	●	% progress achieved in project delivery against targets: <b>JDA036/2: Stretford Station /</b>	Detailed design completed and construction tender awarded	100%	100%	●	100%	95%	95%	●	Completion of public space upgrading in Stretford Station Precinct (phase 3)	100% of phase 2 completed	100%		25%	0%	0%	●
% progress achieved in project delivery against targets: <b>JDA037: Diepsloot Development</b>	Detailed design completed and construction tender awarded	100%	100%	●	100%	95%	95%	●																																		
	Completion of public space upgrading in district node in Diepsloot (phase 3)	100% of phase 2 completed	100%		25%	0%	0%	●																																		
% progress achieved in project delivery against targets: <b>JDA036/2: Stretford Station /</b>	Detailed design completed and construction tender awarded	100%	100%	●	100%	95%	95%	●																																		
	Completion of public space upgrading in Stretford Station Precinct (phase 3)	100% of phase 2 completed	100%		25%	0%	0%	●																																		

The two NDPG funded projects were expected to miss the second quarter targets because of delays in the first quarter of the year. Both construction tenders were awarded in January 2012 and it will 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	Achievement score	Q2 Target	Q2 Actual	Actual / target	Achievement score																																																																																										
<b>TRANSPORTATION FUNDED PROJECTS</b>																																																																																																		
<table border="1"> <tr> <td rowspan="10">% progress achieved in project delivery against targets: <b>JDA045: Bus Rapid Transit</b></td> <td>Section 2 (4.25 kms construction)</td> <td>100%</td> <td>100%</td> <td>●</td> <td>45%</td> <td>67%</td> <td>149%</td> <td>●</td> </tr> <tr> <td>Section 4 (0.26 kms construction)</td> <td>80% of 10/11 busway complete</td> <td>100%</td> <td>●</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>●</td> </tr> <tr> <td>Rissik and Harrison(0.50 kms construction)</td> <td>100% of work in 2010/11</td> <td>100%</td> <td>●</td> <td>90%</td> <td>92%</td> <td>102%</td> <td>●</td> </tr> <tr> <td>Bus depot (Dobsonville civils phase 2)</td> <td>100% of civil works on bus depot complete</td> <td>100%</td> <td>●</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>●</td> </tr> <tr> <td>Pat Mbatha (2.12 kms construction)</td> <td>100%</td> <td>100%</td> <td>●</td> <td>90%</td> <td>100%</td> <td>111%</td> <td>●</td> </tr> <tr> <td>Road Underpass (construction)</td> <td>100%</td> <td>100%</td> <td>●</td> <td>90%</td> <td>87%</td> <td>97%</td> <td>●</td> </tr> <tr> <td>Booyens Reserve pedestrian bridge</td> <td>100%</td> <td>100%</td> <td>●</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>●</td> </tr> <tr> <td>Pennyville pedestrian bridge</td> <td>100%</td> <td>100%</td> <td>●</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>●</td> </tr> <tr> <td>Bus depot (Dobsonville construction phase 2)</td> <td>100%</td> <td>100%</td> <td>●</td> <td>15%</td> <td>50%</td> <td>333%</td> <td>●</td> </tr> <tr> <td>4 bus stations</td> <td>100%</td> <td>100%</td> <td>●</td> <td>25%</td> <td>35%</td> <td>140%</td> <td>●</td> </tr> <tr> <td>New work (Station precincts)</td> <td></td> <td></td> <td></td> <td></td> <td>50%</td> <td>90%</td> <td>180%</td> <td>●</td> </tr> </table>									% progress achieved in project delivery against targets: <b>JDA045: Bus Rapid Transit</b>	Section 2 (4.25 kms construction)	100%	100%	●	45%	67%	149%	●	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%	●	90%	92%	102%	●	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%	●	90%	100%	111%	●	Road Underpass (construction)	100%	100%	●	90%	87%	97%	●	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%	●	15%	50%	333%	●	4 bus stations	100%	100%	●	25%	35%	140%	●	New work (Station precincts)					50%	90%	180%	●
% progress achieved in project delivery against targets: <b>JDA045: Bus Rapid Transit</b>	Section 2 (4.25 kms construction)	100%	100%	●	45%	67%	149%	●																																																																																										
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The multi-year Rea Vaya BRT projects have performed particularly well during the second 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 196% of target.

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Achievement score	Q2 Target	Q1 Actual	Actual / target	Achievement score
<b>ENVIRONMENT FUNDED PROJECTS</b>								
% progress achieved in project delivery against targets: <b>JDA 059 Bruma Lake rehabilitation</b>				●	30%	0%	100%	●
	Detailed design completed and construction tender awarded for Bruma lake rehabilitation	na	100%	●	100%	80%	80%	●
	Construction work (phase 1)	na	100%		30%			

The Bruma Lake rehabilitation project that JDA is implementing on behalf of the Department of Environment is in design phase, and 80% of 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. It is anticipated that it will be possible to complete the planned phase of the project before the end of the financial year.

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Achievement score	Q2 Target	Q1 Actual	Actual / target	Achievement score
<b>Blue IQ budget</b>								
% progress achieved in project delivery against targets: <b>Constitution Hill</b>				●	40%	100%	250%	●
	Construction work (phase 2)	na	100%	●	40%	100%	250%	●

This project was completed in November 2011 was properly handed over to the Constitution Hill Development Company in time for the celebration of the 15<sup>th</sup> anniversary of the signing of the Constitution.

## CHAPTER THREE: KEY PROJECT DETAILS

3.1 JDA010/1: Kliptown Renewal Precinct (Phase 2.2)							
<b>Nature of Development</b>		<b>Region: D</b>					
Area-based regeneration of the Greater Kliptown area		<b>2011/12 Budget:</b>					
<b>Rationale for Development &amp; Strategic Alignment</b>		<ul style="list-style-type: none"> <li>• R 10.000 million</li> </ul>					
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.		<b>Source of Funding / Amount (R):</b> <ul style="list-style-type: none"> <li>• City of Johannesburg: R10.000 million</li> </ul>					
		<b>GDS Priorities / Sector Plan:</b> <ul style="list-style-type: none"> <li>• Economic development</li> <li>• Spatial form &amp; urban management</li> </ul>					
		<b>5 Year Strategic Objectives addressed:</b> <ul style="list-style-type: none"> <li>• Economic base of underdeveloped areas of the City increased over five years</li> </ul>					
		<b>IDP Programmes addressed:</b> <ul style="list-style-type: none"> <li>• Area-based economic development programme</li> </ul>					
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%			0%		
Completion Schedule: 2011/12 Actual short term jobs per quarter							
					Year to date		
Short term Jobs	0	0			0		

<b>3.2 JDA048: Orlando East Station Precinct (Phase 2)</b>						
<b>Nature of Development</b>		<b>Region: D</b> <b>2011/12 Budget:</b> <ul style="list-style-type: none"> <li>R 5.000 million</li> </ul> <b>Source of Funding / Amount (R):</b> <ul style="list-style-type: none"> <li>City of Johannesburg: R 5.000 million</li> </ul> <b>GDS Priorities / Sector Plan:</b> <ul style="list-style-type: none"> <li>Spatial Form and Urban Management</li> </ul> <b>5 Year Strategic Objectives addressed:</b> <ul style="list-style-type: none"> <li>Public investment in marginalised areas to facilitate crowding in of private sector spending</li> </ul> <b>IDP Programmes addressed:</b> <ul style="list-style-type: none"> <li>Economic area based regeneration</li> </ul>				
The upgrading of Orlando station node						
<b>Rationale for Development &amp; Strategic Alignment</b>						
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.						
<b>Objectives &amp; Outcomes</b>						
To optimise the potential of Orlando East given its strategic location and historical significance.						
<b>Overview</b>						
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.						
<b>Delivery Programme</b>						
<b>Development Stage</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
Initial Investigation						
Detailed Investigation						
Business Plan						
Implementation						
Exit						
Evaluation						
<b>Deliverables in 2011/12</b>						
Extension of public environment upgrading along pathway linking station forecourt and Mooki Street, and public art installation.						
<b>Deliverable</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year</b>	
<b>2010/11 Planned Progress per Quarter (%)</b>						
Public environment upgrading in Orlando East Station Precinct Phase 2	0%	25%	60%	100%	100%	
<b>2010/11 Planned Short-Terms Jobs per Quarter (No. of Jobs)</b>						
Short-Terms Jobs	2	6	8	9	25	
<b>Completion Schedule: 2010/11 Actual Progress per quarter</b>						
Public environment upgrading in Orlando East Station Precinct Phase 2	0%	0%			0%	
<b>Jobs creation schedule:2010/11 Actual short term jobs per quarter</b>						
Short term jobs	0	0			0	

<b>3.3 JDA056 ICF4: Commuter links / Art Gallery (Rea Vaya) Station Precinct Upgrade (Phase 2)</b>	
<b>Nature of Development</b>	
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.	
<b>Rationale for Development &amp; Strategic Alignment</b>	
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.	
<b>Objectives &amp; Outcomes</b>	
<b>2011/12 Budget</b> <ul style="list-style-type: none"> <li>R 15.000 million</li> </ul> <b>Source of Funding / Amount (R):</b> <ul style="list-style-type: none"> <li>City of Johannesburg ICF: R 15.000 million</li> </ul> <b>GDS Priorities / Sector Plan:</b> <ul style="list-style-type: none"> <li>Economic area regeneration programme</li> <li>Increased use by people with disabilities (PWDs) of the public transport system. Improved accessibility to private and public transport in marginalised areas</li> <li>Design and implement codes to create safer communities, legibility, functionality and aesthetics of the urban environment</li> </ul>	

To improve pedestrian and traffic links to and from the Art Gallery BRT station.		<ul style="list-style-type: none"> <li>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</li> </ul>				
<b>Overview</b>						
<p>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:</p> <ul style="list-style-type: none"> <li>Lighting and repairs to paving along Twist street from BRT station to Plein street;</li> <li>Street lighting improvements throughout the precinct</li> <li>Improvements to the flow of taxis into and out of Jack Mincer and Park City taxi ranks</li> </ul>						
<b>Delivery Programme (to be shaded)</b>						
<b>Development Stage</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
Detailed Investigation						
Business Plan						
Implementation						
Exit						
Evaluation						
<b>Deliverables in 2011/12</b>						
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 and Park City taxi ranks						
<b>Deliverable</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year</b>	
<b>2011/12 Planned Progress per Quarter (%)</b>						
Detailed designs for public environment upgrading in the Art Gallery Rea Vaya BRT station precinct (Phase 2)	0%	25%	60%	100%	100%	
<b>2011/12 Planned Short-Terms Jobs per Quarter (No. of Jobs)</b>						
Short-Terms Jobs	4	19	25	28	76	
<b>Completion schedule: 2011/12 Actual progress per quarter</b>						<b>Year to date</b>
Detailed designs for public environment upgrading in the Art Gallery Rea Vaya BRT station precinct (Phase 1)	12%	30%			30%	
<b>Job creation schedule: 2011/12 Actual short term jobs per quarter</b>						
Short term jobs	34	56			90	

<b>3.4 JDA058 ICF5: Westgate Station Precinct</b>	
<b>Nature of Development</b>	<p>Public environment upgrade in the South Western part of the inner city in accordance with the Inner City Charter commitments for year 5.</p>
<b>Rationale for Development &amp; Strategic Alignment</b>	<p>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.</p>
<b>Objectives &amp; Outcomes</b>	<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"> <li>That will be developed in a balanced way in order to accommodate all people and interests;</li> <li>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;</li> <li>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;</li> <li>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;</li> <li>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;</li> <li>Where the prevailing urban management, safety and security concerns are a thing of the past.</li> </ul>
<b>Overview</b>	<p>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.</p>

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 Ntzeni 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%			34%	
Jobs creation schedule: 2011/12 Actual short term jobs per quarter						
Short term jobs	0	49			49	

