



annual report  
2005



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## **Chapter 1 : High Level Summary**

## 1. Chairperson's Foreword - Ike Ngwena

I am pleased to report that the Johannesburg Zoo is operating in a sustainable and financially responsible manner. The Business produced a surplus for the second year running and the unqualified audit once again indicates that the controls and oversight at the Zoo are adequate.

The Board has fully endorsed the 5-year Development Plan for the Zoo and will ensure that the vision is delivered. The increased investment in this City asset is long overdue and essential for the ongoing operation of the Zoo.

The support of the visiting public is encouraging and indicates that the public supports the developments. For sustainability, the visitors' numbers must grow and the Board will be challenging the Zoo to break the 500,000 annual barrier in the near future.

The Board has placed additional attention on risk management. The Zoo is a particularly dangerous environment with unique challenges. The Board will continue to interact with the management to reduce the risks of operations.

The Board can once again confirm that the Johannesburg Zoo operates as a going concern. I would like to thank the Board of the Johannesburg Zoo, the City of Johannesburg, the staff of the Johannesburg Zoo and the public and sponsors for making this a spectacular year.

*Ike Ngwena*

Ike Ngwena

## 2. Overview of the Entity - Jenny Gray

The Johannesburg Zoo has served the citizens of Johannesburg for 100 years. Hermann Eckstein donated the land in Saxonwold in 1904, with a small animal collection donated by Sir Percy Fitzpatrick. Over time, the nature and operation of the Zoo has changed dramatically. Current Zoo philosophy places importance on four key pillars – conservation, education, research and recreation. The Johannesburg Zoo is well placed to deliver on these core pillars.

The Zoo houses 2073 animals of 365 species in 54 hectares. The Zoo has placed an emphasis on ensuring the best husbandry of the animals including their nutrition, accommodation, enrichment and medical care. The gardens and setting of the Zoo are critical to the visitor enjoyment and receive ongoing attention. The Zoo focuses on plants that are indigenous and 'water wise'.

The Zoo has a role to play in educating the public on the protection of the environment and sustainable utilisation. To support this, the Zoo recycles most water, campaigns against litter and reuses biological waste. Strong educational projects reach thousands of learners annually.

Alignment with the Department of Education and the school curriculum ensures that Zoo educational progress remains relevant. Research projects are undertaken in the Zoo and by staff in the field. Research is an area that will receive ongoing attention in the future.

As a commercial operation the Zoo continues to expand into other activities related to the recreational, entertainment, hospitality and tourism markets to ensure survival and future growth. The Johannesburg Zoo is one of the premier tourism and recreation destinations in Johannesburg. As such, the focus and the strategic direction of the Zoo is to grow and develop in a way that will capture the hearts and minds of the residents of Johannesburg and ensure that they enjoy the many delights that await them at the Zoo. Underpinning all the undertakings of the Johannesburg Zoo is the need to conserve wild animals in their natural habitats. The Johannesburg Zoo supports the World Zoo and Aquarium Conservation Strategy, 2004, and will strive to meet the goals of this strategy.



Jenny Gray

### **3. Mission, Vision and Strategy Statements**

#### **Mission**

To be recognized as Gauteng's environmental and wildlife destination of choice through conservation, recreation, education and research.

#### **Vision**

To successfully develop and manage the Johannesburg Zoo as a world-class African Zoo driven by competent, motivated and customer-focused people.

#### **Mandate**

To encourage people to appreciate wild life.

#### **Development Strategy**

The Johannesburg Zoo business plan outlines the 5-year development plan which will facilitate the creation of a world-class African Zoo that is loved and visited regularly by the residents of Johannesburg and contributes in a significant way to conservation. The vision is translated into an implementation plan, which fully defines the steps necessary for the achievement of this vision.

The development plan is a tool to guide the way that all investment and development around the Zoo is approached. The "development plan" is not cast in stone and will be the subject of ongoing, rigorous debate. The City has agreed to the sale of the Rietvlei Zoo farm, which will provide significant capital injection to the Johannesburg Zoo and allow for the implementation of the 5-year development plan.

The Johannesburg Zoo has undertaken an assessment of the strengths and weaknesses of the Zoo in its current form. International experience and design trends have been studied and the opinions of numerous parties have been solicited. The result is the creation of a long-term plan to ensure that the Zoo achieves the vision of being a World Class Zoo and a premier tourism attraction within Johannesburg.

In addition to the upgrading of animal and visitor facilities the Johannesburg Zoo will expand educational and conservation projects.

### **4. Performance during the 2004/05 financial year.**

The year under review has been an exciting time for the Johannesburg Zoo. The approval of the 5-year development plan has created a clear direction for the Zoo and will guide all investment. The decision to dispose of the Rietvlei Zoo farm and relocate to a new Zoo farm has enabled the release of funding to upgrade the Zoo. The combination of a plan and funding places the Johannesburg Zoo in a unique position and will ensure a World Class African Zoo in the next 5 years.

The focus for development has been on older enclosures where animal welfare can be improved. The upgraded Ape House that opened in September 2004, has dramatically increased the space available for the Chimpanzees and provides a natural environment. The value of this new enclosure is visible in the improved behaviours and the weight and strength gain of the animals.

The next major project was the filling of the moat at Carnivore Curve, this increased the animal space by three times, and the meshing of the enclosures has created enclosures that are more versatile. The relocation of the baboons to their new homes at Carnivore Curve has been a delight for both the visitors and the animals. The last months' allocation of capital to the Zoo enabled the construction of a huge walk-through aviary and the repair of the moats and fencing at the AngloGold Ashanti Lion Enclosure.

New enclosures include the Otter, Forest Floor, Provost Squirrels and Ringtail Lemurs. The highlight of the year was the arrival of the new male Gorilla, but in addition, many new and exotic animals have been added to the collection.

Visitor numbers have risen in line with the new developments. The actual visitors for the year of 376,235, is the highest since the Zoo was established as a stand-alone entity. Various events and concerts assisted in achieving this number.

In 2005, the World Association of Zoos and Aquariums passed the Conservation Strategy document. This clearly locates Zoos and Aquariums as conservation institutions and obligates a level of professionalism in operation. In line with this vision the Johannesburg Zoo is involved in conservation projects and the focus on the education of visitors has increased.

The efficient utilization of scarce resources is another way in which the Zoo contributes to the protection of the environment. The water usage reduction achieved through the recycling of water and the focus on eliminating wastage is remarkable. In a two-year period annual consumption has decreased by 40%.

The horticulture and technical teams have greatly improved the visual environment of the Zoo, resulting in increased customer satisfaction. The current level of satisfaction at 82% will be a challenge to maintain.

Financially, the Zoo has performed well and is optimistic that this valuable institution is well placed to serve the people of Johannesburg.

## **5. Corporate Governance Report**

The Board of Directors has adopted a Corporate Governance Protocol to regulate the relationship between the City of Johannesburg as shareholder and its Municipal owned entities in the interests of good corporate ethics.

The protocol is premised on the principles enunciated in the King Report for Corporate Governance for South Africa 2002 ("King ii"). The Code of Corporate Practices and Conduct contained in King ii applies to The Johannesburg Zoo as a municipal owned entity that falls under the Local Government : Municipal Finance Management Act (MFMA).

The Johannesburg Zoo is governed by a board comprising six non-executive and two executive directors. Board Members are divided into four committees being the Audit Committee, Marketing and Education Committee, Conservation and Operations Committee and Human Resources Committee.

## **6. Institutional Dimension**

The Johannesburg Zoo's Board of Directors is committed to developing the Zoo, its people, and implementing an effective transformation Programme.

The Johannesburg Zoo's organisational structure has remained constant. A new technical manager Mr. Reginald Mokalapa was appointed to replace Mr. Vic Lopes who passed away after 30 years of service.

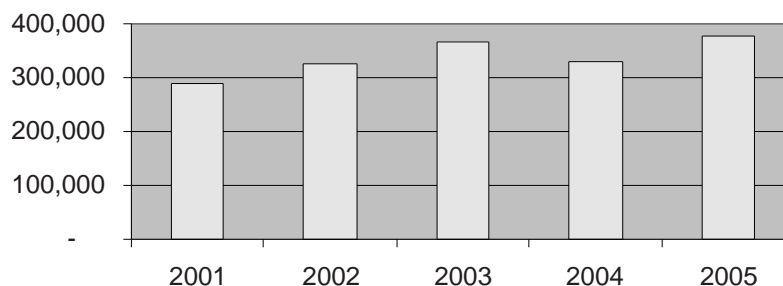
Staff development remains a priority. The recruitment of learner keepers has seen a new generation of professional staff start at the Zoo. In addition, the recruitment of younger staff in all parts of the Zoo has contributed to reducing the average age of the staff to 40 years. Over the year, 10 staff members left on pension with a combined experience of 311 years. We thank them for their input and wish them well.

## **7. Discussion on the Key Service Delivery Drivers and the Performance**

Service delivery at the Johannesburg Zoo is monitored by means of key performance indicators. The Zoo reports quarterly to the City of Johannesburg on progress against agreed targets. Performance for the 2004/05 financial year is as follows:

- o Visitor numbers achieved is 5% higher than target, at 376,235 visitors; this is a growth of 16% over prior year.
- o The disaster management plan is complete and in place.
- o The level of readiness to manage disasters is measured by the number of practice drills conducted. Three drills were performed during the year. Two actual incidents were experienced and staff responded professionally.
- o An annual environmental assessment is conducted. The Zoo rating increased from a base of 66% to 74.5%, slightly below the target of 75%. Areas of possible improvement have been identified.
- o Four Projects were undertaken to improve water consumption against a target of 3. The projects were the repair of the AngloGold Ashanti Lion Enclosure dams, the installation of drinking fountains, the installation of an irrigation system based on recycled water and the filling in of leaking moats at Carnivore Curve.
- o There were no employee disabling injury/incidents.
- o There were no employee fatalities.
- o The HIV /AIDS Programme at the Johannesburg Zoo has commenced with general training and the identification and training of peer councillors.
- o No staff members have reported their HIV status at the Johannesburg Zoo.
- o The number of sustainable jobs at the Johannesburg Zoo is 164. The actual staff number varies, depending on staff movements.
- o The cyclical nature of the operations of the Johannesburg Zoo results in the employment of temporary staff. The number varies per quarter with a maximum of 10 temporary staff being employed in the first quarter.
- o Seven public safety incidents in total were reported for the year. Two incidents related to the chimpanzees throwing objects at visitors and a child was bitten by a donkey. Signs have been erected at all enclosures with animals that may bite and on weekends additional staff are allocated to watch the chimpanzees. The remaining four incidents were members of the public falling. A campaign to repair dents in paving will reduce the risk of falling.

## Annual Visitors Johannesburg Zoo



- o The customer safety plan is in place and operational.
- o Four major refurbishment projects were completed; the Carnivore Curve, AngloGold Ashanti Lion Enclosure dams, the upgrade of the Ape House and the elephant enclosure.
- o Six new enclosures were established: Otters, Bongo, Red River Hogs, Provost Squirrels, Ringtail Lemurs and Tamamdua.
- o Eight projects were initiated to improve animal well-being – these range from preventative medicine programmes to enrichment and nutrition.
- o In order to increase PDI (Previously Disadvantaged Individuals) visitors, a marketing campaign has been run on Khaya FM. Every month Metrobus, the Fresh Produce Market and the Johannesburg Zoo host underprivileged children at the Zoo.
- o The number of animals is relatively stable at 2073. On an ongoing basis, surplus animals are identified and sold. In the long term, the number of animals at the Johannesburg Zoo will increase.
- o Repairs and maintenance make up 4.2 % of operating expenditure.
- o The full capital allocation of R7.2 million was spent in the financial year.
- o A Customer Service Programme was completed.
- o Two customer satisfaction surveys were undertaken. Overall 82% of customers rate the Zoo experience as good.
- o Queries are resolved immediately. Complaints and commendations are reported to the City in the quarterly report.
- o R374,000 was generated from donor funding, this was below the target of R600,000. The key reason was that the Friends of the Zoo organisation was reinstated and took over the raising of sponsorships. A timing difference will see a donation from Friends of the Zoo in the New Year.
- o BEE procurement as a proportion of total capital expenditure was 22%. This will be addressed in the coming year.
- o BEE procurement as a proportion of total operating expenditure was 24%. This will be addressed in the coming year.
- o The development plan was completed and approved by the Board and the Mayoral Committee.
- o Implementation of the development plan is ongoing. The rezoning application to execute the development plan is awaiting comments and a public participation process.