3.5 JDA059 Transnet land / Metro park (Phase 1)						
<p><b>Nature of Development</b></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><b>Rationale for Development &amp; Strategic Alignment</b></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>	<p><b>Region: F</b></p> <p><b>2010/11 Budget:</b></p> <ul style="list-style-type: none"> <li>R13.000 million</li> </ul> <p><b>Source of Funding / Amount (R):</b></p> <ul style="list-style-type: none"> <li>City of Johannesburg ICF: R 13.000 million</li> </ul> <p><b>GDS Priorities / Sector Plan:</b></p> <ul style="list-style-type: none"> <li>Spatial form and urban management</li> </ul> <p><b>5 Year Strategic Objectives addressed:</b></p> <ul style="list-style-type: none"> <li>Increase investor confidence in declining and under-performing areas</li> </ul> <p><b>IDP Programmes addressed:</b></p> <ul style="list-style-type: none"> <li>Economic area based regeneration</li> </ul>					
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"> <li>That will be developed in a balanced way in order to accommodate all people and interests;</li> <li>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;</li> <li>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;</li> <li>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;</li> <li>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;</li> <li>Where the prevailing urban management, safety and security concerns are a thing of the past.</li> </ul>						
Overview						
<p>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.</p>						
Delivery Programme						
Development Stage	08/09	09/10	10/11	11/12	12/13	13/14
Business Plan						
Implementation						

Exit						
Evaluation						
<b>Deliverables in 2011/12</b>						
Public environment upgrading on Transnet land and strategic property developments						
<b>Deliverable</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year</b>	
<b>2011/12 Planned Progress per Quarter (%)</b>						
Transnet land investment phase 1	0%	25%	60%	100%	100%	
<b>2011/12 Planned Short-Terms Jobs per Quarter (No. of Jobs)</b>						
Short-Terms Jobs	4	7	27	27	65	
<b>Completion schedule: 2011/12 Actual progress per quarter</b>						<b>Year to date</b>
Transnet land investment phase 1	0%	0%			0%	
<b>Jobs creation schedule:2011/12 Actual short term jobs per quarter</b>						
Short-Terms Jobs	0	0			0	

<b>3.6 JDA046: Diepsloot Development (Phase 3)</b>							
<b>Nature of Development</b>				<b>Region: A</b>			
Area-based regeneration of the Diepsloot area				<b>2011/12 Budget:</b>			
<b>Rationale for Development &amp; Strategic Alignment</b>				<ul style="list-style-type: none"> <li>R 10.000 million</li> </ul>			
<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>				<b>Source of Funding / Amount (R):</b> <ul style="list-style-type: none"> <li>National Treasury NDPG: R10.000 million</li> </ul>			
				<b>GDS Priorities / Sector Plan:</b> <ul style="list-style-type: none"> <li>Economic development</li> <li>Spatial form and urban management</li> </ul>			
				<b>5 Year Strategic Objectives addressed:</b> <ul style="list-style-type: none"> <li>Economic base of underdeveloped areas of the City increased over five years</li> </ul>			
				<b>IDP Programmes addressed:</b> <ul style="list-style-type: none"> <li>Area-based economic development programme</li> </ul>			
<b>Objectives &amp; Outcomes</b>							
The development will serve to improve the sustainability of Diepsloot both in social and economic terms.							
<b>Overview</b>							
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.							
<b>Delivery Programme</b>							
<b>Development Stage</b>	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
Detailed Investigation							
Business Plan							
Implementation							
Exit							
Evaluation							
<b>Deliverables in 2011/12</b>							
Completion of Ngonyama Road upgrading and investment in Ndimatseloni Road							
<b>Completion Schedule: 2011/12 Planned Progress per Quarter (%)</b>							
<b>Deliverable</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year</b>		
Public environment upgrading on Ngonyama Road	0%	25%	60%	100%	100%		
<b>Job Creation Schedule: 2011/12 Planned Short-Terms Jobs per Quarter (No. of Jobs)</b>							
Short-Terms Jobs	4	17	22	25	68		
<b>Completion schedule:2011/12 Actual progress per quarter</b>							<b>Year to date</b>
Public environment upgrading on Ngonyama Road	0%	0%			0%		
<b>Job Creation schedule:2011/12 Actual short term jobs</b>							
Short term jobs	0	0			0		



<b>3.7 JDA036/2: Stretford Station Precinct, Orange Farm (Phase 3)</b>						
<b>Nature of Development</b>		<b>Region: G</b> <b>Source of Funding / Amount (R):</b> <ul style="list-style-type: none"> <li>NDPG: R10.000 million</li> </ul> <b>GDS Priorities / Sector Plan:</b> <ul style="list-style-type: none"> <li>Spatial form &amp; urban management</li> <li>Economic development</li> <li>Community development</li> </ul> <b>5 Year Strategic Objectives addressed:</b> <ul style="list-style-type: none"> <li>Public investment in marginalised areas to facilitate crowding in of private sector spending</li> </ul>				
Develop the station node in order to attract private investment in the area.						
<b>Rationale for Development &amp; Strategic Alignment</b>						
Stretford Station is situated in Orange Farm on the Johannesburg-Vereeniging boundary, approximately 40km to the south of the Johannesburg CBD. 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.						
<b>Objectives &amp; Outcomes</b>						
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.						
<b>Overview</b>						
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.						
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.						
<b>Delivery Programme</b>						
<b>Development Stage</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
Initial Investigation						
Detailed Investigation						
Business Plan						
Implementation						
Exit						
<b>Deliverables in 2011/12</b>						
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.						
<b>Deliverable</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year</b>	
<b>2010/11 Planned Progress per Quarter (%)</b>						
Public environment upgrading in Stretford station precinct (Phase 3)	0%	25%	60%	100%	100%	
<b>2010/11 Planned Short-Terms Jobs per Quarter (No. of Jobs)</b>						
Short-Terms Jobs	4	12	16	18	50	
<b>Completion schedule:2011/12 Actual progress per quarter</b>						<b>Year to date</b>
Public environment upgrading in Stretford station precinct (Phase 3)	0%	0%			0%	
<b>Jobs created schedule: 2011/12 Actual short term per quarter</b>						
Short term jobs	0	0			0	

<b>3.8 JDA045: Bus Rapid Transit Routes and Stations</b>						
<b>Nature of Development</b>		<b>Region: Various</b> <b>2011/12 Budget:</b> <ul style="list-style-type: none"> <li>R 500.000 million</li> </ul> <b>Source of Funding / Amount (R):</b> <ul style="list-style-type: none"> <li>City of Johannesburg (NDoT PTIS):R380.000 million</li> </ul> <b>GDS Priorities / Sector Plan:</b> <ul style="list-style-type: none"> <li>Spatial form &amp; urban management</li> <li>Economic development</li> <li>Community development</li> </ul> <b>5 Year Strategic Objectives addressed:</b> <ul style="list-style-type: none"> <li>Improved Public Transport System</li> </ul>				
Delivery of the Bus Rapid Transit System (BRT).						
<b>Rationale for Development &amp; Strategic Alignment</b>						
<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>						
<b>Objectives &amp; Outcomes</b>						
The development targets the improvement of public transport in the City of Johannesburg for the 2010 World Cup and beyond.						
<b>Overview</b>						
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 <sup>rd</sup> trunk route.						
<b>Delivery Programme</b>						
<b>Development Stage</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>
Implementation						
Evaluation						
<b>Deliverables in 2010/11</b>						
<ol style="list-style-type: none"> <li>7.3 kilometres of dedicated busway</li> <li>Construction works for 1 bus depot (Dobsonville Depot)</li> <li>Newclare road underpass and other road infrastructure</li> <li>4 stations</li> </ol>						
<b>Deliverable</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year (R)</b>	
<b>2011/12 Planned Progress per Quarter (%)</b>						
Section 2 (4.25 kms construction)	30%	45%	60%	100%	<b>100%</b>	
Section 4 (0.26 kms construction)	100%	100%	100%	100%	<b>100%</b>	
Rissik and Harrison(0.50 kms construction)	80%	90%	100%	100%	<b>100%</b>	
Bus depot (Dobsonville construction phase 2)	100%	100%	100%	100%	<b>100%</b>	
Pat Mbatha (2.12 kms construction)	70%	90%	100%	100%	<b>100%</b>	
Road Underpass (construction)	70%	90%	100%	100%	<b>100%</b>	
Booyens Reserve pedestrian bridge	100%	100%	100%	100%	<b>100%</b>	
Pennyville pedestrian bridge	80%	100%	100%	100%	<b>100%</b>	
Bus depot (Dobsonville construction phase 2)	0%	15%	50%	100%	<b>100%</b>	
4 bus stations	0%	25%	60%	100%	<b>100%</b>	
Section 6 and 8 design work	0%	0%	50%	100%	<b>100%</b>	
<b>2011/12 Planned Short-Terms Jobs per Quarter (No. of Jobs)</b>						
Short-Terms Jobs	765	43	425	383	<b>2 125</b>	
<b>Completion schedule:2011/12 Actual progress per quarter</b>						
					<b>Year to date</b>	
Section 2 (4.25 kms construction)	51%	67%			67%	
Section 4 (0.26 kms construction)	98%	100%			100%	
Rissik and Harrison(0.50 kms construction)	88%	92%			92%	
Bus depot (Dobsonville construction phase 2)	100%	100%			100%	
Pat Mbatha (2.12 kms construction)	100%	100%			100%	
Road Underpass (construction)	72%	87%			87%	
Booyens Reserve pedestrian bridge	100%	100%			100%	
Pennyville pedestrian bridge	80%	100%			100%	
Bus depot (Dobsonville construction phase 2)	0%	98%			98%	
4 bus stations	0%	35%			35%	
Station environments	0%	90%			90%	
<b>Jobs creation schedule:2011/12 Actual short term jobs</b>						
Short term jobs	288	1 004			<b>1 292</b>	

**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 Arnott-Job	Senior Development Manager	City of Johannesburg	402576355	Nil	Account paid up
T Mendrew	Acting Chief Executive Officer	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	City of Johannesburg 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 Mathhabe	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	Non-Executive Director	Ekurhuleni Metropolitan 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 Metropolitan	2603356925	Nil	Account paid up.

Name of Director/Senior Manager	Designation	Name of Municipality	Municipal Account Name/ Number	Status as at 30 December 2011	Comments
		Municipality			
D Lewis	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"> <li>■ Development &amp; Risk</li> <li>■ Human Resources &amp; Remuneration</li> <li>■ Audit (by invitation)</li> </ul>
L Matlhape	Non-executive	Black	Male	<ul style="list-style-type: none"> <li>■ Human Resources &amp; Remuneration (Chair)</li> </ul>
L Vutula	Non-executive (Chairperson)	Black	Male	<ul style="list-style-type: none"> <li>■ Human Resources &amp; Remuneration</li> </ul>
AR Roriston (Resigned w.e.f.1 October)	Non-executive	White	Male	<ul style="list-style-type: none"> <li>■ Development &amp; Risk</li> </ul>
N V Lila	Non-executive	Black	Female	<ul style="list-style-type: none"> <li>■ Audit (Chair)</li> <li>■ Development &amp; Risk</li> </ul>
P Masilo	Non-executive	Black	Male	<ul style="list-style-type: none"> <li>■ Audit</li> <li>■ Human Resources &amp; Remuneration</li> </ul>
D Naidu	Non-executive	Black	Male	<ul style="list-style-type: none"> <li>■ Development &amp; Risk (Chair)</li> </ul>
D Lewis	Non-executive	White	Male	<ul style="list-style-type: none"> <li>■ Development &amp; Risk</li> </ul>

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

- City of Johannesburg Institutional Review
- JDA 2012/13 Business Plan
- Audited Financial Statements and Management Letter
- JDA Climate Survey
- JDA Annual Report 2010/11
- Management Accounts
- JDA 1st Quarter 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	1	1	0	0	-	-	-	-	-	-	-	-	1	1	0	0
L Mathhabe	1	1	0	0	-	-	-	-	-	-	-	-	1	1	0	0
AR Roriston (Resigned w.e.f 1 Oct 2011)			0	0	-	-	-	-		1	1	0		-	-	-
N V Lila	1	1	1	0	3	3	0	0	1	1	0	0		-		-
P Masilo	1	1	0	0	3	3	0	0			-	-	1	1	0	0
D Naidu	1	1	0	0	-		-	-	1	1	1	0		-		
D Lewis	1	1	1	0	-		-	-	1	1	1			-		-
T Mendrew	1	1	0	0	3	2	1		1	1	0	0	1	0	1	
J Boggenpoel (Independent. Audit) Resigned July 2011							0	0								
K Moyo (Independent. Audit)					3	3	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 of two 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 and K Moyo is a director in a development company. Below is a list of audit committee members:

- N. Lila (Chairperson)
- P Masilo
- 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 three times.

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

- Updated Internal Audit Charter
- Updated Internal Audit Plan
- Internal Audit Manual
- Unaudited Annual Financial Statements
- Audited Financial Statements and Management Letter
- Audit Committee Charter

### **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

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:

- Westgate Precinct Development
- BRT Route Change
- IT Update
- Newtown Cultural Precinct 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. One meeting of this committee was held during the period under review.

Matters considered by the committee included

- Human Resources Transitional Arrangements
- 2011/12 Bonus Payments

## Section 4.5: Director's Remuneration

### Board of Directors and Senior Management Remuneration and Allowances for Quarters 1 and 2

Name	Designation	Salary/Board Fees	Pension	Bonus/Board Retention Fees	Travel allowance	Total
<b>Executive Directors &amp; Senior Management</b>						
Z. Mafata	CFO	530 409	-	34 877	-	565 286
S. Lewis	EM: Strategy & Planning	440 902	-	11 989	-	452 891
T. Mendrew	Acting CEO	600 360	-	31 197	-	631 557
P. Arnott-Job	Senior Development Manager	464 220	-	23 607	42 000	529 827
V. Voyi	Senior Development Manager	377 364	-	-	39 000	416 364
L. Visagie	Senior Development Manager	364 584	-	-	37 500	402 084
N. Manzana (Resigned 15 November 2011)	Chief Operations Officer	542 411	-	35 411	45 000	622 821
L. Bethlehem (Resigned on 15 July 2010)	CEO			51 245		51 245
N. Gudhluza (Resigned on 31 July 2010)	Senior Development Manager			26 664		26 664
Z. Mamba (Resigned on 31 October 2010)	Executive Manager: Marketing & Communications			18 601		18 601
<b>Sub-Total</b>		<b>3 320 250</b>	<b>-</b>	<b>233 591</b>	<b>163 500</b>	<b>3 717 340</b>
<b>Non-Executive Directors &amp; Independent Audit Committee Members</b>						
L. Vutula	Chairman	R27 780	-	R39 675	-	<b>R67 455</b>
A.R. Roriston (Resigned 1 Oct 2011)	Board Member	R15 872	-	R19 840	-	<b>R35 712</b>
L.W.J. Matlhape	Board Member	R26 784	-	R19 840	-	R46 624
N. Lila	Board Member	R76 390	-	R19 840	-	R96 230
D. Naidu	Board Member	R26 784	-	R19 840	-	<b>R46 624</b>
P. Masilo	Board Member	R47 620	-	R19 840	-	<b>R67 460</b>
D. Lewis	Board Member	R13 890	-	R19 840	-	R33 730
J. Boggenpoel	Independent Audit Committee Member	-	-	R19 840	-	<b>R19 840</b>
K Moyo	Independent Audit Committee Member	R24 800	-	R19 840	-	R44 640
<b>Sub-Total</b>		<b>R259 920</b>	<b>-</b>	<b>R198 395</b>	<b>-</b>	<b>R458 315</b>
<b>TOTAL</b>		<b>R3 580 170</b>	<b>-</b>	<b>R431 986</b>	<b>R163 500</b>	<b>R4 175 655</b>

The directors' emoluments were taxed according to South African Revenue Services' guidelines. The payments to the former CEO; Lael Bethlehem, Senior Development Manager; Nyiko Gudhluza and Zanele Mamba; Executive Manager: Marketing & Communications related to the payment of performance bonuses for the 2009-10 financial year which were made in the current year.

### 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.

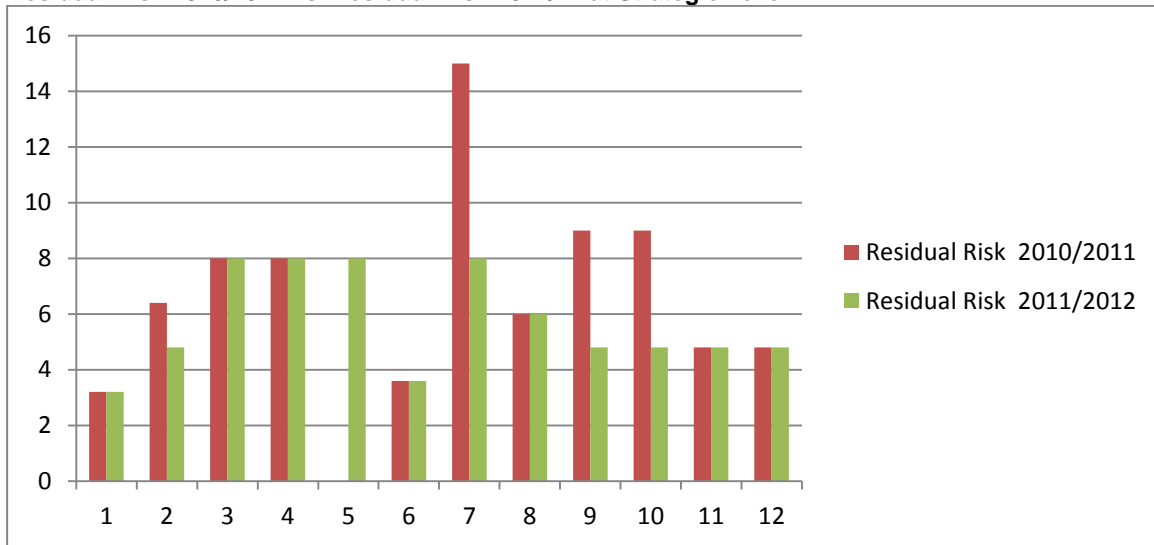
During the period under review, the RCU undertook a risk assessment workshop. The workshop was attended by JDA Executive and Senior Managers. The strategic risk assessment report was tabled at the JDA Development &



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 and 11 which were reassessed as high risk areas as result of budget cut for project implementation,

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



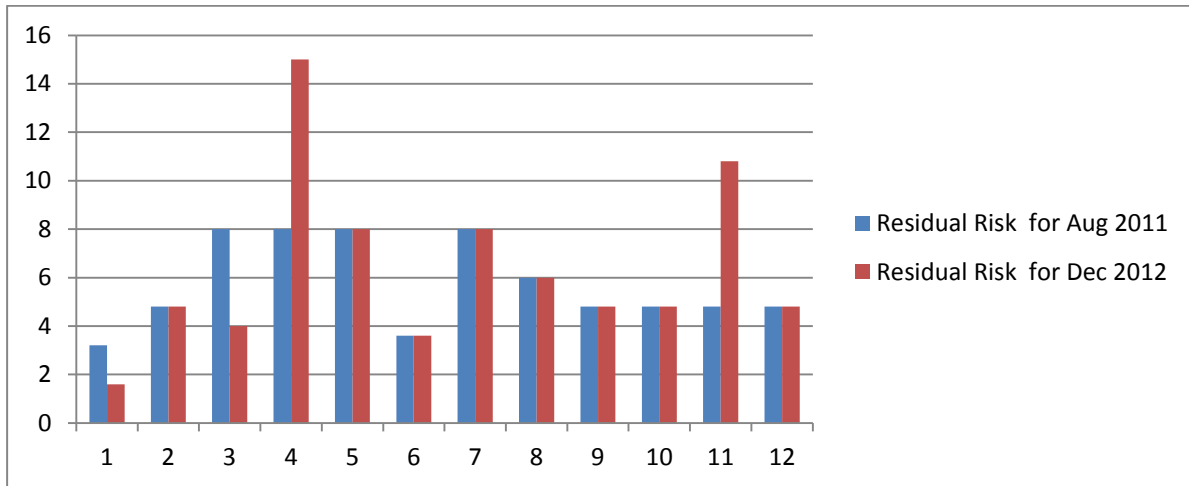
(See table on page 33 for risks 1 to 12)

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”.

Depending on the outcome of review that is currently be done by the Auditor General, the Risk Register will be re-assessed either upwards or downwards.