## 8. Financial Performance: Lillian Letele

The Board is pleased with the financial performance of the Zoo. Without qualifying the audit opinion, the Auditor General drew attention to several areas, which will be addressed by Zoo Management together with the Internal Auditors during the ensuing year.

The Zoo received a subsidy of R22m in line with budget and this remains the Zoo's major source of income. Of note is the income received from admissions which increased by R2m to R7m over this financial year as visitor number increased 16% to R376k mainly following sunny weekends at the Zoo and improved public perception of the Zoo and what it offers. Similar to last year the mild winter weather also had its advantages towards visitor numbers. Holiday and weekend activity remain our biggest and increasing source of income and this is set to grow as the Zoo develops into its vision of being Africa's World Class Zoo.

We remain of the view that due to several factors that have been identified by management and the Auditor General, challenges and possibly opportunities persist in the control environment of cash collection and the resultant completeness of our gate takings, however, the improvement in revenue over the last year is encouraging and installation of CCTV and successful implementation of financial controls will go a long way in improving the current situation.

The main component of other sources of income for the Zoo is revenue generated from the sale of animals at the Zoo on an auction basis. These sales generated R2m (2003/4: R1m) and have been the main reason for the increase in other income from R4m to R5.5m over the 2005 financial year period. Other income includes three other major items namely Tours and rides which increase 5% to R798k (2003/4: R763k), Rental of

facilities up 12% to R782k (2003/4: R686k) and interest received of R637k (2003/4: R441k) related to the retirement benefits.

Albeit not major among revenues earned from other income sources, Events contributed R315k, 128% up after the Zoo took over the operation of the events section and now operate it in-house. Such results have encouraged the Board to also approve the operation of Zoo buggies in-house and the subsequent purchase of golf carts. Through this operation we hope to improve the Zoo's image and create new a revenue stream for the Zoo.

Costs were on the whole well controlled with significant reduction in costs incurred for water supply which halved to R1m despite several meter problems. Animal feeding and upkeep which reduced significantly by 42% to R2,6m subsequent to a drive to balance and add variety to our animal collection. Following an increase in capital expenditure in the Zoo from its capital budget from the City, specifically the repair to moats and water infrastructure, has resulted in the reductions of repairs and maintenance. Maintenance reduced by 61% to R1.9m, and management's focus on reducing consultancy fees showed significant results, as consultancy fees reduced to R227m from R997m.

Expenses incurred in the marketing and promotion of the Zoo and its facilities amounted to R1.6m (up 163%) and veterinary care expenses rose by 46% to R1.3m as a result of better and more frequent health checks on our animals.

The company showed a profit of R689.5k (2003/4 : R45.3k), this reduced the retained losses of the Zoo to R421k from R1,111k in the prior year.

At balance sheet date, the Zoo is technically insolvent, however there is no risk to creditors as the City of Johannesburg has confirmed its support through a R1m subordination agreement.

## 9. Capital Projects

The Capital allocation for the Johannesburg Zoo was R7,200,000. The following projects were undertaken.

Project	Capital spend	Description
Water	163,377	Upgrading of irrigation system. Replacement of part of reticulation line. Installation of drinking fountains.
Secure entrance	255,483	Installation of Cashier booths and CCTV cameras at Upper Park entrance.
Wall phase 3	62,858	Securing of the Zoo premises by construction of a perimeter wall at Upper Park drive.
Rietvlei	252,920	Installation of perimeter fencing around the farm premises.
Furniture	39,767	Procurement of furniture for various departments.
Ape House	1,451,588	Upgrade of the day area for the Chimpanzees. Dramatic increase in area to allow for trees and streams.
IT – computers	79,082	System, software upgrades and procurement of new computers.
Bongo and Red River Hogs	281,019	New Forest Floor exhibit.
Carnivore Curve	2,820,374	Upgrade of Carnivore Curve, filling-in of the moat and meshing of enclosures. Creation of a new walk-through aviary.
Elephant enclosure	127,263	Re-thatching of night rooms and repair of all doors.
Equipment	182,488	Lawn mowers, office equipment, air conditioners, motor bike, freezer upgrade.
Development plan	35,310	Survey and design fees.
Directional Signs	83,601	New directional signs have been installed.
Infrastructure upgrades	153,984	Rubble removal, structural elements and water proofing
AngloGold Moat and crocodiles	811,093	Lining of the Moats at the AngloGold Ashanti Lion Enclosure has been replaced with Gunnite and additional security fencing installed.
Baboon Mountain	400,000	Commenced work on the changes to the Baboon Mountain to create an Amazon experience.
Total	7,200,205.94	

## 10. Contribution to the Integrated Development Plan (IDP), the City Scorecard and the Mayor's Strategic Agenda

The City of Johannesburg has identified 15 strategic thrusts. The Johannesburg Zoo has supported these thrusts, to assist the City in the realisation of these aims.

- 10.1 Deepen Democracy and promote good governance**  
The Zoo has collaborated with the following UAC's (Utilities and Agencies of the City) and City departments; Johannesburg Water, Department of Arts and Culture, Johannesburg Roads Agency, Metrobus and Johannesburg Fresh Produce Market. In terms of Governance, the Johannesburg Zoo has met all the requirements.
- 10.2 Ensure basic service delivery**  
The Johannesburg Zoo maintains and has upgraded much of the infrastructure at the Zoo. All basic services of maintenance and cleaning are undertaken at a high level.
- 10.3 Enhance Batho Pele and customer care**  
Customers are treated with dignity and respect; customer satisfaction is recorded at 82%. All complaints are logged and dealt with within 3 hours.
- 10.4 Address job creation and accelerate economic development**  
Capital projects have given focus to job creation. In total 120 jobs have been created through the Capital Programme at the Johannesburg Zoo. Preference has been given to emerging contractors wherever possible.
- 10.5 Target poverty and advance human development**  
Extensive training and the recruitment of learner keepers have resulted in a growth of the skills base at the Johannesburg Zoo.
- 10.6 Consolidate inner city regeneration**  
Not applicable to the Zoo.
- 10.7 Consolidate HIV / AIDS initiatives**  
A formal HIV / AIDS initiative has been implemented at the Johannesburg Zoo.
- 10.8 Create sustainable human settlements**  
Not applicable to the Zoo.
- 10.9 Enhance integrated transportation**  
Not applicable to the Zoo.
- 10.10 Ensure financial sustainability**  
The Johannesburg Zoo has operated within the allocated subsidy and produced a small surplus. Focus on growing own revenue will ensure financial sustainability. The City has agreed to the development and sale of the Rietvlei Zoo farm, which will provide significant capital injection to the Johannesburg Zoo and allow for the implementation of the 5-year development plan.
- 10.11 Improve community safety**  
The Johannesburg Zoo has developed disaster management plans for animal and visitor emergencies. Drills are conducted regularly to ensure readiness. All infrastructure and hazards have been assessed and improvements for safety reasons implemented.
- 10.12 Promote strategic planning and management**  
Development of the Johannesburg Zoo is against a 5-year strategy, which has been approved by the Board and the City. The Board, the Contract Management Unit and the Shareholder Unit undertake ongoing monitoring and evaluation.
- 10.13 Develop and implement strategic projects**  
The 5-year strategic plan has been approved.
- 10.14 Prepare for the 2010 Soccer World Cup**  
The Zoo is on track to be a World-Class tourist attraction by the 2010 Soccer World Cup.
- 10.15 Advance sustainable development agenda**  
The Johannesburg Zoo is committed to sound and sustainable environmental practices. An independent environmental assessment is conducted annually. The Zoo rating increased from 66% to 74.5%, slightly below the target of 75%.

## 11. Key Achievements

The Key achievements for the Zoo are:

- o The increase in visitor numbers.
- o Upgrading of enclosures.
- o Construction of new enclosures.
- o Reduction in water consumption.

## 12. Key Challenges

The Key Challenges remain:

- o Ageing infrastructure.
- o Weather.
- o Animal welfare.
- o Age and skills of staff.
- o Increase of visitor revenue.
- o Safety and security of visitors and animals.

### 13. Recommendations for consideration in 2005/2006

The Johannesburg Zoo is in a stable and secure position. In order to grow into a World Class Zoo the focus is on the upgrading of animal enclosures and the improvement of visitor facilities. The measure of a World Class Zoo has been identified in the World Association of Zoo's Conservation Strategy as shown in the following table. The Johannesburg Zoo will strive to attain the role and functions that characterise a future ideal Zoo.

#### THE ROLE AND FUNCTIONS THAT CHARACTERIZE A FUTURE IDEAL FOR ALL ZOOS (Illustrating the progression towards greater support of conservation of wild populations and habitats)

1. Increasingly commit to conservation in the wild as the primary goal and focus for any zoological institution.
2. Utilize the unique resource available to advance research aims both in and ex situ.
3. Develop outstanding education programmes that teach proactive environmental concerns locally and globally.
4. Develop innovative exhibits to excite and inspire the visiting public whilst continually reviewing and improving the welfare of captive animals.
5. Use the collective power of global or regional associations to inform and influence political change relating to the environment.
6. Operate zoos to the highest ethical business standards to allow the generation of funds for conservation action.
7. At all times advocate the role of zoos to the general public, directly confronting issues and being steadfast in the pursuit of a conservation mission.
8. Increased inter-institutional cooperation to enhance the use of limited resources and act globally.
9. Adopt and utilize new technological advances for enhanced communication, research and education.
10. Promote organizational structures which draw upon strengths at all levels and adopt team approaches.
11. Value, recruit, further train, and retain staff at all levels.

### 14. Conclusion by Councillor Ntingane: Municipal Enterprises Committee, City of Johannesburg

The Johannesburg Zoo was donated to the people of the City of Johannesburg in 1904. The Zoo, with the other Municipal entities like the Civic Theatre and the Tourism Company, is an asset that makes Johannesburg a world class City.

The Zoo ensures that the urban residents of the large City are connected to nature and are able to see real animals up close. For thousands of children this is their only opportunity to see real animals, to smell them and to be inspired by their size and strength. Who can watch a child seeing their first elephant and not be caught up in the wonder and excitement?

I am thus delighted that the Johannesburg Zoo is on a path of upgrade and reinvestment. The Mayoral Committee has approved the ambitious 5-year development plan as well as the plan to fund this development. Already the investment in the Zoo is showing in terms of increased visitors and new exhibits. The focus on animal welfare has resulted in older enclosures being upgraded and new enclosures for charismatic animals like the bears.

The 2004/05 year will be viewed as a watershed year in Zoo operation. After 4 years of transformation, the Zoo has emerged as a revamped organization ready to tackle the challenges of the next 100 years of operation.

As the shareholder of the Zoo, the City is committed to an oversight role on the Zoo operations. I would like to thank the outgoing Chairman, Mr Litha Nyhonyha, and the Board of the Johannesburg Zoo for their efforts in directing the development of the Johannesburg Zoo and ensuring good governance.

The Staff of the Johannesburg Zoo are committed and passionate professionals; I would encourage them to continue with the great work and to remember that they are instrumental in inspiring people to appreciate wildlife.



## **Chapter 2 : Human Resource**

## 2.1 Human Resource Elements: Ronnie Myatza

The Johannesburg Zoo employs 164 full time employees. In addition seasonal requirements are met through contract labour.

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There are currently four pension funds namely:

- City of Johannesburg Pension Fund (CJPF)
- Johannesburg Municipality Pension Fund (JMPF)
- E-joburg Retirement Fund
- Johannesburg Zoo Pension Fund

There are currently 3 Medical Aid Companies serving the Zoo employees namely:

- Sizwe Medical Aid
- Bonitas Medical Aid
- L.A. Health

There are no outstanding monies owed by the staff.

### 2.1.1 Employment Equity Performance

The Employment Equity Plan was approved by the Employment Equity Committee and Management. In terms of recruitment and selection, twenty-eight new staff members were appointed, one of them being a person with disability. Our male / female ratio was 79.02% and 20.98% respectively. It now stands at 72.05% and 27.95%. The deliberate bias towards females is slowly changing the Zoo staff profile.

### 2.1.2 Skills Development Performance

A total of 105 staff members went through some form of training this year. In the 2003/2004 financial year 36 staff members attended courses or were trained. The annual training report and the workplace skills plan have been completed and submitted to the SETA.