**Residual Risk for August 2011 vs. Residual Risk for December 2011 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 December 2011. What is clear is that due to matters beyond JDA's control (such as budget cuts). Risks number 4 (sustainable operations) 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
<b>KPA- Economic Development &amp; Job Creation</b>													
1.	SD	Failure to create adequate number of short term jobs	<ul style="list-style-type: none"> <li>• Non labour intensive projects</li> <li>• Delay in implementation of capital projects.</li> <li>• Use of undocumented labourers</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to meet IDP goals of job creation.</li> <li>• Negative political perception of JDA.</li> <li>• Service delivery protests against JDA.</li> </ul>	Amber (8)	<ul style="list-style-type: none"> <li>• The Risk and Compliance Unit will continuously monitor the implementation of EPWP guideline in developments.</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum Requirement for contractors to appoint local community is included in the tender documents.</li> <li>• Monthly reporting for short term jobs created for the month.</li> <li>• Use of labour intensive methods prioritised.</li> <li>• A number of small contractors appointed for the implementation of different projects</li> </ul>	Excellent (0.20)	Green (1.6)	CEO	<ul style="list-style-type: none"> <li>• The Risk and Compliance Unit will continuously monitor the implementation of EPWP guideline in developments.</li> </ul>	Risk and Audit Officer, Development Managers	On-going
2.	Fin	Failure to meet the BEE/SMME procurement targets.	<ul style="list-style-type: none"> <li>• Limited BEE business within the industry with skill and experience for big projects.</li> <li>• Failure to identify PDI with specialized skills within the industry</li> <li>• Restrictive Regulatory environment (CIDB,MFMA)</li> <li>• Lack of enterprise development programme for emerging</li> </ul>	<ul style="list-style-type: none"> <li>• Future funding might be jeopardised.</li> <li>• Failure to create opportunity for small contractors leading to distrust by the community</li> <li>• Inability to assist in transforming the construction industry.</li> <li>• Reputational damage to the JDA and the City.</li> </ul>	Red (16)	<ul style="list-style-type: none"> <li>• Working closely with the SMME fora, City SCM unit and DED on the implementation of new SMME guidelines from the City.</li> <li>• Closely Monitor work allocated to SMME/BEE sub-contractors.</li> <li>• Finalise the BEE and SMME audit by the first Quarter of 2011/2012</li> <li>• Implementing the new Preferential Procurement Regulations effective from 07 Dec 2011</li> <li>• DED to fund the Working Capital of emerging contractors.</li> </ul>	<ul style="list-style-type: none"> <li>• A minimum of 30% of total contract value is set aside for sub-contracting to BEE Companies.</li> <li>• Efficient supply chain process in place.</li> <li>• Skills audit of local contractors</li> <li>• Appointment of clerks of work for projects management support for emerging contractors</li> <li>• Priority given to SMME in Opex Projects.</li> <li>• A presentation</li> </ul>	Good (0.40)	Green (4.8)	CFO	<ul style="list-style-type: none"> <li>• Working closely with the SMME fora, City SCM unit and DED on the implementation of new SMME guidelines from the City.</li> <li>• Closely Monitor work allocated to SMME/BEE sub-contractors.</li> <li>• DED to fund the Working Capital of emerging contractors.</li> <li>• Implementing the new Preferential Procurement Regulations effective from 07 Dec 2011</li> </ul>	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
			contractors	<ul style="list-style-type: none"> <li>Failure to create jobs.</li> </ul>			about the Implementation of the new Preferential Procurement Regulations was done during business training						
<b>KPA: Effective Financial Management</b>													
3.	Fin	Failure of financial management systems.	<ul style="list-style-type: none"> <li>Lack of awareness of new update of Policies and Procedures</li> <li>Human error</li> <li>Non-implementation of approved business process</li> </ul>	<ul style="list-style-type: none"> <li>Financial loss</li> <li>Overspending</li> <li>Irregular, fruitless, and unauthorised expenditure</li> <li>Unreliable financial information.</li> <li>Bad reputation</li> </ul>	Red (20)	<ul style="list-style-type: none"> <li>Further training on the revised policy will be undertaken after the approval of the policy by the Board.</li> <li>Developing individual Development Plan for finance staff.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly Management account report</li> <li>Greats Plain financial System</li> <li>Staff at finance currently study for different financial management courses.</li> <li>MFMA monthly compliance checklist has been done.</li> <li>DMIS software upgrade</li> <li>A presentation on all approved policies was done during the monthly business training</li> <li>All financial transactions were reviewed by two senior officials</li> </ul>	Excellent (0.20)	Green (4)	CEO	<ul style="list-style-type: none"> <li>The current controls are appropriate and we will continue to monitor them</li> </ul>	CFO	30June 12
4.		Sustainable operation of the organisation	<ul style="list-style-type: none"> <li>Operating budget short fall</li> <li>Recession and reduced city and national revenue</li> <li>Change in city priorities</li> <li>Unbalanced budget process</li> </ul>	<ul style="list-style-type: none"> <li>Loss of expertise due to resignation caused by lack of projects to be implemented</li> <li>Lower staff morale</li> <li>Lower impact</li> </ul>	Red (20)	<ul style="list-style-type: none"> <li>UDF being developed for Ivory Park.</li> <li>Undertake further feasibility studies for more PPPs</li> <li>Explore other national grant funding for Randburg development and small scale retail</li> </ul>	<ul style="list-style-type: none"> <li>Identification of other funding options.</li> <li>A pipeline of projects developed and <i>advanced</i>.</li> <li>Other development facilitation functions, i.e. implementation of project on behalf</li> </ul>	Fair (0.75)	Red (15)	CEO	<ul style="list-style-type: none"> <li>Secure funding for JDA developments from other government grants (EPWP, USDG)</li> <li>Submit applications for grants outside of intergovernmental system (Cities Alliance, DBSA,</li> </ul>	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
			<ul style="list-style-type: none"> <li>from the City JDA's funding model (Minimum capital budget required by the organisation to sustain itself)</li> <li>Budget cut for implementation of Capital projects</li> </ul>	<ul style="list-style-type: none"> <li>of projects implemented by the JDA</li> <li>Reduced service delivery</li> <li>Failure to pay for operating expenditure including salaries.</li> <li>Closure of the Entity</li> </ul>		<ul style="list-style-type: none"> <li>programme</li> <li>Work with DPUM in accessing urban settlement grant.</li> <li>Institutional strategy discussion document presented for Board approval.</li> </ul>	<ul style="list-style-type: none"> <li>of other COJ entities and providing technical assistance.</li> <li>Institutional strategy discussion document approved by Board.</li> <li>Active participation in GDS 2040 and IDP for 2011-2016 to position JDA developments for future funding.</li> </ul>			<ul style="list-style-type: none"> <li>PPIAF)</li> <li>Establish project preparation capacity through multi-year contract and develop pipeline of property development projects.</li> <li>Get approval for new partnership programmes (inner city public places and township retail)</li> </ul>			
5.		<ul style="list-style-type: none"> <li>Institutional review of COJ and its entities</li> </ul>	<ul style="list-style-type: none"> <li>New leadership within the group</li> </ul>	<ul style="list-style-type: none"> <li>Loss of highly skilled personnel.</li> <li>Lower staff moral</li> <li>Organisation instability and uncertainty of employees</li> <li>Non-alignment of organisation mandate and political priorities</li> <li>Change Management</li> </ul>	Red (20)	<ul style="list-style-type: none"> <li>Analysis and recommendations discussed with Board and provided as input to the CoJ institutional review process</li> <li>Analysis and recommendations on reporting lines provided to MMC DPUM</li> <li>Institutional review process and implications for JDA communicated to staff</li> <li>Evidence based briefing material prepared for incoming councilors and new City Manager.</li> </ul>	<ul style="list-style-type: none"> <li>Institutional review discussion document approved by Board and submitted to SHU and consultants as input to process.</li> <li>Staff are continuously updated on the progress of the Institutional review process and implications for JDA.</li> </ul>	Good (0.40)	Amber (8)	CEO	<ul style="list-style-type: none"> <li>Analysis and recommendations on implications of institutional review to be refined and updated as decisions are made.</li> <li>Institutional review process and implications for JDA communicated to staff</li> <li>Impact study to be submitted to Council and new City Manager.</li> </ul>	EM: Planning & Strategy	
6.	MI	Ineffective Stakeholder management process within the organisation	<ul style="list-style-type: none"> <li>Ineffective consultation with stakeholders before and after projects</li> <li>Poor or ineffective communication</li> </ul>	<ul style="list-style-type: none"> <li>Bad reputation.</li> <li>Non-implementation of decisions.</li> <li>Damage to the infrastructure developed by</li> </ul>	Amber (9)	<ul style="list-style-type: none"> <li>We are planning to have media training for on the spot interviews of executives who interact with the media.</li> </ul>	<ul style="list-style-type: none"> <li>EM: PS; CEO and COO are the designated spokespersons for JDA.</li> <li>JDA represented in the Inner City Forum and CIDs.</li> <li>All JDA projects</li> </ul>	Good (0.40)	Green (3.6)	EM:PS	<ul style="list-style-type: none"> <li>Media training for on the spot interviews of executives who interact with the media.</li> <li>Generation of more written evidence of impact and process</li> </ul>	Manager: Marketing	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
			about the role of the JDA • Lack of formal Stakeholder management process within JDA	JDA			have a community consultant appointed. • Regular and timeous responses to all media queries.						
7.	F&C	Fraudulent and corrupt activities.	• Weak internal control procedures • Colluding in tender fraud with service providers • Ineffective hotline reporting system • Failure to properly declare business interests • Submission of false supporting tender document by service provider • Internal Control Overriding by management	• Financial Loss to the organisation • Receiving poor quality goods and services • Legal challenges from unsuccessful bidders. • Negative publicity for the organisation • Appointment of unsuitable service providers.	Red (20)	• 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 thereafter implement the recommendations. • Increase the awareness of the new fraud hotline through workshop and posters around the JDA building	• Anti-fraud Hotline number shown on every tender advert and document. • Implementation of an independent operator for Anti-fraud Hotline. • Annual declaration of business interest by all staff and during all Bid Committee meetings • Approved Supply Chain Management Policy. • Verification of key information on all newly 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	Good (0.4)	Amber (8)	CEO	• Management is currently reviewing the fraud prevention policy and the code of conduct to ensure that all shortcomings identified by the Fraud Risk Assessment report are addressed. • Increase the awareness of the new fraud hotline through workshop and posters around the JDA building	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
8.	Com	Non-compliance with applicable laws and regulations	<ul style="list-style-type: none"> <li>Ineffective compliance monitoring</li> <li>Lack of awareness of new laws or amendments</li> <li>Lack of understanding of the requirement of the relevant law.</li> </ul>	<ul style="list-style-type: none"> <li>Financial penalties</li> <li>Criminal liability</li> <li>Reputation damage for the organisation</li> <li>Costly litigations.</li> <li>Liability of Board members.</li> </ul>	Red (15)	<ul style="list-style-type: none"> <li>Finalise the procurement of the Risk and Compliance software by the end of the Q1 of the 2011/2012.</li> <li>Finalise the compilation of the Regulatory Universe which will assist management in prioritising the applicable legislation that JDA must comply with.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly MFMA compliance check list, monthly SCM regulation checklist including unauthorised, wasteful and fruitless expenditure confirmation certificate by the CFO.</li> <li>Monthly conformation certificate by manager for payment within 30 days</li> <li>The Regulatory Universe has been approved by the Development and Risk Committee</li> <li>The procurement of Risk Management and Compliance Software has been completed.</li> </ul>	Good (0.40)	Amber (6)	CEO	<ul style="list-style-type: none"> <li>A Compliance Audit on the top ten legislations will be conducted and it is anticipated to be completed by the end of June 2012.</li> </ul>	All managers	30 June 12
9.	KIM	Inadequate business management information.	<ul style="list-style-type: none"> <li>Inappropriate IT governance model.</li> <li>Lack of information reporting framework.</li> <li>Lack of quality assurance review</li> </ul>	<ul style="list-style-type: none"> <li>Decisions may be based on unreliable / incomplete information (financial loss / reputational damage).</li> <li>Adverse audit finding</li> </ul>	Red (12)	To implement the performance information management framework during the next financial year.	<ul style="list-style-type: none"> <li>IT Governance model implemented through the IT governance Charter.</li> <li>Adoption and implementation of the COBIT framework</li> </ul>	Good (0.40)	Green (4.8)	CEO	<ul style="list-style-type: none"> <li>Continual review of the COBIT framework implementation to make sure it is improved.</li> </ul>	All managers	30 June 12
10.	KIM	Collapse of ICT environment.	<ul style="list-style-type: none"> <li>Internal / External disasters</li> </ul>	<ul style="list-style-type: none"> <li>Disruption of JDA business activities.</li> </ul>	Red (12)	<ul style="list-style-type: none"> <li>To continue to test other backup information to ensure</li> </ul>	Backup were done and continue to be done with users to	Good (0.40)	Green (4.8)	CEO	<ul style="list-style-type: none"> <li>To continue to test other backup information to</li> </ul>	Manager: IT	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
			(Natural. Hackers, etc.)	<ul style="list-style-type: none"> <li>Loss of vital information</li> </ul>		the successful restoring during disaster recovers.	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				ensure the successful restoring during disaster recovers. <ul style="list-style-type: none"> <li>The department continues to work with the service provider to come up with new improved ways of backing up</li> </ul>		
11.	SD	Inability to deliver on Capital projects.	<ul style="list-style-type: none"> <li>Downward budget adjustments</li> <li>Inadequate project management skills.</li> <li>Lack of co-operation by stakeholders</li> <li>Inappropriate project plans</li> <li>Loss of critical staff at crucial points of the project.</li> <li>Change in CoJ priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Reduced scope of projects. Over/ under expenditure on budget.</li> <li>Overrun on project time frames.</li> <li>Negative publicity</li> <li>Poor service delivery.</li> </ul>	Red (12)	<ul style="list-style-type: none"> <li>Development Managers will continue to monitor implementation of the multi-year projects to ensure that these are completed on time and within budget.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly Area Management Meetings for three portfolios</li> <li>Operations manual in place.</li> <li>Stakeholder forums in place.</li> </ul> Adequate project management team and design capacity	Poor (0.90)	Red (10.8)	COO	<ul style="list-style-type: none"> <li>Development Managers will continue to monitor implementation of the multi-year projects to ensure that these are completed on time and within budget.</li> </ul>	SDM	30 June 12
KPA: Human Resources													
12.	HR	Inability to attract and retain skilled employees.	<ul style="list-style-type: none"> <li>Inability to offer attractive and market related salaries</li> <li>Poor relationship between managers and employees</li> <li>Lack of sufficient skills in the market.</li> </ul>	<ul style="list-style-type: none"> <li>Failure to deliver on the mandate.</li> <li>Delay in completion of capital projects.</li> <li>High staff turnover</li> <li>High recruitment and training &amp;</li> </ul>	Red (12)	<ul style="list-style-type: none"> <li>Management drafted an action list in view of the outcome of the climate survey.</li> <li>The EE Plan was updated and communicated to staff.</li> <li>Salary benchmarking was completed and will be submitted to HR and REMCO.</li> </ul>	<ul style="list-style-type: none"> <li>Employee assistance program and annual organisational climate survey.</li> <li>Performance incentives programme.</li> <li>Ensuring good productive work environment.</li> </ul>	Good (0.40)	Green (4.8)	CEO	<ul style="list-style-type: none"> <li>Management will be implementing an action list in view of the outcome of the climate survey.</li> </ul>	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
			<ul style="list-style-type: none"> <li>Fixed term contract which results in uncertainty</li> <li>Poor succession and retention planning</li> <li>Salary disparities within the City</li> <li>Reduction of budget, resulting in lack of existing /challenging projects to implement</li> </ul>	development cost		<ul style="list-style-type: none"> <li>The Workplace Skills Plan was finalised and submitted to the SETA. Training is taking place in terms of the plan.</li> </ul>	<ul style="list-style-type: none"> <li>Salary benchmarking was approved by HR and REMCO.</li> <li>The EE Plan was updated and communicated</li> <li>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 have been appointed in line with EE plan</li> </ul>						

## **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.

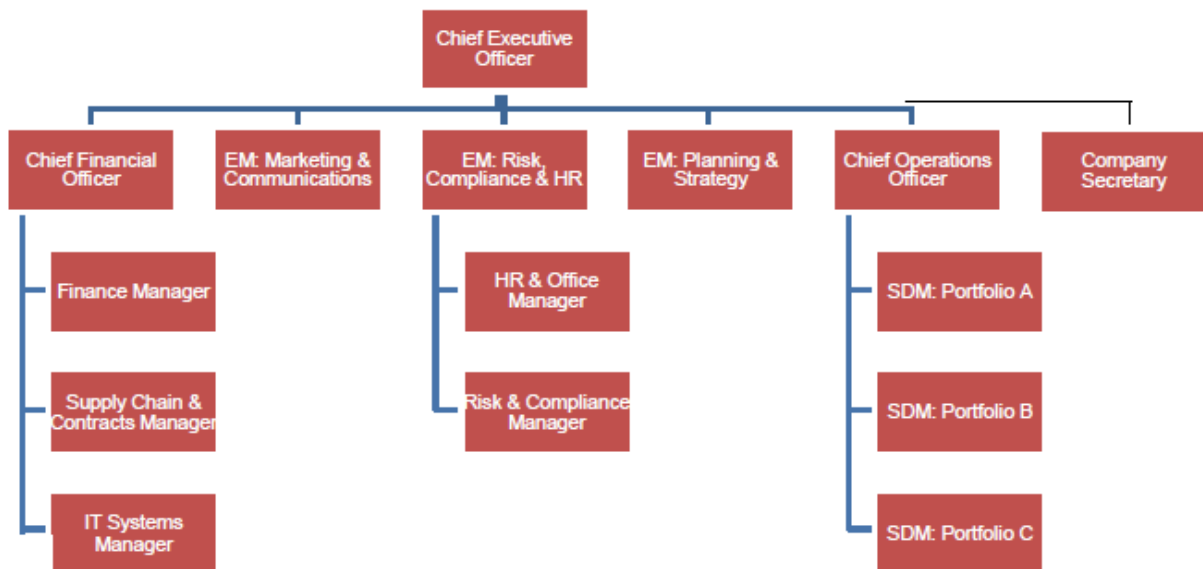
## CHAPTER FIVE: HUMAN RESOURCES AND ORGANISATIONAL MANAGEMENT

JDA's organisational structure is based on the following principles:

- a flat, non-hierarchic structure
- a medium-sized agency, with a minimum specialist employee complement
- JDA operates as a matrix institution, with the CEO assisted in the functions by 5 (Five) executive managers interacting together in pursuit of both the entity's operational and development objectives.
- JDA operates with a COO and a number of development teams, each with a Senior Development Manager (SDM) who is responsible for overseeing the design and construction of developments and securing strategic input from the COO relating to specific developments. The COO and SDMs are fully accountable for all aspects of the developments through the development management process. The JDA development teams are divided into 3 portfolios with their respective Senior Development Managers reporting to the COO. Portfolio A is responsible for Inner City developments. Portfolio B is responsible for the Diepsloot, Soweto and Orange Farm projects, and Portfolio C is responsible for BRT and other transportation related projects

Illustrated below is the current top structure and staffing of the JDA.

### Current JDA Organisation Structure



### Section 5.1: Human Resource Management

As at 31 December 2011, 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.

## Section 5.2: Employment Equity

The JDA is committed to the principles of equity, anti-discrimination and diversity as enshrined in the Constitution and the Employment Equity Act (EEA). In this context, the JDA seeks to create an institution that reflects the diversity of South African society, and contributes to maximising the human resource potential of all our people.

JDA has implemented employment policies and practices designed to achieve the advancement and adequate protection of persons previously disadvantaged by unfair discrimination. In line with this, the JDA has adopted an Employment Equity Policy. In terms of this policy JDA plans its annual Employment Equity (EE) targets and reports to the Department of Labour in accordance with the provisions of the EEA.

JDA's Employment Equity Plan (EEP) is driven by the Chief Executive Officer and supported by all managers. This is filtered down to all employees to ensure commitment throughout the organisation.

The overall goal at the JDA with regard to human resources practice and EE is to:

- Promote an environment and culture that supports open communication where everyone is encouraged to express their views without fear of being victimised
- Ensure fair and consistent application and implementation of all employment practices and procedures
- Whilst the JDA has far exceeded its EE targets and prides itself with having a workforce that is truly representative of the country's demographics, the JDA continuously endeavours to improve equitable representation of people from designated groups in senior management positions.
- The JDA has also introduced affirmative mechanisms targeted at addressing the development needs of previously disadvantaged individuals by providing unique opportunities for career advancement, growth and training and development.

The following principles continue to guide our employment equity initiatives:

- Appropriate structures and adequate resources have been put in place to coordinate and monitor employment equity implementation across the organisation. The JDA undertakes an annual review of its EE process and general employment practices.
- The Employment Equity Statistics – are sourced to review progress and provide direction regarding progress in the implementation of the employment equity plan.
- To ensure focus, the Executive Committee and the Board's Human Resources and Remuneration Committee also provide regular input to the strategies and initiatives regarding EE and its implementation in the organisation.

### Employment Equity Demographics Status as at 31 December 2011

#### Staff Movement

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

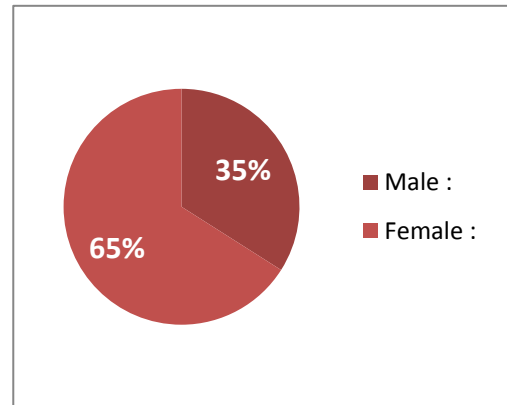
#### Employment Equity Status (Demographics)

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
<b>Levels</b>	<b>African</b>		<b>Coloured</b>		<b>Indian</b>		<b>White</b>		<b>Total</b>

	Male	Female	Male	Female	Male	Female	Male	Female	
Co-ordination / Administration	4	10		1	1	2			17
Housekeepers / Cleaners	1	5							6
<b>Total</b>	<b>11</b>	<b>23</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>49</b>
<b>% of Total</b>	<b>22%</b>	<b>47%</b>	<b>2%</b>	<b>8%</b>	<b>2%</b>	<b>6%</b>	<b>8%</b>	<b>4%</b>	<b>100%</b>
	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
<b>Total</b>	<b>13</b>	<b>30</b>	<b>4</b>	<b>2</b>	<b>49</b>
<b>% of Total</b>	<b>27%</b>	<b>61%</b>	<b>8%</b>	<b>4%</b>	<b>100%</b>
	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
Executive & Senior Management	10	2	4	1	0	0	0	2	1
Middle Management	15	4	4	0	3	0	1	2	1
<b>Total</b>	<b>25</b>	<b>6</b>	<b>8</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>2</b>
<b>% of Total</b>	<b>100%</b>	<b>24%</b>	<b>32%</b>	<b>4%</b>	<b>12%</b>	<b>0%</b>	<b>4%</b>	<b>16%</b>	<b>8%</b>

**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 target has been exceeded by 8%.

- 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:

- 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 46% of that budget was spent as at the end of December 2011. Most of the training budget was spent on short courses and ad hoc training for mostly junior middle management employees. Normally the biggest portion of the training budget is spent in the 3<sup>rd</sup> quarter due to registrations for studies in the New Year.

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 in order to improve their productivity.

### **Section 5.4: Succession Policy and Retention**

#### *Succession Planning*

Due to the small size of the JDA, 50 staff members, it is not possible to employ replacement staff for each critical position within the organisation. However, the training and development of staff is aimed at preparing them for positions above their own level.

#### *Employee Retention Scheme*

The JDA plans to formalise a retention scheme for the organisation. The annual salary benchmarking exercise is aimed at ensuring that the JDA pays market related salaries for its staff. The annual organisational climate survey is also of critical importance to the JDA to ensure that management is in touch with perceptions and expectations of staff. The 2011 climate survey indicated that the JDA staff was in general very committed to the organisational goals.

### **Section 5.5: HIV/AIDS in the Workplace**

JDA provides an outsourced comprehensive Employee Assistant Programme administered by ICAS, which covers behavioural risk management, free trauma counselling, free legal and financial advice to all its employees.

ICAS provides a confidential, 24-hours a day, 365 days a year personal support and information service which each employee, his/her partner and immediate family may access by calling a toll free phone number to assist them to deal with everyday situations or more serious concerns. The service is provided by qualified, experienced counsellors either over the phone in the required language or face-to-face counselling if necessary. Issues which employees may need assistance with may include the following:

- Stress: work or personal
- Financial: money management; debt

- Legal: legal matters; maintenance; child custody; divorce law
- Relationships: family; work; partners; friends
- Substance abuse: alcohol; drugs
- Family matters: childcare and care of the elderly; education; state benefits and allowances
- Health issues: AIDS counselling, illness
- Work: stress management; career matters; maternity; harassment; dealing with a direct supervisor; managing others.

In order to monitor the sorts of issues which are of concern to employees, JDA receives statistical information on general usage to assist the organisation to focus on the provision of solutions to those issues raised. The identities of the people who made use of the programme are never disclosed.

The JDA held a bi-annual wellness day on 1 December 2011. Employees were offered the opportunity to have their basic health assessed with regards to blood pressure, blood sugar levels, cholesterol, body mass index, body fat percentage, general fitness and work stress. Employees received feedback on their assessments as well as guidance and counselling in terms of corrective measures. This initiative displays the keen assistance of the organisation towards a physically and mentally healthy workforce

The JDA is committed to maintaining the health and welfare of all its employees as well as providing a safe and hygienic working environment. The JDA's policy on HIV/AIDS ensures that no employee is discriminated against based on their HIV status. The JDA will not unfairly discriminate against an employee or an applicant for employment on the basis of HIV or other life threatening illness, as long as the person is capable of performing the inherent requirements of the job for an agreed reasonable length of time.

All managers and employees must respect the confidentiality of information regarding existing or potential employees with life threatening illnesses. An employee who divulges information without the employee's informed knowledge or consent will be disciplined under the disciplinary code. The JDA reserves the right to request medical advice or intervention in instances where an employee's performance becomes adversely affected as a result of their illness, or where an employee claims that working in certain situations will not be appropriate due to his/her illness. All employees are encouraged to know their HIV status and to remain healthy if they are infected by HIV.

Our HIV and AIDS programme covers awareness and educational campaigns, the provision of free condoms, videos and free help lines. JDA's HIV and AIDS Programme provides assistance to employees who may contract a life-threatening illness; to provide consistent guidelines and to ensure fair and consistent treatment of all employees with life-threatening illnesses; to inform them of their rights and benefits; and to provide an education framework for HIV and AIDS. The JDA HIV and AIDS Coordinator attend regular meetings of the HIV and AIDS Committee of the CoJ. After these meetings the internal JDA HIV and AIDS Committee meets to discuss the CoJ programme and to plan and implement the relevant initiatives.

## **Section 5.6: Employee Benefits**

All new JDA staff members join the E-Joburg Retirement Fund. Other benefits provided to staff are the following: Educational Grant Scheme and company cell phones for those determined by the JDA Exco.