### 3.1.3 Staff Movements

Staff Movements	African		Coloured		Indian		Whites	
	Male	Female	Male	Female	Male	Female	Male	Female
Appointments	9	13				2	2	2
Recruitments								
Resignations	1	1				1	2	
Dismissals	1							1
Retirements	8						1	
Deaths	1						1	

### 2.1.4 Performance Management

The Johannesburg Zoo makes use of the Balanced Score Card for performance management. Staff members are assessed on a quarterly basis.

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

An AIDS Awareness Campaign was embarked upon in January. Approximately 50% of staff members attended and participated in the campaign.

A Peer Education Course was undertaken in March. A Peer Counselling Course was undertaken in June. The staff members who completed this training found it to be a rewarding and enriching experience. Some of the topics discussed were HIV testing and diagnosis, legal and ethical issues, counselling skills and death and dying.

### **2.1.6 Trends on Personnel Expenditure**

Personnel expenditure has increased due to the payment of benefits and the recruitment of professional staff.

Year	2001/2002	2002/2003	2003/2004	2004/2005
Amount	R14,272,21	R14,822,504	16,811,627	17,460,076

## **2.2 Arrears Owed**

There are no loans to Directors or staff members of the Johannesburg Zoo.



## **Chapter 3: Functional Area Service Delivery Reporting**

### 3.1 Education Department: Louise Gordon

The World Zoo and Aquarium Conservation Strategy consider education an essential conservation task of zoos worldwide. Zoos have a unique role to play in global efforts to educate people.

“The aim of conservation education is to interpret living collections to attract, inspire and enable people to act positively for conservation. Educators need to develop linkages with a wide variety of institutions, establish networks, and improve and evaluate methods and results. They can thus build support for a more sustainable way of living, through both informal and formal education, both within and outside of their own organizations”.

The Johannesburg Zoo undertakes informal education with its visitors, and formal education through developing links with schools, colleges, universities and teacher training institutes. We do not participate in curriculum development for schools but do incorporate it in our programme development. The Education Programme is endorsed by the Gauteng Department of Education and we market our Programme to 2500 schools in the greater Gauteng.

Our aim is to establish Johannesburg Zoo as an educational facility of choice to all learners of Gauteng – Fundamental phase, Intermediate phase, Senior phase and Tertiary education.

Education Programmes should be of a high quality and not just quantity based – Zoo education Programmes should be highly recommended as a “must” to be included in outcomes -based education on a multi-curricular level.

Current Programmes at the Johannesburg Zoo include the following:

#### **Formal Education:**

These Programmes are aligned with the Gauteng Department of Education and are aimed at schools in Gauteng.

- o Zoo School.
- o Zoo-to-You.
- o Biofacts.
- o Community service and job shadowing.
- o Teacher training workshops.
- o Special environmental event days – Water day, World Environment day, Arbor day and the Sasol Birdfair.

#### **Informal Education:**

These programmes are aimed at individuals, family groups, church groups, scouts, brownies and cub groups and schools that want to participate.

- o Explore our safari tours – day & night tours of the Zoo.
- o Holiday programmes and sleep-overs.
- o Youth clubs.
- o Educational posters for exhibits.
- o Tour guide training and regular updates for our guides.
- o Internal & external exhibits, which often coincide with education event days.

#### **Educational fundraising efforts:**

- o Vukuzenzele – sponsored Zoo visits aimed at disadvantaged learners.
- o Adopt-an-Animal – The public donate funds to the Zoo through an Adoption Programme.
- o Corporate sponsorship for our Outreach Programme, the Zoo-to-You to very under-privileged areas.

**Other involvements:**

- o Student facilitation.
- o THETA Association - SGB Conservation workshops – we advise on the contents of courses for tertiary levels for students to be trained specifically for the needs of the industry.
- o The Education Department staff at the Johannesburg Zoo are members of the AZOREN (Africa Zoos and Reserves Network) and the IZE (International Zoo Educators Forum).

Sasol sponsored a bird book for use in the Johannesburg Zoo: Sasol Birds of the Johannesburg Zoo - a beginners guide to bird watching. It was written in conjunction with the Education Department and is a resource for schools and the general public.

**3.2 Stores: Lorna Fuller**

The Stores and Kitchen section of the Zoo continued the upgrading and revamping of the old kitchen facilities. The original freezer was repaired and a new floor laid to promote better hygiene. New equipment was purchased to aid the food preparation process in the kitchen, as all the diets are fully prepared in the central area allowing for animal staff to spend more time on the sections.

A new central store was created to facilitate the purchasing and holding of all food, cleaning and safety equipment.

New product developments were discussed with an animal feed company and concentrates are being developed for more unusual species.

Whole carcass feeding was introduced weekly to all the carnivores and the kitchen regularly purchases crickets, poultry and rodents as part of the improved diets.

The manager attended the fourth European Nutrition Conference in Leipzig, Germany, in January 2005. The conference provided an excellent opportunity to create new contacts and to exchange ideas.

Training for the year included a basic Health and Hygiene talk for all the animal staff. A Behavioural Enrichment and Feeding workshop was presented to the animal staff and projects are underway to increase feeding times of all animals with some creative thoughts. All the kitchen staff also received extensive training on the safety and usage of the band-saw equipment.

Continuing education is essential for skills development in the kitchen. A regular monthly training programme has been implemented for continuous training and development of the staff to maintain high hygiene and nutritional standards.

**3.3 Veterinary: Dr. Michelle Barrows**

This was a busy year for the veterinary team. Many new animals arrived in the Zoo and many animals were moved around to accommodate the building work or transported out of the Zoo. All new animals are quarantined in the hospital for at least 30 days before they are allowed into the Zoo. During this time, they are given health examinations to make sure that they are fit and well. Some of the new animals that underwent this testing included the coatimundis, ross' turacos, black and white casqued hornbills, prevost squirrels, mona monkeys, saddle-billed storks, cheetahs, warthogs, bontebok, eland, waterbuck, a red-bellied lemur, girdled lizards, siamangs, a snow leopard, black casqued wattled hornbills and Howler monkeys. As part of her health examination one of the howler monkeys was given an ultrasound examination by Dr. Govendrageloo, a pediatric cardiologist, after x-rays revealed a heart that looked slightly larger than normal. The two new cheetahs underwent endoscopic stomach biopsies carried out by Dr. Remo Lobetti. These revealed that, like many captive cheetah, they suffer from gastritis, a condition that can be managed to some extent with medication.

One of our chimpanzee groups and the two orang-utans were anaesthetised in order to move them to temporary enclosures during the renovation of the Ape House. This enabled us to give them health examinations too. These included dental work, physical examinations, blood tests and x-rays. Several pairs of parrots were also given full health examinations before being moved into our new Brooder Room facility. Most of our red pandas and some of the baboons, tigers and lions were given contraceptive implants to prevent unwanted pregnancies.

Wang our male polar bear was anaesthetised to remove some lesions from his head. One turned out to be a tumour but was luckily benign and should not grow back. Tuli, a wattled crane, was treated for zinc poisoning after she managed to ingest some metal pieces. In total, over forty pieces of metal were flushed out from her gizzard under anaesthetic on two separate occasions. Our young male tiger, Nikita, developed ulcers on his pads and hind limb weakness, which progressed rapidly. X-rays and a myelogram, which involved a contrast medium being injected into his spinal column, showed a severe deformity of a vertebra in his neck. This congenital deformity would have been present at birth and became a problem as Nikita grew. No treatment was possible and he was euthanased for welfare reasons. Shakes, an old female camel, was also euthanased, as her arthritis and worn teeth made her quality of life progressively poorer. Kinkel, our bull elephant, developed lameness in his right forelimb. Thermal imaging revealed two areas of inflammation in his elbow and just above his foot and he got better after a course of medication. Our female serval was treated successfully for severe neurological signs thought to be caused by an organism called Toxoplasma. A wood owl had an eye removed after she developed an ocular tumour. Amadeus, a chimpanzee, underwent major orthopaedic surgery carried out by Dr. Eugene Buffa after he fractured his arm at the elbow.

Several injured and poisoned wild birds were treated successfully and some were sent to rehabilitators for later release. George, a young rescued chimpanzee, was given a full health examination and various tests to enable him to be transported to a sanctuary in Kenya. Lappet-faced, Cape and White-backed vultures from the DeWildt Vulture Unit were treated for various injuries and illnesses.

Dr. Barrows was appointed Senior Veterinarian at the Zoo. Dr. Barrows was enrolled for the Royal College of Veterinary Surgeons Diploma in Zoological Medicine and attended the American Association of Zoo Veterinarians Annual Conference, as well as both the American and European Avian Veterinarians Conferences. Dr. Thompson was busy carrying out research on Theileriosis in buffalo for her Masters degree. Sr. Pittman spent 3 weeks in Botswana carrying out haematology for a research project looking at the health of wild Nile crocodiles. She was also appointed as coordinator of the South African wattled crane Recovery Programme, a position that will enable her to use her years of experience with captive cranes to benefit an important Captive Breeding Programme.

### **3.4 Animal Collections: Dr Stephen van der Spuy (BVSc)**

What a year! The Johannesburg Zoo is moving from strength to strength, with new plans and projects being brought to life with enthusiasm. The size and significance of these plans and projects grow as the Zoo gains momentum. The animal department is at the forefront of this development, ensuring excellent animal husbandry and attention to detail. With the increased focus of the Johannesburg Zoo on animals, which are in danger of extinction, the more skilled Keepers are called for.

The staff is increasingly involved in Conservation Programmes and are often called on for expert advice. The Johannesburg Zoo is becoming a centre for skills and manpower to make a large difference in the global conservation of animal species.

The Johannesburg Zoo attended the Southern Ground Hornbill population, habitat and viability assessment (PHVA) in Hoedspruit, which revealed that the Southern ground hornbill is facing extinction in the near future in South Africa, if measures are not put in place to prevent its decline. The Johannesburg Zoo also made a financial contribution towards the PHVA.

We have strengthened our animal care team by recruiting new keeper staff. The newly implemented staff structure places emphasis on employing educated staff as well as educating the current staff to create an environment of professionalism and pride in their work with the animals. The ability of the staff to become involved with conservation, research and education will be much easier to facilitate.

One of our most exciting acquisitions this year was a 19-year-old gorilla male from Munster Zoo in Germany. His name is Makoko and he is part of the European Endangered Species Programme (EEP). I would like to take this opportunity to thank South African Airways for their generous donation of the transport of Makoko to the Johannesburg Zoo.

The EEP ensures that there is an intensive population management for species kept in EAZA Zoos and partners. Other species, which have been added to our collection in the last year and are managed by the EEP are snow leopards, siamang gibbons, margay (a cat species), spectacled bear, red-bellied lemurs, crowned lemurs, ring-tailed lemurs and a mongoose lemur. We are proud to be a part of such an important programme and hope to contribute as much as possible.

During the year, we had some exciting additions to the animal collection including the red river hogs, which are on loan from the National Zoological Gardens of South Africa, two young and playful howler monkeys, three Hartmann's zebra, four Provosts squirrels, two cheetahs and many more.

With our development plan in full swing, we managed to create some new exhibits. The new outside development of the Ape House was a great success for the chimpanzees, increasing the outdoor area by 30 times the original size. Our Curator of Primates and Reptiles, Mr. Phillip Cronje, was overjoyed to see and assist with the development he has been awaiting for so many years. The Forest Floor exhibit was opened in February and houses species such as sitatunga, bongo, red duiker, crested guinea fowl, Ross's turaco and the ever-inquisitive red river hogs.

The old Carnivore Curve has also been under construction. This will enable us to house animals during the construction of their new enclosures as well as providing new and exciting exhibits.

Mike Harman (Curator of Birds) took charge of the new brooder room facility and we are expecting great things.

The Baboon Mountain conversion to the initial phase of the Amazonia region has also been initiated and we expect completion by the end of February 2006.

Staff training was always prominent with staff attending training such as a behavioral enrichment workshop (26 staff members attended), Aids awareness training, first aid training, fire fighting training etc.

We expect a busy new year with more projects and plans in the pipeline.

#### **3.4.1 Alpha Section: Phillip Cronje**

Alpha section had a rather busy year for 2004/05.

We lost our male Gorilla, Max, in May and immediately started to look for a replacement. Makoko arrived at the Zoo in November 2004 and has settled in very well.

After many years, the Ape House was enlarged and the new exhibit was formally opened in September. The chimpanzees and orang-utans now have a much larger outside area to move about in and the

public have given a lot of favourable comment about our new display.