### *Bonus payment and Performance management*

The performance management system (PMS) is designed to ensure that the JDA's business strategy is translated into measurable key performance areas and indicators (KPAs and KPIs) for employees. Each employee has concluded a performance management contract with a scorecard and a performance review in respect of the 2010/11 financial year was completed during the quarter under review. Bonus payments to qualifying employees were paid in December 2011 after the finalisation of the 2010/11 audit and on receipt of an unqualified audit report from the Auditor General. Bonus payments to the Acting CEO, his direct reports and the Senior Development Managers will be made after the tabling of the Group Annual Report to Council in February 2012.

## CHAPTER SIX: FINANCIAL ASSESSMENT

### Section 6.1: Statement of Financial Position

<b>ASSETS</b>	<b>R'000 Actual 31 Dec 2011</b>	<b>R'000 Actual June 2011</b>
<b>Non-current assets</b>	6,633	7 044
Property, plant and equipment	5 621	5 952
Intangible Assets	114	194
Deferred Tax	898	898
<b>Current assets</b>	191 487	372 394
Loans to Shareholders	25 038	102,457
Trade and other receivables	163 474	268 741
Cash and cash equivalents	2 975	1,196
<b>Total assets</b>	<u>198 120</u>	<u>379 438</u>
 <b>EQUITY AND LIABILITIES</b>		
<b>Capital and Reserves</b>	45 202	46 364
Contribution from Owners	16,278	16,278
Accumulated Surplus (Deficit)	28 925	30 086
<b>Non-current liabilities</b>	3 941	4 001
Finance lease obligation	(60)	0
Deferred taxation	4 001	4 001
<b>Current liabilities</b>	148 977	329 073
Loans from shareholders	56 442	56 477
Trade and other payables	74 715	244 080
Net VAT payable	8 121	10 320
Provisions - bonus	2 036	2 036
Finance lease obligation	29	29
Project funds payable	7 221	15 718
Capex VAT	413	413
<b>Total equity and liabilities</b>	<u>198 120</u>	<u>379 438</u>



## Section 6.2: Statement of Financial Performance

### STATEMENT OF FINANCIAL PERFORMANCE For the six months ended 31 December 2011

	2012 Actual R'000	2012 Budget R'000	2012 Variance R'000
Gross revenue	18 236	20 322	(2 086)
Operating costs	<u>(19 932)</u>	<u>(25 742)</u>	<u>5 810</u>
<b>Gross deficit</b>	<b>(1 696)</b>	<b>(5 420)</b>	<b>3 724</b>
Operating deficit	(1 696)	(5 420)	3 724
Interest Expense	(50)	(600)	550
Interest Income	<u>583</u>	<u>2 568</u>	<u>(1 985)</u>
<b>Deficit before tax</b>	<b>(1 163)</b>	<b>(3 452)</b>	<b>2 289</b>
Taxation	0	0	0
<b>Surplus/(Deficit) after tax</b>	<b><u>(1 163)</u></b>	<b><u>(3 452)</u></b>	<b><u>2 289</u></b>

#### Overall Financial Performance

For the six months under review, the JDA revenue was R18.8million against a budget of R22.9million. The negative variance of R4.1million is the net result of an under-recovery of R2million on the interest income line item and under-recovery of R2million on the development management fees line item. Interest income is lower than budget due to low bank balance brought about by the non-settlement of June 2011 claims by the Transportation Department amounting to R154million. The development management fees are lower than budgeted due to only 86% of the budgeted year-to-date CAPEX expenditure having been utilised. Overall, 29% 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.

For the six months under review the JDA's operating expenses were R20 million against a budget of R26million. The major variances arose in the line items of insurance, employee costs, staff recruitment, interest expense and marketing. These are mainly timing differences as a result of the recruitment for the CEO position still put on hold and some of the marketing events/launches postponed to future dates.

## Section 6.3: Cash Flow Statement

### CASH FLOW STATEMENT

For the six months ending 31 December 2011

	R'000 Actual 31 Dec 2011	R'000 Actual 30 June 2011
<b>Cash flows from operating activities</b>	<b>(66 597)</b>	<b>(36 573)</b>
<i>Receipts</i>		
Grants	11 433	21 637
Interest received	583	6 736
Cash receipts from Capex funding	166 847	836 001
Other receipts	4 75	516 752
<i>Payments</i>		
Employee costs	(12 407)	(18 627)
Suppliers	(233 479)	(882 835)
Interest paid	(50)	0
Cash payments from CAPEX funding	0	0
<b>Cash flows from investing activities</b>	<b>(446)</b>	<b>(454)</b>
<i>Expenditure to maintain operating capacity</i>		
Property, plant and equipment acquired	(366)	(366)
Proceeds from sale of property, plant and equipment	9	
Purchase of intangible assets	(88)	(88)
<b>Cash flows from financing activities</b>	<b>68 822</b>	<b>37 077</b>
Movement in project funds payable	(8 496)	2 941
Movement in CAPEX VAT	0	(7 849)
Repayments of shareholders loan	77 378	42 072
Finance lease repayments	(60)	(87)
Net increase in cash and cash equivalents	1 779	50
Cash and cash equivalents at beginning of the year	1 196	1 146
Cash and cash equivalents at the end of the year	<b><u>2 975</u></b>	<b><u>1 196</u></b>

## 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 capital contracts awarded by the JDA in the period under review.

Project/ Contractors Name	Contract Name	% Black Equity	Contract rand value
<i>BRT</i>			
	Marina Landscaping (PTY) Ltd JV Group	51	5 078 388
	Ikemeleng Architects	100	420 301
	Nemai Consulting	96.40	115 200
	Archway Projects	75	210 000
	WSP/KYD JV	100	740 000
	Selanya Consulting Engineers Pty Ltd	100	162 250
	Bergstan SA Consulting & Development Engineers	100	500 256
	NBGM Landscape Architecture JV	42	2 105 000
	Yikusasa Building Contractors SA cc	100	72 123 452
	Vela VKE	32	608 951
<i>COJ Clinics</i>			
	Ntsika Architects cc	100	249 190
	B Ramgoolam and Associates	100	194 304
	Themba Consulting	42	186 445
	Seco Project Managers	100	215 232
<i>Stretford Station Node Public Environment Upgrade</i>			
	BKS (PTY) LTD		376 468
	Phakamile Engineering	100	127 187
	NMA Effective Social Strategists	73	213 740
	Development and Engineering Consultants	82	188 800
<i>Kliptown</i>			
	ND Kuverjee Civil and Structural Consulting	84	494 445.62
	Dihlase Consulting Engineers (PTY) LTD	100	196 269
<i>Rehabilitation of Bruma Lake</i>			
	CBA and Associates	0	1 976 300
	Vela VKE	18	
<i>Temporary Taxi Holding Facility</i>			
	Phakamile Engineering	100	49500
	Bergstan SA	54	437 374
<i>Orlando East Station Precinct Upgrade</i>			
	Badat Developments	100	98 893
	Nemai Consulting	93	200 820

Project/ Contractors Name	Contract Name	% Black Equity	Contract rand value
	Bergstan SA (PTY) Ltd	61	240 409
	Empowerisk Management Services	55	51 518
	Lebone Engineering PTY LTD	95	361 725
<i>Orlando East/ Noordgesig</i>			
	Themba Consultants (PTY) LTD	44	378 412
	Badat Developments	100	147 972
<i>Westgate Station Precinct</i>			
	Samano Trading Projects	100	39 500
<i>Inner City Commuter Links Phase 2</i>			
	Arcus Gibb	48	93 975
Project/ Contractors Name	Contract Name	% Black Equity	Contract rand value
<i>BRT</i>			
	Marina Landscaping (PTY) Ltd JV Group	51	5 078 388
	Ikemeleng Architects	100	420 301
	Nemai Consulting	96.40	115 200
	Archway Projects	75	210 000
	WSP/KYD JV	100	740 000
	Selanya Consulting Engineers Pty Ltd	100	162 250
	Bergstan SA Consulting & Development Engineers	100	500 256

## 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 will start during November 2011 and a progress report will be provided by the end of the 2<sup>nd</sup> quarter of the current financial year.

Below is the summary of all audit cycles that will be audited during 2011/12

ANNUAL AUDIT PLAN (2010/11)		Month to start audit	Status	Overall Rating
1	Strategic Planning	Oct 2011 and Feb 2012	Not started yet	
2	Contract Administration	Nov 2011	Not started yet	
3	IT General Control Review	Nov 2011	Not started yet	
4	Supply Chain Management	Apr 2012	Not started yet	
5	Payroll	Feb 2012	Not started yet	
6	Performance Payment	Nov 2011	Not started yet	
7	Performance Against Objectives	Quarter 1 (Nov 2011)	Not started yet	
8	Performance Against Objectives	Quarter 2 (Feb 2012)	Not started yet	
9.	Performance Against Objectives	Quarter 3 (May 2012)	Not started yet	
10.	Performance Against Objectives	Quarter 4 (August 2012)	Not started yet	
11	Follow-up Application Control Review	Oct 2011	Not started yet	
14	Follow up Audit	Nov 2011	Not started yet	

The JDA's external audit by the Auditor-General for the 2010-11 financial year 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 2nd<sup>st</sup> QUARTER: 31 DECEMBER 2011

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Target	Q2 Actual	Q2 Actual / target	Q2 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	●	150	1 109	739%	●
	Year to date job opportunities	3 538	2 315	●	948	1 431	151%	●
	BEE procurement spend as a % of total procurement	70%	70%	●	70%	61%	87%	●
	SMME procurement spend as a % of total OPEX Procurement	40%	40%	●	40%	44%	110%	●

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Target	Q2 Actual	Q2 Actual / target	Q2 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%	98%	100%	●
	Number of tours hosted by JDA to promote development areas	na	15	●	3	4	133%	●
	Number of development events hosted by the JDA or partners	na	5	●	0	1	133%	●

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Target	Q2 Actual	Q2 Actual / target	Q2 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%	65%	144%	●
	% Black Female managers as % of total senior management	35%	35%	●	35%	40%	114%	●
	% Staff Turnover	<10%	<10%	●	<10%	4%	100%	●
	Number of HIV and Aids VCT opportunities offered at JDA wellness days	na	2	●	1	1	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	●	1	0	0%	●
	% compliance with Occupational Health and Safety Act at the Bus Factory	100%	100%	●	100%	58%	58%	●
% payroll invested in training (cumulative, annual)	3%	3%	●	1%	3%	300%	●	

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Target	Q2 Actual	Actual / target	Q2 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%	0%	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 Target	Q2 Actual	Actual / target	Q2 Achievement score
5. Programme performance	% Capital budget spent	100%	100%	●	34%	29%	86%	●
	<i>CoJ budget</i>	100%	100%	●	12%	4%	33%	●
	<i>ICF budget</i>	100%	100%	●	35%	19%	54%	●
	<i>NDPG budget</i>	100%	100%	●	25%	3%	12%	●
	<i>EPWP budget</i>	100%	100%	●	11%	2%	18%	●
	<i>Blue IQ budget</i>	na	100%	●	54%	100%	185%	●
	<i>Environment budget</i>	na	100%	●	54%	55%	102%	●
	<i>Transportation budget</i>	100%	100%	●	35%	32%	91%	●
	% Construction progress against target	100%	100%	●	35%	65%	186%	●
	<i>Inner city portfolio</i>	100%	100%	●	21%	40%	195%	●
	<i>Marginalised areas portfolio</i>	100%	100%	●	30%	0%	0%	●
	<i>Transportation portfolio</i>	100%	100%	●	38%	75%	196%	●

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Target	Q2 Actual	Actual / target	Q2 Achievement score
<b>COJ FUNDED PROJECTS</b>				●	25%	0%	0%	●
% progress achieved in project delivery against targets: <b>JDA010/1: Kliptown Development</b>	Detailed design completed and construction tender awarded	100%	100%	●	100%	90%	90%	●
	Public environment upgrade in Kliptown (Phase 2.2)	100% of Phase 2.1	100%		25%	0%	0%	●
% progress achieved in project delivery against targets: <b>JDA048: Orlando East Phase 1</b>	Detailed design completed and construction tender awarded	100%	100%	●	100%	90%	90%	●
	Public environment upgrading in Orlando East Station precinct (Phase 3)	100% of Phase 2	100%		25%	0%	0%	●