We have been very fortunate to get a number of new animals on the section namely siamang gibbons, a group of ringtail lemurs and red-bellied lemur as well as a red tail guenon male for our female. We hope that all these new additions will soon produce offspring. The JHB Zoo now has a fine collection of highly endangered lemurs from Madagascar as well as four Great Ape species for the public to view, a feat that not many other Zoos can equal.

Two long serving animal attendants Malamulele Ngwevushe and Nkinqa Sidubedube retired at the end of the 2004-year after many years of service at the Zoo.

Alpha section had births again of red pandas, lemurs, marmosets and baboons and the collection grows from strength to strength.

### **3.4.2 Bravo Section: Mike Harman**

Highlights for the year include the completion of the new Brooder Room. Here I would like to pay tribute to Vic Lopes, our departed friend, for what he did to ensure that it was completed. The subsequent move from the old Brooder Room to the new facility and the construction of new aviary bases and the re-painting of the old aviaries ensures that the birds are moved into a nice, clean `new` facility.

Notable breeding on the section has been the successful rearing of four marabou stork chicks (half by the adults and half by staff). The successful rearing of the following animals took place: Greater flamingos, kookaburra, Grey Peacock pheasant, Hahn`s macaws, Yellow-crowned amazon (Zoo first), crested guinea fowl (Zoo first), Siamese Fire-backed pheasant (Zoo first), Barheaded geese, Greater rheas, and Yellow-billed hornbills (hand-reared).

Palm-nut vultures and White-headed vultures were purchased last year - both species are new in the Zoo and have probably never been kept here before. This year we acquired three pairs of Kenyan Crested guinea-fowl that went on display in the bongo enclosure. A pair of Ross's turacos went on display in the newly erected aviary adjoining the boardwalk through the bongo/red river hog enclosures. Black and White-Casqued hornbills (another Zoo first) went on display in the walk-through aviary.

Two pairs of Saddle-billed storks were moved into the aviaries adjoining the Ground hornbills and a hen Blue crane was acquired as a mate for our single cock-bird in `Gatkamp`. Wattled cranes, 2 hens and a cock, were transferred to us from Treehaven Waterfowl facility by The South African Crane Working Group. These birds are to be housed off display, to see if we can succeed in breeding this endangered species. We briefly housed and cared for a Wattled crane chick which was being hand-reared by Mark Finnemore, also for S.A.C.W.G. This was done at the Vet House where special accommodation was arranged for this bird.

On the staff side, Animal Keeper, Andrew Pringle, left us to take up running the family farm. He was replaced by Christelle Pauw, a one-time Zoo volunteer. Some fine Learner Keepers have joined the section in the form of Thapelo Maserumule, Divy Mavasa and Faye Robinson.

### **3.4.3 Charlie Section: Cherry van der Walt**

In February the small cats section moved over to the large carnivore section, thus putting all the carnivores together in as one section known as the new Charlie section, with Cherry van der Walt as the Curator. Agnes Maluleke, was promoted from a Learner Keeper to Keeper of Carnivore Curve, Brown Bears and Seals.

We acquired two new snow leopards, in April and May, which we are hoping to breed with in the future. The coatis were added to our collection and are presently being housed at the small cats exhibit. Two new cheetahs were acquired. Cango Wildlife Farm and the Zoo exchanged male cheetahs as part of a breeding loan.

The tiger and snow leopard enclosures at Carnivore Curve were revamped. The otter also moved into a new exhibit, next to the seals.

The meerkats have bred well this year, with a few litters. The honey badgers bred but the babies died soon after birth. However, this has given us insight and information, which is important as very few

Zoos have been able to breed honey badgers and we will be better prepared next season.

One of the saddest losses for the section this year was the loss of Nikita the Siberian tiger, that had to be euthanased.

#### **3.4.4 Delta Section: Dominic Moss**

Delta section is focused on the Antelope and Hoofstock of the Johannesburg Zoo.

Three Arabian oryx calves were born in the past year and we have also received a new bull to improve our groups genetics. These animals are classified as endangered. Two Bactrian camel calves were born in the past year. One of these calves (Gladys) was hand raised by Keepers. They are considered to be critically endangered. Other significant births include Sitatunga, Scimitar Horned oryx, Indian blackbuck, Burchell's zebra, Sable antelope and Roan antelope.

Houdini our Cape buffalo died of old age at the end of 2004- his teeth were worn down and he was struggling to move around. A Lord Derby eland bull died after suddenly losing condition a post-mortem determined that he had a bone marrow disease. We lost two of our Roan antelope- one ran into a fence during the night and it is suspected that robbers in an adjacent building may have startled it when making their getaway. We also lost a Roan bull that died shortly after a capture operation when he was being moved to Rietvlei, our Zoo Farm.

We acquired the following new animals during the period:

- o Three Water buffalo were purchased from an auction in Kimberley to join our single female.
- o Three red river hogs are on loan to us from The National Zoo for our new Forest Floor Exhibit. We are negotiating to procure them permanently.
- o We swapped one of our Cape buffalo bulls with one from The National Zoo to improve genetics in both institutions.
- o A number of important acquisitions were made from an animal swap with Ratelfontein Nature Reserve, these include, bontebok, Arabian oryx and Scimitar Horned oryx.
- o A springbok calf was captured on Jan Smuts avenue in Rosebank after it had escaped from a home in Saxonwold where it was being kept without a permit.
- o Three Hartmann's zebra were purchased as a new Zoo exhibit.
- o The most significant acquisition was a bongo bull, which we brought in from Ebeltoft Zoo in Denmark to replace our old bull that died. It took us almost a year to arrange this because of all the requirements to be adhered to. They are considered a near-threatened species by the IUCN.

This busy year saw the Lord Derby eland moved to their big new enclosure from the boma camp, this was done passively by building a tunnel between the two camps.

The Development plan, "Explore," continues to thrive and all section staff are enthusiastic about the developments. A spring clean took place in the Zoo and was a resounding success.

Fifty new concentrate feeders were purchased for Delta Section camps to replace outdated and rusted metal trays.

The Zoo at Sun City continues to thrive, and they have had births of nyala and springbok within the past year. All the wild animals and their offspring remain the property of the Johannesburg Zoo.

Jackson Ntimbane who worked on Charlie/Delta Section passed away after a long battle with Tuberculosis and will be sadly missed.

#### **3.4.5 Papa Section: Tshepang Makganye**

Tshepang was appointed as Curator of the Pachyderm and Farmyard Sections. He was joined by Wendy Wilson as a Keeper for the farmyard. These two sections are very popular and highly visible due to the size and appeal of their animals.

We were very pleased with the birth of a female Pygmy hippo on 6 August 2005 as well as a few farmyard animals, like our charismatic donkeys.

Due to the planned changes at the farmyard we have started looking at the species plan for the section.

An infra-red scanner was used to scan our African elephant, Kinkel who had a swollen leg. He recovered well after treatment.

New developments on the Pachyderm and Farmyard Sections will commence in 2006.

### 3.4.6 Rietvlei Zoo Farm: Dawie van der Walt

The new financial year kicked off to a great start; many projects were planned and budgeted for and everybody looked forward to the start of certain projects, which were long overdue. During August all the planning for the steel palisade fence was complete and the appointment of contractors was finalised.

December month was the planned time for two Rietvlei staff members to go on pension, Mr. R.S. Harvey and Mr. K.M. Mahloko. The absence of these two gentlemen was felt by all, but the workload forced everybody to fill the gaps and steam ahead.

In mid December and again in January the future of Rietvlei Zoo Farm was discussed. In March of this year, the final decision was made and approved by the Board and the Shareholder to relocate the Rietvlei farm. Budget was made available for the purchase of a new breeding farm for the Zoo and a "Farm Committee" was established to start searching for a suitable farm.

### 3.4.7 Registrar: Ginger Smit

The Johannesburg Zoo uses ISIS (International Species Information System), which is a computer-based information system for animal species in captivity. It all began in 1973 when the proposal was made that such a system be developed. For 15 years ISIS operated as a part of the Minnesota Zoo. During autumn of 1989, ISIS was incorporated as a non-profit entity, managed by an international Board of Trustees elected by subscribing member institutions.

The software is currently a third generation system (ARKS 3), migrating from DOS to MS Windows, with over 600 member institutions worldwide and a collection of more than 2 million animals.

Today, almost 500 members of the Zoo and aquarium community, representing almost 200 organizations (including the Johannesburg Zoo) are involved in the development of new futuristic Zoological Information Management System (ZIMS). The ZIMS project is one of the largest, international Web-based projects of its kind. ZIMS will replace the current ISIS systems to provide a more accurate, comprehensive database of information.

Set out below are the collated figures for the Johannesburg Zoo from 01 July 2004 to 30 June 2005.

Johannesburg Zoo specimen collection at a glance –

SPECIES							
MAMMALIA 111	AVES 220	REPTILIA 28	AMPHIBIA 1	INSECTA 1	PISCES 3	CRUSTACEA 1	TOTAL 365
SPECIMENS							
MAMMALIA 694	AVES 1167	REPTILIA 153	AMPHIBIA 1	INSECTA 26	PISCES 23	CRUSTACEA 6	TOTAL 2070

The Johannesburg Zoo receives an assortment of "private" donations. In the previous financial year we received 684 specimens, Gauteng Nature Conservation being the biggest donor with 184 specimens. The biggest species gain for the Johannesburg Zoo are tortoises (166 received), particularly the Leopard tortoise (*Geochelone pardalis*) of which 141 were received, with pigeons (42) and snakes of various species (33) in second and third place.

AVES – 260	REPTILIA = 237	MAMMALIA – 164	INSECTA/SPIDERS - 23
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### **3.5 Technical: Reginald Mokalapa**

The past year has seen the department losing its valued manager, Mr. Vic Lopes. He will be missed by all in the Zoo, especially the Technical department staff members. In keeping his memory alive the department has continued from the solid foundation he has left and will continue to strive to make the Johannesburg Zoo a place we can all be proud of.

The five-year development plan is becoming a reality with the undertaking of projects, which will not only enhance the visitor experience but will also improve the environment of the animals.

The maintenance teams are also improving, in that some of the projects that were previously undertaken by contractors are now being done in-house.

The Johannesburg Zoo has been rated highly (Silver classification) by the Heritage Environmental Rating Programme in recognition of the effort the Zoo places in improving our environment. These efforts include water saving projects like the applying of gunnite to the AngloGold Ashanti Lion Enclosure moats and the watering of our gardens with recycled water.

The experience and challenges from the past year have prepared us for the coming year and we are certainly looking forward to the reconstruction and development of the Zoo.

### **3.6 Horticulture: Frans Riet**

The last year was a very exciting and busy time for the Horticulture Department. We created and planted many new flowerbeds, producing a beautiful spring show.

The Department took on numerous projects which were tackled with enthusiasm by members of staff who have completed levels 1 and 2 of the Landscape Maintenance course. The following projects were completed:

- Bongo enclosure - indigenous grass
- Red river hogs enclosure - grasses
- Red deer enclosure - grasses
- Old Scimitar oryx enclosure - grass
- Small zebra enclosure - Kikuyu grass
- Ring-tailed lemurs - Celtis trees and Agapanthus
- Otter enclosure – Environ shade grass and Papyrus
- Brown bears enclosure – Kikuyu grass
- Bat-eared foxes enclosure - grass
- AngloGold Ashanti Lion Enclosure gardens – upgrading of the entrance
- Inside lion enclosure – Planting of Celtis africana plus veldt grasses
- Education Centre – grass planting and the planting of Calendulas around the cannon
- Hippo gardens - mixed flowers
- New brooder room - gardens

Due to the ongoing developments in the Zoo, the Horticulture Department has employed a qualified Horticulturist to assist in developing our Zoo into a world-class organisation. We have also constructed a new green house for growing new plant species.

Current Projects include:

- Carnivore Curve – planting indigenous trees, grasses and shrubs
- Upper Park entrance - surrounds
- Trimming of all palm trees

Future Projects are:

- Crocodile enclosure
- Old Baboon Mountain enclosure (revamp)

### **3.7 Marketing and Events: Elmarie Loubser**

The Marketing team is responsible for the co-ordination of one major event per month at the Zoo. This year was no different and some highlights on the calendar included the annual Mother's Day concert, in conjunction with 702, the Wild Hat tea party in celebration of the Easter period as well as the annual Tree of Light event.

In addition, of course, the event that left everyone talking – the wedding between Lisa and Makoko, our new male Gorilla.

The Friends of the Zoo organisation made a significant financial contribution to the renovation of the new Ape House. They furthermore hosted a successful art exhibition. Their membership database is growing by the day.

During this year, two new enclosures were completed and opened to the public, namely the Ape House and the Forest Floor exhibit. Not only were the exhibits well received by the public, but the Zoo also received a lot of positive publicity in the media.

In addition to the major events, this year also saw the revival of the very popular Zoo Trot, the 5/10 km walk or run through the Zoo grounds. In addition a winter event was introduced - Fireside Tales. This has become a firm favourite with visitors of all ages.

As usual, the marketing team arranged one staff social each quarter and helped coordinate the first ever 'Spring clean'. This involved all staff members taking part in cleaning our Zoo and removing all litter to leave our gardens looking spectacular! Related to this is the recycling project that has been put in place; we are currently recycling paper, cans, glass and plastics.

Our agreement with Metrobus and the Fresh Produce Market continued and we hosted a number of underprivileged schools at the Zoo.

Zoo venues proved to be so popular with clients that two new ones were added, namely the Ape House Deck and the Sasol Aviary. We are very proud to have held not only the first wedding in the Zoo, but also the first staff wedding at our venue adjacent to the Old Elephant House.

The marketing team explored several new ideas this year, such as SMS technology, as well as the publication of our first E-newsletter. A PA system was installed in the Zoo that is used for making public announcements to our visitors.

Another big project that was completed was the new wooden signage to help visitors find their way in the Zoo. Animal symbols have been used to assist visitors who are unable to read.



## **Chapter 4: Integrated Sustainability Reporting**

## **4.1 Corporate Social Responsibility**

The Johannesburg Zoo's focus for Corporate Social Responsibility is on providing access to the Zoo for underprivileged groups. All welfare organisations are able to apply for the reduced entrance fee of R13. The Vukuzenzele project enables sponsored Zoo visits aimed at disadvantaged learners. The sponsorship includes transport and entrance fees. Corporates are involved and are invited to participate in these Zoo visit days. A collaboration between Metrobus, the Johannesburg Zoo and the Fresh Produce Market brings disadvantaged children to the Zoo and provides fruit and drinks free of charge.

## **4.2 OH&SACT - Occupational Health & Safety Act**

The Johannesburg Zoo endeavours to be compliant with the implementation of the Occupational Health & Safety Act so far as it is applicable to the operational activities under its control and to prevent actions and/or omissions, which may lead to any infringements of this Act.

A particular challenge in complying with the OH&SACT is the ageing infrastructure at the Zoo.

All relevant Designated and Responsible people have been appointed in compliance with the requirements of the Act.

- A committee has been established. The membership of the committee is three management representatives and three worker representatives.
- The Human Resources Manager chairs the committee.
- Safety courses have been identified and staff members have attended many, including fire fighting, first aid and poison courses).
- Potential hazards are being identified on a continual basis and rectified.
- Staff members will be educated on the reasons for annual inoculations.

## **4.3 Environmental Management Policies**

The Johannesburg Zoo is committed to sound and sustainable environmental practices. An independent environmental assessment is conducted annually. The Zoo rating increased from 66% to 74.5%, slightly below the target of 75%. Areas of possible improvement have been identified. The water reduction project will be entered in the Imvelo Environmental Awards.

Key challenges for the coming year include waste management; electrical reticulation and consumption, ongoing focus on water consumption and litter awareness in visitors.

## **4.4 Batho Pele**

Visitors and stakeholders are critical to the ongoing success of the Johannesburg Zoo. Visitor surveys are undertaken every quarter and have indicated a satisfaction of 82% with the Zoo operation.

Ratepayer associations from the neighbouring areas are engaged on a regular basis to discuss plans and operational aspects.

All citizens should have equal access to the Zoo. Information on times of operation, entrance fees and services offered are available at the Zoo, through Johannesburg Direct, by telephoning the Zoo and on the web site. Complaints are handled within 3 hours.



## **Chapter 5: Annual Financial Statements**

THE JOHANNESBURG ZOO  
(Incorporated Association not for gain)  
(Registration number 2000/022951/08)

ANNUAL FINANCIAL STATEMENTS  
for the year ended 30 June 2005

THE JOHANNESBURG ZOO  
FINANCIAL STATEMENTS  
for the year ended 30 June 2005

The reports and statements set out below comprise the annual financial statements presented to members:

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Balance Sheet	36
Income Statement	37
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Notes to the Financial Statements	40

The following supplementary schedules do not form part of the financial statements, and are unaudited.

Detailed Income Statement	52 & 53
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**Approval and statement of responsibility**

The financial statements which appear on pages 36 to 51 are submitted by the Accounting Officer of the Johannesburg Zoo.



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Ms Jennifer Gray (Chief Executive Officer)

THE JOHANNESBURG ZOO  
REPORT OF THE AUDITOR GENERAL  
for the year ended 30 June 2005

REPORT OF THE AUDITOR-GENERAL TO THE MEMBER ON THE FINANCIAL  
STATEMENTS OF THE JOHANNESBURG ZOO (INCORPORATED ASSOCIATION NOT FOR GAIN)  
FOR THE YEAR ENDED 30 JUNE 2005

**1. AUDIT ASSIGNMENT**

The financial statements as set out on pages 30 to 51, for the year ended 30 June 2005, have been audited in terms of section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), read with sections 4 and 20 of the Public Audit Act, 2004 (Act No. 25 of 2004) and sections 92 and 126(3) of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003). These financial statements, the maintenance of effective control measures and compliance with relevant laws and regulations are the responsibility of the accounting officer. My responsibility is to express an opinion on these financial statements, based on the audit.

**2. NATURE AND SCOPE**

The audit was conducted in accordance with Statements of South African Auditing Standards. Those standards require that I plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatement.

An audit includes:

- examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements,
- assessing the accounting principles used and significant estimates made by management, and
- evaluating the overall financial statement presentation.

Furthermore, an audit includes an examination, on a test basis, of evidence supporting compliance in all material respects with the relevant laws and regulations which came to my attention and are applicable to financial matters.

The audit was completed in accordance with Auditor-General Directive No. 1 of 2005.

I believe that the audit provides a reasonable basis for my opinion.

**3. AUDIT OPINION**

In my opinion, the financial statements fairly present, in all material respects, the financial position of the Johannesburg Zoo at 30 June 2005 and the results of its operations and cash flows for the year then ended, in accordance with South African Statements of Generally Accepted Accounting Practice and in the manner required by the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) and the Companies Act, 1973 (Act No. 61 of 1973), as amended.

**4. EMPHASIS OF MATTER**

Without qualifying the audit opinion expressed above, attention is drawn to the following matters:

**4.1 Going concern and dependence on shareholder**

- (a) The total liabilities exceeded the total assets by R421 662 as at 30 June 2005. This could indicate a possible going concern problem. The City of Johannesburg Metropolitan Municipality has subordinated R1 million of its share holders loans in favour of other creditors.
- (b) The ability of the Johannesburg Zoo to continue as a going concern is dependant upon ongoing funding from the City of Johannesburg Metropolitan Municipality.

THE JOHANNESBURG ZOO  
REPORT OF AUDITOR GENERAL  
for the year ended 30 June 2005

**4.2 Post retirement benefit**

Staff members (both current and ex) are entitled to various post-retirement benefits which are detailed in the notes to the financial statements. Where details existed, the company has provided for the liabilities. In the case of pension benefits, the actuaries and management of the City of Johannesburg Metropolitan Municipality have not been able to determine the portion of pension obligations and pension assets attributable to the staff of each municipal entity. Accordingly, the City of Johannesburg Metropolitan Municipality has undertaken to carry all pension obligations up to 30 June 2005. No provision has been made in the books of the Johannesburg Zoo for any further obligations which may arise once the surplus or deficit per entity is determined.

**4.3 Internal control**

Internal controls for the accounting system are those designed to ensure that the financial information produced by the accounting system is complete, accurate and valid. This generally includes controls such as authorisation procedures, segregation of duties, reconciliations and internal audit. The following internal control weaknesses were identified:

**4.3.1 Fixed assets (section 96 of the MFMA)**

- (a) The fixed asset register was not adequately maintained;
- (b) Fixed assets were not uniquely numbered; and
- (c) An asset count was not performed for the year under review.

**4.3.2 Accounts payable**

Certain creditors were paid on pro-forma invoices.

**4.3.3 Revenue**

- (a) The system in use did not generate individual receipt numbers, therefore no sequence checks could be performed; and
- (b) Reconciliations could not be performed between tokens redeemed and the daily takings to ensure completeness of income for the day, due to timing differences.

**4.4 Value added tax (VAT) exemption**

The VAT exemption certificate from the South African Revenue Services could not be presented for audit purposes.

**4.5 Submission of annual financial statements**

The annual financial statements were submitted on 31 August 2005 as required by section 126(2) of the MFMA. Due to significant audit findings the statements were amended and re-submitted to the Auditor-General on 22 November 2005, although the statements were not re-dated.

**4.6 Remuneration packages**

Section 89(a) of the MFMA provides for the City of Johannesburg Metropolitan Municipality to determine the upper limits of remuneration for the chief executive officer and senior managers of the entity. No such upper limits were determined for the year under review.

**4.7 Members loans and improvement to buildings**

The improvement to buildings (note 2 to the financial statements) did not agree to the members loans (on the balance sheet) by an amount of R129 133. The improvement to buildings was R1 116 704, whilst the members loans which funded the improvements were R987 571.

THE JOHANNESBURG ZOO  
REPORT OF AUDITOR GENERAL  
for the year ended 30 June 2005

**4.8 Weaknesses in the computer information technology (IT) environment**

Although some controls were in place, a number of weaknesses existed in the IT general control environment. The most significant control weaknesses identified, were the following:

- (a) Adequate system parameters were not configured on the windows operating system and a number of administrator accounts existed; and
- (b) A disaster recovery plan and a business continuity plan were not established.


Weaknesses pertaining to password and logical access controls on the operating system raised concerns regarding the integrity of the data.

**4.9 Supplementary schedules**

The supplementary schedules set out on pages 52 and 53 do not form part of the annual financial statements and are presented as additional information. These schedules were not audited and no opinion is expressed on them.

**5. APPRECIATION**

The assistance rendered by the staff of the Johannesburg Zoo during the audit is sincerely appreciated.



**J.A.C. du Plessis for AUDITOR-GENERAL**

Johannesburg

30 November 2005



A U D I T O R - G E N E R A L

THE JOHANNESBURG ZOO  
REPORT OF THE DIRECTORS  
for the year ended 30 June 2005

The directors present their annual report for the year ended 30 June 2005. This report forms part of the audited financial statements.

**1. Principal activities of the company**

The main business which the company carries on is to operate and manage The Johannesburg Zoo whose business is the engagement in and promotion of nature conservation and animal protection activities as well as education, recreation and wildlife research.

**2. General review**

The company's business and operations and the results thereof are clearly reflected in the attached financial statements. No material fact or circumstance has occurred between the accounting date and the date of this report.

**3. Statements of responsibility**

The directors are responsible for the maintenance of adequate accounting records and the preparation and integrity of the financial statements and related information. The auditors are responsible to report on the fair presentation of the financial statements. The financial statements have been prepared in accordance with Generally Accepted Accounting Practice and in the manner required by the Companies Act, 1973 and the Municipal Finance Management Act, 2003

The directors are also responsible for the company's system of internal financial control. These are designed to provide reasonable, but not absolute, assurance as to the reliability of the financial statements, and to adequately safeguard, verify and maintain accountability of assets, and to prevent and detect misstatement and loss. Nothing has come to the attention of the directors to indicate that any material breakdown in the functioning of these controls, procedures and systems has occurred during the year under review.

The financial statements have been prepared on the going concern basis, since the directors have every reason to believe that the company has adequate resources in place to continue in operation for the foreseeable future.

**4. Fruitless and wasteful expenditure**

The Johannesburg Zoo did not experience any fruitless or wasteful expenditure in the year under review.

**5. Financial results**

The company's profit from ordinary activities for the year amounted to R689,526 (2004 Profit: R45,331)

**6. Property, plant and equipment**

Fixed property that has been reflected in the financial statements of The Johannesburg Zoo in previous years is now reflected in the financial records of the shareholder. The effect on the financial statements of The Johannesburg Zoo is the reduction of both the asset account and the inter-company loan account with the shareholder.

**7. Subsequent events**

The Zoo has a settlement out of court with The Zoo buggies (Lessee) amounting to R400,000.00.