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Target	Q2 Actual	Actual / target	Q2 Achievement score
<b>INNER CTY FUND PROJECTS</b>								
<div style="display: flex; justify-content: space-between;"> <span>●</span> <span>21%</span> <span>40%</span> <span>195%</span> <span>●</span> </div>								
% progress achieved in project delivery against targets: <b>JDA056 ICF4: Art Gallery (Rea Vaya) Station Precinct Upgrade</b>	Detailed design completed and construction tender awarded	100%	100%	●	100%	100%	100%	●
	Public environment upgrading in the Commuter links (Art Gallery) precinct (Phase 2)	100% of phase 1	100%	●	25%	85%	340%	●
% progress achieved in project delivery against targets: <b>JDA052: Kazerne site redevelopment</b>	Feasibility study completed and development tender issued	na	100%	●	0%	0%	100%	●
	Hoarding, demolition or other construction works as required	na	100%	●	0%	0%	100%	●
% progress achieved in project delivery against targets: <b>JDA058 ICF5: Westgate Station Precinct upgrade</b>	Detailed design completed and construction tender awarded	na	100%	●	100%	100%	100%	●
	Public environment upgrading (Phase 1)	na	100%	●	25%	34%	136%	●
% progress achieved in project delivery against targets: <b>JDA059: Transnet land / Metro Park</b>	Detailed design completed and construction tender awarded	na	100%	●	100%	100%	100%	●
	Taxi facilities and public environment upgrading (phase 1)	na	100%	●	10%	0%	0%	●

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Target	Q1 Actual	Actual / target	Q2 Achievement score
<b>NDPG FUNDED PROJECTS</b>								
<div style="display: flex; justify-content: space-between;"> <span>●</span> <span>25%</span> <span>0%</span> <span>0%</span> <span>●</span> </div>								
% progress achieved in project delivery against targets: <b>JDA037: Diepsloot Development</b>	Detailed design completed and construction tender awarded	100%	100%	●	100%	95%	95%	●
	Completion of public space upgrading in district node in Diepsloot (phase 3)	100% of phase 2 completed	100%		25%	0%	0%	●
% progress achieved in project delivery against targets: <b>JDA036/2: Stretford Station /</b>	Detailed design completed and construction tender awarded	100%	100%	●	100%	95%	95%	●
	Completion of public space upgrading in Stretford Station Precinct (phase 3)	100% of phase 2 completed	100%		25%	0%	0%	●

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Target	Q2 Actual	Actual / target	Q2 Achievement score
<b>TRANSPORTATION FUNDED PROJECTS</b>								
% progress achieved in project delivery against targets: <b>JDA045: Bus Rapid Transit</b>								
	Section 2 (4.25 kms construction)	100%	100%	●	45%	67%	149%	●
	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%	●	90%	92%	102%	●
	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%	●	90%	100%	111%	●
	Road Underpass (construction)	100%	100%	●	90%	87%	97%	●
	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%	●	15%	50%	333%	●
	4 bus stations	100%	100%	●	25%	35%	140%	●
	New work (Station precincts)				50%	90%	180%	●

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Target	Q2 Actual	Actual / target	Q2 Achievement score
<b>ENVIRONMENT FUNDED PROJECTS</b>								
% progress achieved in project delivery against targets: <b>JDA 059 Bruma Lake rehabilitation</b>								
	Detailed design completed and construction tender awarded for Bruma lake rehabilitation	na	100%	●	100%	80%	80%	●
	Construction work (phase 1)	na	100%		30%			

Key Performance Area	Key Performance Indicators	Baseline (2010/11)	2011/12 Target	Q1 Achievement score	Q2 Target	Q2 Actual	Actual / target	Q2 Achievement score
<b>Blue IQ budget</b>								
% progress achieved in project delivery against targets: <b>Constitution Hill</b>								
	Construction work (phase 2)	na	100%	●	40%	100%	250%	●



## 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	3	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
<b>TOTAL PERMANENT</b>	<b>13</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>50</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>13</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>24</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>50</b>

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
<b>TOTAL PERMANENT</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>

### 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	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
<b>TOTAL PERMANENT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

### 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
<b>TOTAL PERMANENT</b>	0	0	0	0	0	0	0	0	0	0	0
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	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	1	0	0	0	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
<b>TOTAL PERMANENT</b>	1	0	0	0	0	0	0	0	0	0	1
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	1	0	0	0	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	1	0	0	0	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
<b>TOTAL</b>	1	0	0	0	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
<b>TOTAL PERMANENT</b>	0	0	0	0	0	0	0	0	0
Temporary employees	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	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
<b>TOTAL PERMANENT</b>	0	0	0	0	0	0	0	0	0
Temporary employees	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	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
<b>TOTAL PERMANENT</b>	13	3	3	3	24	4	3	2	0	0	55
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	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
<b>TOTAL PERMANENT</b>	2	0	0	0	1	0	0	0	0	0	3
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	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
<b>TOTAL PERMANENT</b>	13	3	3	3	24	4	3	2	0	0	55
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	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
<b>TOTAL PERMANENT</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>

## ANNEXURE C: DETAILED FINANCIALS

Detail Income Statement  
Johannesburg Development Agency (SOC) Ltd  
Johannesburg Development Agency (SOC) Ltd  
Monthly Reporting Period Bucket  
31 December 2011

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
1 905 500	1 905 500	-	-	Revenue	11 433 000	11 433 000	-	-	10 618 500
1 191 390	2 644 816	(1 453 426)	(55)	Government grants	6 327 412	8 469 714	(2 142 302)	(25)	8 061 433
3 096 890	4 550 316	(1 453 426)	(32)	Fees earned	17 760 412	19 902 714	(2 142 302)	(11)	18 679 933
				Other Income					
29 070	25 000	3 070	12	Tender fee Income	220 589	180 000	40 589	23	169 364
32 590	29 000	3 590	12	Bus factory Income	204 949	174 000	30 949	18	155 957
-	15 000	(15 000)	(100)	Sundry Income	49 744	65 000	(15 256)	(23)	14 619
-	513 690	(513 690)	(100)	Bank (Filtered)	582 804	2 568 450	(1 985 646)	(77)	4 070 641
240	-	240	-	Interest charged on trade and other receivables (Filtered)	451	-	451	-	632
60 900	582 690	(521 790)	(90)		1 058 537	2 987 450	(1 928 913)	(65)	4 411 213
				Manufacturing Overhead Costs					
35 343	40 000	(4 657)	(12)	Repairs and maintenance	176 715	245 000	(68 285)	(28)	247 401
35 343	40 000	(4 657)	(12)		176 715	245 000	(68 285)	(28)	247 401
				Cost of Sales					
35 343	40 000	(4 657)	(12)	Manufacturing Overhead Costs	176 715	245 000	(68 285)	(28)	247 401
35 343	40 000	(4 657)	(12)		176 715	245 000	(68 285)	(28)	247 401
3 122 447	5 093 006	(1 970 559)	(39)	Gross Profit	18 642 234	22 645 164	(4 002 930)	(18)	23 043 745
99 %	99 %			Gross Profit %	99 %	99 %			99 %
				Total Operating Costs					
3 619	37 802	(34 183)	(90)	Administration and management fees	69 534	214 479	(144 945)	(68)	304 152
20 246	50 000	(29 754)	(60)	Advertising	385 087	350 000	35 087	10	417 449
302 237	205 000	97 237	47	Auditors remuneration	1 055 981	1 025 000	30 981	3	1 048 277
1 727	2 500	(773)	(31)	Bank charges	11 272	15 000	(3 728)	(25)	9 825
74 696	157 500	(82 804)	(53)	Computer expenses	752 546	907 500	(154 954)	(17)	1 116 239
108 925	115 000	(6 075)	(5)	Consulting and professional fees	450 425	461 640	(11 215)	(2)	419 065
84 782	111 666	(26 884)	(24)	Depreciation, amortisation and Impairments	525 502	669 996	(144 494)	(22)	550 676

**Detail Income Statement**  
**Johannesburg Development Agency (SOC) Ltd**  
**Johannesburg Development Agency (SOC) Ltd**  
**Monthly Reporting Period Bucket**  
**31 December 2011**

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 %	(41) %			Net Income Before Tax %	(7) %	(17) %			3 %
315 635	(1 854 590)	2 170 225	(117)	Net Income After Tax	(1 162 284)	(3 452 375)	2 290 091	(66)	653 487
10 %	(41) %			Net Income After Tax %	(7) %	(17) %			3 %
315 635	(1 854 590)	2 170 225	(117)	Net Income After Extra Ordinary Items	(1 162 284)	(3 452 375)	2 290 091	(66)	653 487
10 %	(41) %			Net Income After Extra Ordinary Items %	(7) %	(17) %			3 %
315 635	(1 854 590)	2 170 225	(117)	Retained Income	(1 162 284)	(3 452 375)	2 290 091	(66)	653 487
10 %	(41) %			Retained Income %	(7) %	(17) %			3 %
				<b>1. Consulting and professional fees</b>					
108 925	115 000	(6 075)	(5)	Financial consultants - deductible	450 425	461 640	(11 215)	(2)	419 065
108 925	115 000	(6 075)	(5)		450 425	461 640	(11 215)	(2)	419 065
				<b>2. Depreciation</b>					
21 587	-	21 587	-	Buildings	136 741	-	136 741	-	90 174
8 314	12 320	(4 006)	(33)	Furniture and fixtures	50 632	73 920	(23 288)	(32)	68 798
2 267	2 875	(608)	(21)	Motor vehicles	13 601	17 250	(3 649)	(21)	13 601
563	734	(171)	(23)	Office equipment	3 381	4 404	(1 023)	(23)	4 380
27 561	50 025	(22 464)	(45)	IT equipment	174 210	300 150	(125 940)	(42)	209 076
11 104	11 883	(779)	(7)	Other property, plant and equipment	66 621	71 298	(4 677)	(7)	74 140
-	6 421	(6 421)	(100)	Other leased Assets # 1	-	38 526	(38 526)	(100)	20 439
13 386	27 408	(14 022)	(51)	Computer software, internally generated	80 317	164 448	(84 131)	(51)	70 069
84 782	111 666	(26 884)	(24)		525 503	669 996	(144 493)	(22)	550 677
				<b>3. Employee costs</b>					
778 417	3 090 445	(2 312 028)	(75)	Employee costs - salaried staff	8 594 977	10 545 076	(1 950 099)	(18)	9 750 255
577 751	673 058	(95 307)	(14)	Employee costs - directors	3 793 402	4 038 348	(244 946)	(6)	3 210 646
18 720	25 000	(6 280)	(25)	Employee costs - wages - casual staff	18 720	100 000	(81 280)	(81)	108 388

**Detail Income Statement**  
**Johannesburg Development Agency (SOC) Ltd**  
**Johannesburg Development Agency (SOC) Ltd**  
**Monthly Reporting Period Bucket**  
**31 December 2011**

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
1 374 888	3 788 503	(2 413 615)	(64)		12 407 099	14 683 424	(2 276 325)	(16)	13 069 289
				<b>4. Marketing</b>					
244 303	309 750	(65 447)	(21)	Marketing	497 792	978 250	(480 458)	(49)	485 438
244 303	309 750	(65 447)	(21)		497 792	978 250	(480 458)	(49)	485 438
				<b>5. Utilities</b>					
64 041	50 000	14 041	28	Utilities - Other	333 373	300 000	33 373	11	139 948
64 041	50 000	14 041	28		333 373	300 000	33 373	11	139 948



**Detail Quarterly Income Statement**  
**Johannesburg Development Agency (SOC) Ltd**  
**Current Year: Year to Date**  
**Actual Balance**  
**05 January 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
<b>Revenue</b>				
Government grants	5 716 500	11 433 000	11 433 000	11 433 000
Fees earned	2 164 060	6 327 412	6 327 412	6 327 412
	<b>7 880 560</b>	<b>17 760 412</b>	<b>17 760 412</b>	<b>17 760 412</b>
<b>Manufacturing Overhead Costs</b>				
Repairs and maintenance	70 686	176 715	176 715	176 715
	70 686	176 715	176 715	176 715
<b>Cost of Sales</b>				
Manufacturing Overhead Costs	70 686	176 715	176 715	176 715
	70 686	176 715	176 715	176 715
<b>Gross Profit</b>	<b>7 809 874</b>	<b>17 583 697</b>	<b>17 583 697</b>	<b>17 583 697</b>
Gross Profit %	<b>99 %</b>	<b>99 %</b>	<b>99 %</b>	<b>99 %</b>
<b>Total Operating Costs</b>				
Advertising	171 832	385 087	385 087	385 087
Administration and management fees	44 019	69 534	69 534	69 534
Auditors remuneration	70 302	1 055 981	1 055 981	1 055 981
Bank charges	6 560	11 272	11 272	11 272
Computer expenses	452 992	752 546	752 546	752 546
Consulting and professional fees	164 695	450 425	450 425	450 425
Insurance	-	1 652	1 652	1 652
Lease rentals on operating lease	24 129	52 316	52 316	52 316
Marketing	70 443	497 792	497 792	497 792
Legal fees	187 775	417 868	417 868	417 868
Motor vehicle expenses	1 693	4 250	4 250	4 250
Placement fees	-	95 855	95 855	95 855
Postage and courier	-	305	305	305
Printing and stationery	93 676	175 950	175 950	175 950
Repairs and maintenance	60 455	155 997	155 997	155 997
Security (Guarding of municipal property)	96 978	252 987	252 987	252 987
Staff welfare	37 574	305 088	305 088	305 088
Telephone and fax	157 434	312 454	312 454	312 454
Training	169 655	266 555	266 555	266 555
Utilities	184 748	333 373	333 373	333 373
Operational expenditure	49 934	188 596	188 596	188 596
Chief Executive officer's special projects	-	30 000	30 000	30 000
Planning and strategy	215 776	997 571	997 571	997 571
Other expenses - deductable	2 286	8 658	8 658	8 658
Employee costs	6 604 169	12 407 099	12 407 099	12 407 099
Depreciation, amortisation and impairments	268 115	525 502	525 502	525 502
	<b>9 135 240</b>	<b>19 754 713</b>	<b>19 754 713</b>	<b>19 754 713</b>
<b>Operating Profit</b>	<b>(1 325 366)</b>	<b>(2 171 016)</b>	<b>(2 171 016)</b>	<b>(2 171 016)</b>
Operating Profit %	<b>(17) %</b>	<b>(12) %</b>	<b>(12) %</b>	<b>(12) %</b>
<b>Other Income</b>				
Bank	411 876	582 804	582 804	582 804
Tender fee income	136 185	220 589	220 589	220 589
Interest charged on trade and other receivables	6	451	451	451
Sundry income	22 120	49 744	49 744	49 744
Bus factory income	87 053	204 949	204 949	204 949
	<b>657 240</b>	<b>1 058 537</b>	<b>1 058 537</b>	<b>1 058 537</b>
<b>Other</b>				

**Detail Quarterly Income Statement**  
**Johannesburg Development Agency (SOC) Ltd**  
**Current Year: Year to Date**  
**Actual Balance**  
**05 January 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
Finance costs	(45 397)	(49 805)	(49 805)	(49 805)
	(45 397)	(49 805)	(49 805)	(49 805)
<b>Net Income Before Tax</b>	<b>(713 523)</b>	<b>(1 162 284)</b>	<b>(1 162 284)</b>	<b>(1 162 284)</b>
Net Income Before Tax %	(9) %	(7) %	(7) %	(7) %
<b>Net Income After Tax</b>	<b>(713 523)</b>	<b>(1 162 284)</b>	<b>(1 162 284)</b>	<b>(1 162 284)</b>
Net Income After Tax %	(9) %	(7) %	(7) %	(7) %
<b>Net Income After Extra Ordinary Items</b>	<b>(713 523)</b>	<b>(1 162 284)</b>	<b>(1 162 284)</b>	<b>(1 162 284)</b>
Net Income After Extra Ordinary Items %	(9) %	(7) %	(7) %	(7) %
<b>Retained Income</b>	<b>(713 523)</b>	<b>(1 162 284)</b>	<b>(1 162 284)</b>	<b>(1 162 284)</b>
Retained Income %	(9) %	(7) %	(7) %	(7) %
<b>Summary</b>				
<b>Revenue</b>	<b>7 880 560</b>	<b>17 760 412</b>	<b>17 760 412</b>	<b>17 760 412</b>
<b>Gross Profit</b>	<b>7 809 874</b>	<b>17 583 697</b>	<b>17 583 697</b>	<b>17 583 697</b>
Total Operating Costs	9 135 240	19 754 713	19 754 713	19 754 713
Total Fixed Costs	9 135 240	19 754 713	19 754 713	19 754 713
Other	(45 397)	(49 805)	(49 805)	(49 805)
Other Income	657 240	1 058 537	1 058 537	1 058 537
<b>Net Income Before Tax</b>	<b>(713 523)</b>	<b>(1 162 284)</b>	<b>(1 162 284)</b>	<b>(1 162 284)</b>
<b>Consulting and professional fees</b>				
Financial consultants - deductible	164 695	450 425	450 425	450 425
	164 695	450 425	450 425	450 425
<b>Depreciation</b>				
Buildings	69 092	136 741	136 741	136 741
Furniture and fixtures	25 613	50 632	50 632	50 632
Motor vehicles	6 800	13 601	13 601	13 601
Office equipment	1 690	3 381	3 381	3 381
IT equipment	91 450	174 210	174 210	174 210
Other property, plant and equipment	33 310	66 621	66 621	66 621
Computer software, internally generated	40 159	80 317	80 317	80 317
	268 114	525 503	525 503	525 503
<b>Employee costs</b>				
Employee costs - salaried	4 734 788	8 594 977	8 594 977	8 594 977

**Detail Quarterly Income Statement**  
**Johannesburg Development Agency (SOC) Ltd**  
**Current Year: Year to Date**  
**Actual Balance**  
**05 January 2012**

	<b>First Quarter</b> <b>2011/09/30</b> <b>Rand</b>	<b>Second Quarter</b> <b>2011/12/31</b> <b>Rand</b>	<b>Third Quarter</b> <b>2012/03/31</b> <b>Rand</b>	<b>Fourth Quarter</b> <b>2012/06/30</b> <b>Rand</b>
<b>Utilities</b>				
Utilities - Other	184 748	333 373	333 373	333 373
	184 748	333 373	333 373	333 373

**Detail Balance Sheet**  
**Johannesburg Development Agency (SOC) Ltd**  
**Current Year: Year to Date**  
**Actual Balance**

	Current Year	Current Ytd	Current Ytd	Current Ytd	
	Johannesburg Development Agency (SOC) Ltd	Johannesburg Development Agency (SOC) Ltd	Johannesburg Development Agency (SOC) Ltd	Johannesburg Development Agency (SOC) Ltd	Johannesb urg Develop ment Agenc y (SOC) Ltd
	Rand	Rand	Rand	Rand	Rand
<b>Assets</b>					
<b>Non Current Assets</b>					
Property plant and equipment	5 880 376	5 621 392	5 880 376	5 880 376	5 880 376
Intangible assets	180 362	113 431	180 362	180 362	180 362
Deferred Tax	897 964	897 964	897 964	897 964	897 964
	<b>6 958 702</b>	<b>6 632 787</b>	<b>6 958 702</b>	<b>6 958 702</b>	<b>6 958 702</b>
<b>Current Assets</b>					
Loans to shareholders	61 480 480	25 038 437	61 480 480	61 480 480	61 480 480
Trade and other receivables	135 432 332	163 473 722	135 432 332	135 432 332	135 432 332
Bank balances	1 196 081	2 974 635	1 196 081	1 196 081	1 196 081
	<b>198 108 893</b>	<b>191 486 794</b>	<b>198 108 893</b>	<b>198 108 893</b>	<b>198 108 893</b>
<b>Total Assets</b>	<b>205 067 595</b>	<b>198 119 581</b>	<b>205 067 595</b>	<b>205 067 595</b>	<b>205 067 595</b>
<b>Net Assets and Liabilities</b>					
<b>Net Asset</b>					
Contribution from owner	16 277 624	16 277 624	16 277 624	16 277 624	16 277 624
Accumulated Surplus (Deficit)	29 714 313	28 924 451	29 714 313	29 714 313	29 714 313
	<b>45 991 937</b>	<b>45 202 075</b>	<b>45 991 937</b>	<b>45 991 937</b>	<b>45 991 937</b>
<b>Non Current Liabilities</b>					
Finance lease obligation	(9 962)	(59 771)	(9 962)	(9 962)	(9 962)
Deferred taxation	4 000 985	4 000 985	4 000 985	4 000 985	4 000 985
Non-current provisions	-	2 035 695	-	-	-
	<b>3 991 023</b>	<b>5 976 909</b>	<b>3 991 023</b>	<b>3 991 023</b>	<b>3 991 023</b>
<b>Current Liabilities</b>					
Loans from shareholders	56 477 598	56 441 577	56 477 598	56 477 598	56 477 598
Finance lease obligation	28 815	28 815	28 815	28 815	28 815
Trade and other payables	80 412 013	82 835 908	80 412 013	80 412 013	80 412 013
Deferred income	-	-	-	-	-
Current provisions	2 035 695	-	2 035 695	2 035 695	2 035 695
Other current liabilities # 2	15 717 553	7 221 336	15 717 553	15 717 553	15 717 553
Other current liabilities # 3	412 961	412 961	412 961	412 961	412 961
	<b>155 084 635</b>	<b>146 940 597</b>	<b>155 084 635</b>	<b>155 084 635</b>	<b>155 084 635</b>
<b>Total Equity and Liabilities</b>	<b>205 067 595</b>	<b>198 119 581</b>	<b>205 067 595</b>	<b>205 067 595</b>	<b>205 067 595</b>
<b>Net Current Assets</b>					
Property plant and equipment	<b>5 880 376</b>	<b>5 621 392</b>	<b>5 880 376</b>	<b>5 880 376</b>	<b>5 880 376</b>
Intangible assets	<b>180 362</b>	<b>113 431</b>	<b>180 362</b>	<b>180 362</b>	<b>180 362</b>
Deferred Tax	<b>897 964</b>	<b>897 964</b>	<b>897 964</b>	<b>897 964</b>	<b>897 964</b>

	Current Year	Current Ytd	Current Ytd	Current Ytd	Current Ytd
	Johannesburg Development Agency (SOC) Ltd	Johannesburg Development Agency (SOC) Ltd	Johannesburg Development Agency (SOC) Ltd	Johannesburg Development Agency (SOC) Ltd	Johannesburg Development Agency (SOC) Ltd
	Rand	Rand	Rand	Rand	Rand
Loans to shareholders	61 480 480	25 038 437	61 480 480	61 480 480	61 480 480
Trade and other receivables	135 432 332	163 473 722	135 432 332	135 432 332	135 432 332
Bank balances	1 196 081	2 974 635	1 196 081	1 196 081	1 196 081
Contribution from owner	16 277 624	16 277 624	16 277 624	16 277 624	16 277 624
Accumulated Surplus (Deficit)	29 714 313	28 924 451	29 714 313	29 714 313	29 714 313
Finance lease obligation	(9 962)	(59 771)	(9 962)	(9 962)	(9 962)
Deferred taxation	4 000 985	4 000 985	4 000 985	4 000 985	4 000 985
Non-current provisions	-	2 035 695	-	-	-
Loans from shareholders	56 477 598	56 441 577	56 477 598	56 477 598	56 477 598
Finance lease obligation	28 815	28 815	28 815	28 815	28 815
Trade and other payables	80 412 013	82 835 908	80 412 013	80 412 013	80 412 013
Current provisions	2 035 695	-	2 035 695	2 035 695	2 035 695
Other current liabilities # 2	15 717 553	7 221 336	15 717 553	15 717 553	15 717 553
Other current liabilities # 3	412 961	412 961	412 961	412 961	412 961



The Johannesburg Development Agency  
3 President Street, Johannesburg

PO Box 61877, Marshalltown, 2107

Telephone: + 27 11 688-7850

Fax: +27 11 688-7899

Email: [info@jda.org.za](mailto:info@jda.org.za)