**8. Directors**

The directors of the company during the accounting period and up to the date of this report were as follows:

Mr Litha Nyhonyha (Chairman)	Non-executive Director resigned 31 January 2005
Mr Ike Ngwena (Chairman)	Non-executive Director appointed Chairman 31 January 2005
Ms Jennifer Gray (Chief Executive Officer)	Executive Director
Dr John Ledger	Non-executive Director
Ms Lillian Letele	Non-executive Director
Mr Ramakhatela David Mokhobo	Non-executive Director, appointed 31 January 2005
Ms Rebone Morojele	Non-executive Director appointed 31 January 2005
Mr Innocent Sekwala	Non-executive Director
Mrs Edith Venter	Non-executive Director resigned 31 January 2005
Mr Thuto Vukea	Executive Director, appointed 1 November 2004

## 9. Secretary

Ms Heather Feuerbach was appointed on the 7 September 2004 as the company secretary.

## 10. Auditors

The Auditor-General was appointed at the Annual General Meeting in accordance with section 270(2) of the Companies Act.

## 11. Corporate governance

Corporate governance incorporates the implementation and monitoring of sound and effective systems of internal control, the continual assessment of business risks and identification and implementation of appropriate business procedures.

The Johannesburg Zoo's Board of Directors and management are committed to the highest levels of corporate governance and compliance. Several steps have been implemented to improve corporate governance.

The Johannesburg Zoo's Board of Directors is committed to developing the Zoo, its people, and implementing an effective transformation programme.

### Board of directors

All directors receive information about the company regularly so that they are equipped to give full input and participation in board meetings. All members of the Board have access to management for any further information they may require.

The Board of The Johannesburg Zoo meets at least quarterly to consider all matters relating to the overall control, business performance and strategy of the company.

The size of the Board is considered adequate for the operation of the company.

The demographics of the Board of directors are considered representative of the population of South Africa.

Details of the members of the Board of directors are listed under point 8 above.

### Delegation of authority

The Board of directors determines The Johannesburg Zoo's strategic direction and retains authority over all major business units and financial and organisational issues subject to appropriate authority levels set for the Chief Executive Officer and her management team.

## Directors' and employees' interest in contracts

No director or senior executive of the company has any material interests in contracts, or a conflict of interest that might affect the company or his or her position at The Johannesburg Zoo. No loans were made to any of the Directors of the Johannesburg Zoo.

## The committee structures: (As at 30 June 2005)

Committee	Chairman	Members
Audit and Risk	Lillian Letele	Lillian Letele Ramakhatela Mokhobo Thuto Vukea
Conservation and Operations	Dr John Ledger	Dr John Ledger Lillian Letele Jenny Gray
Human Resources	Innocent Sekwala	Innocent Sekwala Ike Ngwena
Marketing and Education	Rebone Morojele	Rebone Morojele Innocent Sekwala

## Human Resources Committee and Directors' remuneration

The Human Resources Committee of the Board meets regularly to determine and implement the company's policy on Executive Directors' and senior executives' remuneration. The Human Resources committee to the Board comprises two non-executive directors, the Human Resources Manager and the CEO. A non-executive director chairs this committee. No director is involved in determining his or her own remuneration. The company's remuneration policy is to provide compensation packages at market rates which reward successful and exceptional performance.

## Audit Committee

The main function of the Audit Committee is to provide additional assurance to the Board that the financial information and the financial statements of the company are reliable and a fair reflection of the financial position. This includes the review and monitoring of internal control structures, financial control, and accounting and reporting systems so as to obtain assurance that the company operates in a sound financial environment.

The Audit Committee meets at least four times a year. Both internal and external audit have free access to the committee and management is invited when required.

The Audit Committee consists of two non-executive directors and the financial director.

## Conservation and Operations Committee

The main function of the Conservation and Operations Committee is to oversee the policies and activities of the animal collections and technical departments. The Committee has two non-executive directors and meets quarterly. The key focus areas have been on environmental improvements, efficiencies in operations, animal related conservation and research projects and the overall control and well being of the animal collection.

## Marketing and Education Committee

The Marketing and Education Committee, has two non- executive directors, and meets regularly to discuss the marketing strategies and policies impacting on the visiting public. The responsibility for the oversight of educational activities are included to stress the importance of educational aspects in the Zoo environment.

## **Internal audit**

Gobodo Risk Management provides internal audit services to The Johannesburg Zoo and operates with the full authority of the Audit Committee. Gobodo Inc is charged with examining and evaluating the effectiveness of The Johannesburg Zoo's operational activities, the attendant business risks and the system of internal, operational and financial controls. Major weaknesses are brought to the attention of the Audit Committee, the external auditors and members of senior executive management for their consideration and remedial action.

## **Risk management and internal control**

The Directors are responsible for the company's system of internal financial control.

Upon corporatisation, The Johannesburg Zoo had no independent financial systems and controls. Since then a number of control measures were implemented such as:

- Approval of financial policies and procedures
- Risk management policy approved by the Board
- Own payroll system (VIP)
- Own accounting package (Pastel)
- Separation of incompatible duties

There is a strong commitment by all directors, management and employees to constantly improve the internal control environment. During the past year, management focused on certain control weaknesses, and where key operational, business and financial risks were identified, control structures have been re-visited and resources allocated to rectify unsatisfactory control environments and to put the necessary controls in place to mitigate risks. Management and Gobodo Risk Management consistently monitor performance and adherence to control structures.

A sound management reporting structure is in place to communicate key financial information to executive management with the objectives of:

- monitoring key business and financial activities;
- evaluating progress towards financial objectives; and
- monitoring variances from budgets and forecasts.

During the year under review, nothing has come to the attention of the directors to indicate that a material breakdown in internal controls has occurred.

## **Health, safety and environmental issues**

The Occupational Health & Safety Act forum meets monthly and is chaired by the Human Resources Manager. All safety reports from the various responsible people are discussed and dealt with at this meeting. This committee adheres strictly to the conditions as set out by the Occupational Health & Safety Act.

## **Employment equity**

The Employment Equity Plan has been forwarded to the Department of Labour. As and when vacancies arise the positions are filled according to the Employment Equity Plan.

## **Code of ethics**

The Zoo is a member of both PAAZAB (Pan African Association of Zoos and Aquaria), and WAZA (World Association of Zoos and Aquariums), and is bound by a Code of Ethics to both organisations. The CEO has been elected to serve on the PAAZAB Executive Committee.

## **Operational management**

Operating within the guidelines established by the Board, the Johannesburg Zoo's various business units prepare an annual budget and capital programme in order to meet their objectives as outlined in their strategic plans. The Board approves this budget and capital programme.

After approval they are agreed with the City of Johannesburg Municipality and thereafter form the basis for the Johannesburg Zoo's detailed action plans and ongoing performance evaluation.

The responsibility for the day-to-day management of the group vests in line management through a clearly defined organisational structure and through formal delegated authorities.

The Johannesburg Zoo has a comprehensive system of internal controls, which are designed to ensure that the company's objectives are met, including the requirements of the Companies Act and the recommendations of the King II Report on Corporate Governance.

### Bank Account

The Johannesburg Zoo bank account is swept as part of the City of Johannesburg Municipality banking structure. In terms of the MFMA the Johannesburg Zoo operates one bank account.

Account	Bank	Account number	Type	Opening balance	Close balance
Johannesburg Zoo deposit	ABSA	40 5440 0460	Current	R0.00	R0.00

### Business Principles

The core business, policy, legal and regulatory, framework within which the Zoo operates are listed below.

Core Business, Policy, Legal and regulatory Priorities	Zoo Strategic Outcome	Zoo Strategic Objective, Key performance Area
Sale of Business Agreement	Finance Process Learning & Growth Customer	All KPA's contribute
Service Delivery Agreement	Process Customer  Finance	Development plan Implementation Enhance customer experience Grow customers Create Revenue
Land Use Agreement	Finance Process Customer	Development plan Implementation Enhance customer experience
Occupational Health & Safety Act	Learning and Growth	Best place to work in Johannesburg Motivated skilled and informed staff
Gauteng Department of Agriculture, Conservation, Environment and Land Use	Process	Animal well-being
South African Veterinary Council	Process	Animal well-being
Department of Environment, Agriculture and Tourism	Process	Animal well-being
Municipal Finance	Finance	Comply with MFMA
South African Revenue Services	Finance	Comply with MFMA

## Service Delivery Reporting

The Zoo does not perform a basic service in terms of the MFMA.

## Risk

The Audit and Risk committee considers the risks facing the Johannesburg Zoo. A risk framework has been approved and individual risks are reported on. Internal audit is conducted by the firm Gobodo Risk Management against a 3-year plan.

During the 2004/5 year the following risks have been identified and addresses:

Risk Reference	Risk	Mitigating Action
1	Lack of Finance	The Johannesburg Zoo is controlling expenditure. Additional revenue has been achieved.
2	Animal Well-being	A new Animal Collection Manager has been appointed. Numerous improvements to enclosures have been implemented. The worst was the Ape House, which has been dramatically upgraded. Preventive medicine programs are being implemented. New Learner and Senior Keepers have been appointed.
3	Occupational Health & Safety	A number of safety related improvements have been scheduled. An Occupational Health and Safety Committee is operational.
4	Inefficient staff	A vast improvement in staff morale has led to greatly improved efficiency. A culture audit was undertaken to identify areas of improvement. A full staff-training program is in development. A succession plan for the professional staff has been developed.
5	Security	A Safety and Security policy has been implemented at the Zoo. Reports of incidents have dropped dramatically.
6	Fraud and Cash Management	A token access control system has been installed and full reconciliation is undertaken. CCTV and an automatic parking system will be implemented in the next year.
7	Lack of Policies & Procedures	The financial policies and the HR policies at the Zoo have been approved.
8	Lack of Job Descriptions and Performance Management Systems	All managers have balanced scorecards and their performance is assessed every quarter. All staff job descriptions have been compiled and lodged with HR.
9	Signage	70% of signage was completed in April 2005.
10	Supplier Relationships	A full list of preferred suppliers with their profiles was completed by December 2004.

THE JOHANNESBURG ZOO  
BALANCE SHEET  
as at 30 June 2005

		2005	2004
	Notes	R	R
<b>Assets</b>			
<b>Non-current assets</b>			
Property, plant and equipment	2	2,029,995	2,663,672
Notional loan account	15	5,785,000	5,148,000
		5,121,805	1,894,726
<b>Current assets</b>			
Members current account	6	4,210,631	-
Trade and other receivables	4	892,055	787,968
Sweeping account	5	-	1,102,010
Cash and cash equivalents		19,119	4,748
<b>Total assets</b>		<u>12,936,800</u>	<u>9,706,398</u>
<b>Equity and liabilities</b>			
<b>Capital and reserves</b>			
Accumulated loss		(421,662)	(1,111,188)
<b>Non-current liabilities</b>			
Members loans	6	987,571	987,571
Post retirement medical aid, housing subsidy and gratuity	15	4,439,000	5,451,000
<b>Current liabilities</b>			
Trade and other payables	8	1,785,646	2,044,379
Member current account	9	20,804	948,987
Provisions	7	1,795,603	1,385,649
Sweeping account	5	4,329,838	-
<b>Total equity and liabilities</b>		<u>12,936,800</u>	<u>9,706,398</u>

THE JOHANNESBURG ZOO  
INCOME STATEMENT  
for the year ended 30 June 2005

	<b>2005</b>	<b>2004</b>
<b>Notes</b>	<b>R</b>	<b>R</b>
Gross revenue	29,814,415	30,698,177
Other income	4,859,770	3,607,802
Operating costs	<u>(34,621,659)</u>	<u>(34,701,648)</u>
Operating profit/(loss)	52,526	(395,669)
Interest received	637,000	441,000
Finance costs	-	-
Profit	<u><u>689,526</u></u>	<u><u>45,331</u></u>

THE JOHANNESBURG ZOO  
STATEMENT OF CHANGES IN EQUITY  
for the year ended 30 June 2005

	<b>Accumulated loss</b>
	<b>R</b>
Balance at 01 July 2003	(1,156,519)
Net profit for the year	<u>45,331</u>
Balance at 01 July 2004	(1,111,188)
Net profit for the year	<u>689,526</u>
Balance at 01 July 2005	<u><u>(421,662)</u></u>

THE JOHANNESBURG ZOO  
CASH FLOW STATEMENT  
for the year ended 30 June 2005

		2005	2004
	Notes	R	R
<b>Cash flows from operating activities</b>			
Cash receipts from customers		35,207,427	33,768,861
Cash paid to suppliers and employees		(34,337,011)	(34,176,315)
Cash utilised in operating activities	17.1	870,416	(407,454)
Interest received		-	-
Interest paid		-	-
Net cash outflow from operating activities		870,416	(407,454)
<b>Cash flows from investing activities</b>			
		(4,353,430)	(256,996)
Expenditure to maintain operating capacity			
Property, plant and equipment acquired		(142,799)	(386,646)
Proceeds of disposal of property, plant and equipment		-	129,650
Movement in members current accounts		(4,210,631)	-
<b>Cash flows from financing activities</b>			
		(1,940,987)	677,413
Movement in member current account		(928,987)	(6,156,862)
Movement in post retirement		(1,012,000)	-
Movement in loan		-	6,834,275
<b>(Decrease)/increase in cash and cash equivalents</b>			
		(5,424,001)	12,963
Cash and cash equivalents at beginning of the year	17.2	1,106,758	1,093,795
Cash and cash equivalents at end of the year	17.2	(4,310,719)	1,106,758

THE JOHANNESBURG ZOO  
NOTES TO THE FINANCIAL STATEMENT  
for the year ended 30 June 2005

**1 Basis of preparation**

The financial statements have been prepared on the historical cost basis in accordance with South African Statements of Generally Accepted Accounting Practice and Municipal Finance Management Act. The principal accounting policies, which have been consistently applied in all material respects, are set out below.

**1.1 Revenue recognition**

Ticket revenue is recognised at the point of sale, rental income and animal revenue is accrued.

Subsidy revenue is recognised as income over the periods necessary to match it with the related costs, which it is intended to compensate, on a systematic basis.

Interest income is accrued on a time basis, by reference to the principal outstanding and at the interest rate applicable.

**1.2 Property, plant and equipment**

All property, plant and equipment are included at cost. Cost includes all costs directly attributable to bringing the assets to working condition for their intended use.

Depreciation is calculated on the straight-line basis to write off the cost of each asset to their residual values over their estimated useful lives. Assets are depreciated from the date the asset is brought into use. The expected useful lives applicable to each category of property, plant and equipment are as follows:

Plant & machinery	3 years
Motor vehicles	5 years
Computer equipment	3 years
Computer software	3 years

Animals have been capitalised at R1 and are not depreciated. Fair value could not be attained due to the uncertainties surrounding the valuation thereof.

**1.3 Provisions**

Provisions are recognised when the company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made.

**1.4 Employee benefits**

Defined benefit plans

**Pension Schemes**

Six of the company's employees are members of the City of Johannesburg Metropolitan Municipality's defined benefit plan, the assets of which are held in a separate trustee-administered fund. The plan is generally funded by payments from employees, the company, City of Johannesburg Metropolitan Municipality and the other utilities affiliated to the City of Johannesburg Metropolitan Municipality, taking account of the recommendations of independent qualified actuaries.

The company's contribution to the defined contribution pension plan are charged to the income statement in the year to which they relate.

**Other post-retirement obligations**

The company provides post-retirement medical benefits to employees who were members of medical aid schemes. The entitlement to these benefits is usually based on the employee remaining in service up to retirement age and the completion of a minimum service period.

**1.5 Financial instruments**

Financial instruments carried on the balance sheet include cash and bank balances, receivables, trade creditors and borrowings. The particular recognition methods adopted are disclosed in the individual policy statements associated with each item.

**1.6 Comparative Figures**

Where necessary, comparative figures have been adjusted to conform to changes in presentation in the current year.

THE JOHANNESBURG ZOO  
NOTES TO THE FINANCIAL STATEMENT  
for the year ended 30 June 2005

**2. Property, plant and equipment**

	Cost/ valuation	2005 Accumulation depreciation	Carrying value	Cost/ valuation	2004 Accumulation depreciation	Carrying value
	R	R	R	R	R	R
Owned assets						
Improvements to buildings	1,116,704	-	1,116,704	1,116,704	-	1,116,704
Plant & machinery	403,623	259,062	144,561	390,973	129,396	261,577
Motor vehicles	891,916	663,256	228,660	880,716	398,091	482,625
Furniture and equipment	373,557	141,301	232,256	333,688	79,416	254,272
Computer equipment	1,378,941	1,120,141	258,800	1,308,753	872,398	436,355
Computer software	218,883	169,870	49,013	209,991	97,853	112,138
Animals	1	-	1	1	1	1
	<u>4,383,625</u>	<u>2,353,630</u>	<u>2,029,995</u>	<u>4,240,826</u>	<u>1,577,154</u>	<u>2,663,672</u>

THE JOHANNESBURG ZOO  
NOTES TO THE FINANCIAL STATEMENT  
for the year ended 30 June 2005

The carrying amounts of property, plant and equipment can be reconciled as follows:

<b>2004</b>	<b>Carrying value at beginning of year</b>	<b>Additions</b>	<b>Transfers</b>	<b>Depreciation</b>	<b>Carrying value at end of year</b>
	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>
Owned assets					
Improvements to buildings	4,642,974	-	(3,526,270)	-	1,116,704
Plant & machinery	303,408	82,146	-	(123,977)	261,577
Motor vehicles	793,179	-	-	(310,554)	482,625
Rietvlei Animal Enclosure	480,124	-	(480,124)	-	-
Water loss retention & drainage	1,841,308	-	(1,841,308)	-	-
Furniture and equipment	217,044	107,766	-	(70,538)	254,272
Computer equipment	574,027	109,129	-	(246,800)	436,355
Computer software	83,542	87,606	-	(59,009)	112,138
Animals	1	-	-	-	1
	<b>8,935,607</b>	<b>386,647</b>	<b>(5,847,702)</b>	<b>(810,878)</b>	<b>2,663,672</b>

<b>2005</b>	<b>Carrying value at beginning of year</b>	<b>Additions</b>	<b>Depreciation</b>	<b>Carrying value at end of year</b>
	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>
Improvements to buildings	1,116,704	-	-	1,116,704
Owned assets				
Plant & machinery	261,577	12,650	(129,666)	144,561
Motor vehicles	482,625	11,200	(265,165)	228,660
Furniture and equipment	254,272	39,869	(61,885)	232,256
Computer equipment	436,355	70,188	(247,743)	258,800
Computer software	112,138	8,892	(72,017)	49,013
Animals	1	-	-	1
	<b>2,663,672</b>	<b>142,799</b>	<b>(776,476)</b>	<b>2,029,995</b>

### Improvements to buildings

As the shareholder owns the land on which the Zoo is situated, The Johannesburg Zoo maintains and improves the immovable assets on behalf of the shareholder. Thus improvements are reflected in the accounting records of the shareholder. With this in mind, an agreement was reached that each year improvements to immovable assets are transferred to the shareholder.

Improvements to buildings to the value of R1,116,704 are still being reflected in the annual financial statements. The period over which these assets are to be written off is still to be jointly determined by the Zoo and the City of Johannesburg Municipality.

THE JOHANNESBURG ZOO  
 NOTES TO THE FINANCIAL STATEMENT  
 for the year ended 30 June 2005

**Animals**

The fair value of the animals could not be obtained due to the uncertainty surrounding the value thereof. Using the ISIS system, The Johannesburg Zoo has estimated the value of the animals at 30 June 2005 to be as follows:

	<b>2005</b>	<b>2004</b>
	<b>R</b>	<b>R</b>
Mammals	19,816,800	20,462,292
Aves	1,564,340	1,434,360
Reptilia	167,780	106,060
Amphibia	200	200
Insecta	2,600	1,000
Arachnida	-	-
Pisces	20,150	20,150
Cnidaria	-	-
Crustacea	300	300
Mollusca	-	-
Echinodermata	-	-
	<u>21,572,170</u>	<u>22,024,362</u>
Less: Animals on loan	<u>(6,199,300)</u>	<u>(6,586,300)</u>
	<u>15,372,870</u>	<u>15,438,062</u>

**3. Use of land and improvements to buildings**

The land on which The Johannesburg Zoo is situated is subject to a right of use agreement between The Johannesburg Zoo and the shareholder, in which The Johannesburg Zoo has a right to the use of the land.

**4. Trade and other receivables**

City of Johannesburg Municipality (reimbursement of leave pay)	306,454	508,316
Other debtors	634,805	279,652
Less: Provision for bad debts	<u>(49,204)</u>	<u>-</u>
	<u>892,055</u>	<u>787,968</u>

**5. Sweeping account**

This amount relates to the net amount swept from the Johannesburg Zoo's bank accounts on a daily basis by the City of Johannesburg Municipality under a cash management system.

	(4,329,838)	1,102,101
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THE JOHANNESBURG ZOO  
NOTES TO THE FINANCIAL STATEMENT  
for the year ended 30 June 2005

	2005	2004
	R	R
<b>6. Members loans</b>		
Money owing to Zoo	(4,210,631)	-
Sale of business	987,571	987,571
	(3,222,060)	987,571

This loan is in respect of the purchase price of the Johannesburg Zoo in terms of a Sale of Business Agreement whereby the Johannesburg Zoo purchased the assets of the Zoo from the City of Johannesburg Municipality with effect from 1 January 2001. The loan is unsecured, not repayable and bears no interest.

The City of Johannesburg Municipality owes funding for the capital project undertaken and leave and gratuities.

**7. Provisions**

	Carrying amount at beginning of year	Additional provisions	Used during the year	Carrying amount at end of year
	R	R	R	R
Leave and gratuity pay	1,385,649	1,795,603	(1,385,649)	1,795,603
Total	1,385,649	1,795,603	(1,385,649)	1,795,603

**8. Trade and other payables**

Trade creditors	1,785,646	2,035,166
Accrued expenses	-	9,213
	1,785,646	2,044,379

**9. Member current account**

	20,804	948,987
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This amount includes outstanding cheques and deposits, which have not yet been swept through the cash management system by the City of Johannesburg Municipality.

THE JOHANNESBURG ZOO  
NOTES TO THE FINANCIAL STATEMENT  
for the year ended 30 June 2005

	2005	2004
	R	R
<b>10. Operating profit</b>		
Operating profit is stated after:		
Income		
Profit on disposal of property, plant and equipment	-	129,650
Expenditure		
Auditors' remuneration	236,263	406,557
-Audit fee	200,000	192,945
-Prior year under-provision	-	95,888
-Internal audit	36,263	114,000
-Other services	-	3,724
Depreciation		
-Property, plant and equipment	776,476	810,879
Lease rentals	236,562	100,556
	236,562	100,556
<b>11. Directors emoluments and Senior Management</b>		
Emoluments received		
Directors and past directors - executive		
- For services as directors and in connection with the affairs of the company		
CEO		
J Gray		
Basic salary	685,445	606,368
Performance bonus	145,000	-
Total	830,445	606,368
T Vukea	293,803	108,333
Directors and past directors - non-executive		
-For services as directors		
Mr I Sekwale	43,279	27,000
Dr J Ledger	46,152	18,000
Ms L Letele	36,220	12,000
Ms E Venter	10,373	12,000
Mr L Nyhonyha	28,152	18,000
Mr I Ngwena	47,784	40,500
Mr F Mokoena	-	3,000
Mr RD Mokhobo	3,520	-
Ms R Morojele	10,195	-
<b>Senior Management</b>		
Elmarie Loubser	314,619	279,421
Frans Fr Riet	178,761	88,410
Ginger Smit	214,513	175,820
Heather Feuerbach	214,513	190,486
Lorna Fuller	214,513	170,746
Louise Gordon	231,686	197,297
Reggie Mokalapa	130,000	-
Ronnie Myataza	299,940	130,200
Stephen van der Spuy	270,000	-
	3,418,468	2,077,581

THE JOHANNESBURG ZOO  
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**12. Taxation**

No provision has been made for taxation in the financial statements as the organisation has being classified as a Public Benefit Organisation.

**13. Related parties**

Identity of related parties

The principal member of The Johannesburg Zoo is the City of Johannesburg Municipality.

The Johannesburg Zoo is further related to the following UACs (Utilities, Agencies, Corporatised Entities) who all in turn report to the Johannesburg City Council:

- City Power
- Johannesburg Water
- Johannesburg Propcom (Pty) Ltd
- Johannesburg Fresh Produce Market (Pty) Ltd
- Johannesburg Tourist Company
- City Parks
- Johannesburg Roads Agency
- Pikitup

The directors are listed in the directors' report.

	<b>2005</b>	<b>2004</b>
	<b>R</b>	<b>R</b>
Purchases of goods and services		
Purchase of services:		
City Power	676,606	511,371
Johannesburg Water	1,007,775	2,010,468
Johannesburg Fresh Produce market (Pty) Ltd	429,492	-
Johannesburg Tourist Company	6,500	-
City Parks	5,200	-
Johannesburg Roads Agency	3,500	-
Pikitup	251,276	-
	<u>2,380,349</u>	<u>2,521,839</u>
Receipt of subsidy and sale of services		
Receipt of subsidy:		
City of Johannesburg Municipality - Operating expenditure	22,000,678	22,007,000
City of Johannesburg Municipality - Capital expenditure	7,200,000	2,200,000
	<u>29,200,678</u>	<u>24,207,000</u>
Sales of services:		
Johannesburg Propcom (Pty) Ltd	-	449,991
	<u>-</u>	<u>449,991</u>

THE JOHANNESBURG ZOO  
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	<b>2005</b>	<b>2004</b>
	R	R
Outstanding balances arising from sale/purchase of services		
Receivables from related parties:		
Johannesburg Propcom (Pty) Ltd	-	160,000
City of Johannesburg Municipality (Leave pay reimbursement)	306,454	508,316
City of Johannesburg Municipality (Sweeping Account)	-	1,102,010
Johannesburg Tourist Company	<u>3,000</u>	<u>-</u>
	<u>309,495</u>	<u>1,770,326</u>
Payables to related parties:		
City of Johannesburg Municipality		
City Power	60,171	45,000
Johannesburg Water	216,173	70,000
Johannesburg fresh Produce Market (Pty) Ltd	73,175	-
Pikitup	14,821	-
City of Johannesburg City Municipality (Sweeping Account)	<u>4,329,838</u>	<u>-</u>
	<u>4,694,178</u>	<u>115,000</u>

Loans to/from related parties

For details on loans from the principal member, refer to note 6.

**14. Contingent liabilities**

The following contingent liabilities are estimates of probable losses that The Johannesburg Zoo could face if unable to defend themselves successfully.

Labour dispute, former General Manager- Corporate Services	350,000	350,000
Dispute: Relates to garnishee orders	-	35,000
	<u>350,000</u>	<u>385,000</u>

**15. Notional loan account, post retirement medical aid, housing subsidy and gratuity**

Notional loan account

Post retirement medical aid	1,231,000	1,119,000
Post retirement housing and sibsidy	64,000	59,000
Gratuity and leave	<u>4,490,000</u>	<u>3,970,000</u>
	<u>5,785,000</u>	<u>5,148,000</u>

Post retirement medical aid, housing sibsidy and gratuities

Post retirement medical aid	964,000	1,391,000
Post retirement housing and sibsidy	54,000	67,000
Gratuity and leave	<u>3,421,000</u>	<u>3,993,000</u>
	<u>4,439,000</u>	<u>5,451,000</u>

For further details, refer to note 16

THE JOHANNESBURG ZOO  
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**16. Notional loan account, post retirement medical aid, housing subsidy and gratuity**

	<b>2005</b>	<b>2004</b>
	<b>R'000</b>	<b>R'000</b>
<b>Post-employment medical aid liabilities</b>		
<b>Amounts recognised in the statement of financial position</b>		
Present value of unfunded obligation		
In respect of The Zoo employees	964	1,391
In respect of notional accounts for employees of The Zoo	964	1,391
	964	1,391
<b>Amounts recognised in the statement of financial performance</b>		
In respect of the employees of the Zoo		
Interest cost	141	217
Current service cost	29	
Actuarial loss	(575)	
Total included in employee-remuneration costs	(405)	217
<b>Movements in amount recognised in the statement of financial position</b>		
In respect of The Zoo employees		
Liability at start of the year	1,391	1,174
Net expense recognised in the statement of financial performance	(405)	
Benefit payments	(22)	
	964	1,391
In respect of employees of The Zoo		
Liability at start of the year	1,119	1,022
Interest charge included in the statement of financial performance	112	97
Additional liability created		
Benefits payments		
Liability at the end of the year	1,231	1,119
	<b>2005</b>	<b>2004</b>
<b>Key assumptions</b>		
Discount rate	8.0%	8.0%
Medical inflation	8.5%	8.5%
Salary Inflation	6.0%	6.0%

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**Post-retirement gratuities**

Retirement date in respect of staff who have service with the City of Johannesburg or the Zoo when they were not members of one of the retirement funds and who meet certain service requirements in terms of the City of Johannesburg's conditions of employment. The gratuity amount is based on 1 month's salary per year of non-retirement funding service.

The above liability is unfunded. However, the City of Johannesburg has undertaken to cover such portion of the liability for staff of the Zoo who are entitled to benefits that relate to their service with the City of Johannesburg before the Zoo was established. This amount was determined as at 1 July 2003 and has been crystallized in the form of a notional loan account, which was revalued at 30 June 2005. This loan account does not constitute a plan asset and in terms of AC116 cannot be offset against the liability. It has however been included in the assets of the Zoo

	<b>2005</b>	<b>2004</b>
	<b>R'000</b>	<b>R'000</b>
<b>Amounts recognised in the statement of financial position</b>		
Present value of unfunded obligation in respect of the Zoo.	3,421	3,993
In respect of notional accounts for employees of The Zoo		
	3,421	3,993

**Amounts recognised in the statement of financial performance**

In respect of employees of The Zoo		
Interest cost	351	512
Current service cost		
Actuarial (loss)/gain	45	(86)
Total included in the employee-remuneration costs	396	426

**Movements in amount recognised in the statement of financial position**

In respect of Zoo employees		
Liability at start of the year	3,993	3,567
Additional liability created		
Net expense recognised in the statement of financial performance	396	512
Benefit payments	(968)	(86)
	3,421	3,993

In respect of employees of The Zoo		
Liability at start of the year	3,626	3,567
Interest charge included in the statement of financial performance	(226)	426
Additional liability created		
Benefits payments		
Liability at the end of the year	3,400	3,993

	<b>2005</b>	<b>2004</b>
<b>Key assumptions</b>		
Discount rate	8.5%	8.5%
Medical inflation	8.5%	8.5%
Salary inflation	0%	0%

THE JOHANNESBURG ZOO  
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**Housing subsidies after retirement**

The Johannesburg Zoo(Pty) Ltd provides housing subsidies in respect of certain qualifying staff members. In the events that the housing loan that the subsidy relates to is not fully repaid at retirement date the subsidy will continue into the member's retirement. Loan amount is based on the subsidy being received at the date of the valuation. The subsidy amount is assumed to remain constant and to continue for a period of 10 years after retirement

The above liability is unfunded. However the City of Johannesburg the sole shareholder of the Company, has undertaken to cover such portion of the liability for staff of the Zoo who are entitled to benefits that relate to their service with the City before the Zoo was established. This amount was determined as at 1 July 2003 and has been crystallized in the form of notional loan account which earned interest of R637,000 (2004:R441,000) and against which the Zoo may claim benefit payments made. This loan does not constitute a plan asset and in terms of AC116 cannot be offset against the liability. It has however been included in the assets of the Zoo.

	<b>2005</b>	<b>2004</b>
	<b>R'000</b>	<b>R'000</b>
<b>Amounts recognised in the statement of financial position</b>		
Present value of unfunded obligation in respect of Zoo employees	54	67
In respect of notional accounts for employees of The Zoo	54	67
	54	67
<b>Amount recognized in the statement of financial performance</b>		
In respect of the employees of The Zoo		
Interest cost	7	
Current service cost	2	
Actuarial (loss)/gain	(22)	8
Total included in employee-remuneration costs	(13)	8
<b>Movements in amount recognised in the statement of financial position</b>		
In respect of The Zoo employees	67	59
Liability created during the year		
Net expense recognised in the statement of financial performance	(13)	8
Benefit payments		
Liability at the end of the year	54	67
In respect of employees of The Zoo		
Liability at start of the year	58	59
Interest charge included in the statement of financial performance	6	8
Additional liability created		
Benefits payments		
Liability at end of the year	64	67
<b>Key assumptions</b>		
Discount rate	8.5%	8.5%
Medical inflation	8.5%	8.5%
Salary inflation	0%	0%

THE JOHANNESBURG ZOO  
NOTES TO THE FINANCIAL STATEMENT  
for the year ended 30 June 2005

**17. Notes to the cash flow statement**

17.1 Cash utilised in operating activities

	2005	2004
	R	R
Adjustments for:		
Depreciation	773,708	810,879
Interest received	-	-
Provision of bad debts	49,574	-
Profit on disposal of property, plant and equipment	-	(129,650)
	823,282	681,229
Movements in working capital		
Increase in accounts receivable	(103,758)	(429,911)
Decrease in accounts payable	(150,892)	(914,103)
	870,416	(407,454)

17.2 Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and balance with banks. Cash and cash equivalents included in the cash flow statement comprise the following balance sheet amounts:

Sweeping account	(4,329,838)	1,102,010
Cash and cash equivalents	19,119	4,748
	(4,310,719)	1,106,758

17.3 Loans reduced

Movement as per balance sheet	(4,229,589)	(986,571)
Movement as per cash flow statement	(928,183)	6,834,275
Movement due to non-cash transfer of assets	(5,157,772)	5,847,704
	(9,315,544)	5,698,408

THE JOHANNESBURG ZOO  
UNAUDITED DETAILED INCOME STATEMENT  
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	<b>2005</b>	<b>2004</b>
	<b>R</b>	<b>R</b>
<b>Gross revenue</b>	29,814,415	30,698,177
Subsidy received- City of Johannesburg	22,000,678	22,007,000
Admission income	7,120,469	5,200,278
Water refund, other and city reimbursements	693,268	3,490,899
<b>Other income</b>	5,496,770	4,048,802
Advertising of sites	111,692	104,773
Animal collections	2,050,941	1,083,796
Venue & convention income	371,843	229,331
Events	315,519	138,238
Horticulture	1,695	24,561
Interest received	637,000	441,000
Profit on disposal of property, plant and equipment	-	129,650
Rental of facilities	782,251	686,007
Rietvlei income	159,076	35,558
Sponsorships and donations	268,650	412,768
Tours and rides	798,103	763,120
<b>Total income</b>	35,311,185	34,746,979
<b>Expenditure</b> (Refer to page 37)	34,621,659	34,701,648
Profit	689,526	45,331
(Accumulated loss) at beginning of year	(1,111,188)	(1,156,519)
Accumulated loss at end of year	(421,662)	(1,111,188)

THE JOHANNESBURG ZOO  
UNAUDITED DETAILED INCOME STATEMENT  
for the year ended 30 June 2005

	2005	2004
	R	R
<b>Expenditure</b>		
Animal collections	34,621,659	34,701,648
Animal feeding and upkeep	794,524	955,498
Auditors' remuneration	2,560,540	3,712,926
Bank charges	238,903	406,557
Cleaning	78,496	75,923
Cashier variance	538,572	121,551
Conferences	-	(2,292)
Consulting fees	26,889	40,214
Consumables	222,227	997,596
Certificates	-	1,252
Other Expenses	-	1,919
Depreciation	237,002	19,039
Directors' emoluments	773,708	810,879
Electricity and rates	236,713	130,500
Entertainment	672,145	511,371
Gas supply	76,623	99,821
General expenses	92,052	73,660
Venues (marketing)	5,328	12,532
Horticulture department	152,430	182,041
IT Support	443,647	466,725
Insurance	174,536	183,524
Lease rentals	239,003	259,209
Legal expenses	236,562	100,556
Licenses	116,307	192,589
Losses due to theft	-	16,771
Marketing and market research	-	12,605
Marketing and market research	1,605,636	609,088
Postage	16,393	5,928
Post retirement medical aid, housing subsidy and gratuity	990,000	651,000
Protective clothing	215,758	79,630
Provision of bad debts	49,574	-
RSC - levies	-	34,999
Repairs and maintenance	1,878,937	3,051,146
Salaries	17,460,076	16,811,627
Overall contingency reserve	-	55,385
Security	871,892	1,003,185
Staff welfare	-	495
Staff refreshments and cleaning	62,659	177,849
Stationery and computer consumables	478,565	296,427
Subscriptions and membership fees	42,584	3,812
Telephone and fax	393,052	401,727
Training	258,261	210,313
Travel - local and international	79,632	29,971
Veterinary department	1,294,658	885,632
Water supply	1,007,775	2,010,468