

CITY OF JOHANNESBURG

INTEGRATED DEVELOPMENT PLAN

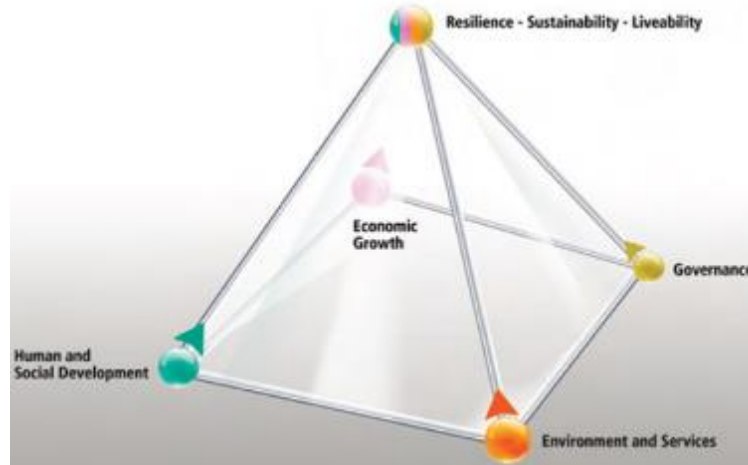
2021-26

Rebuilding a Resilient Joburg
Our Plan, Our Future!

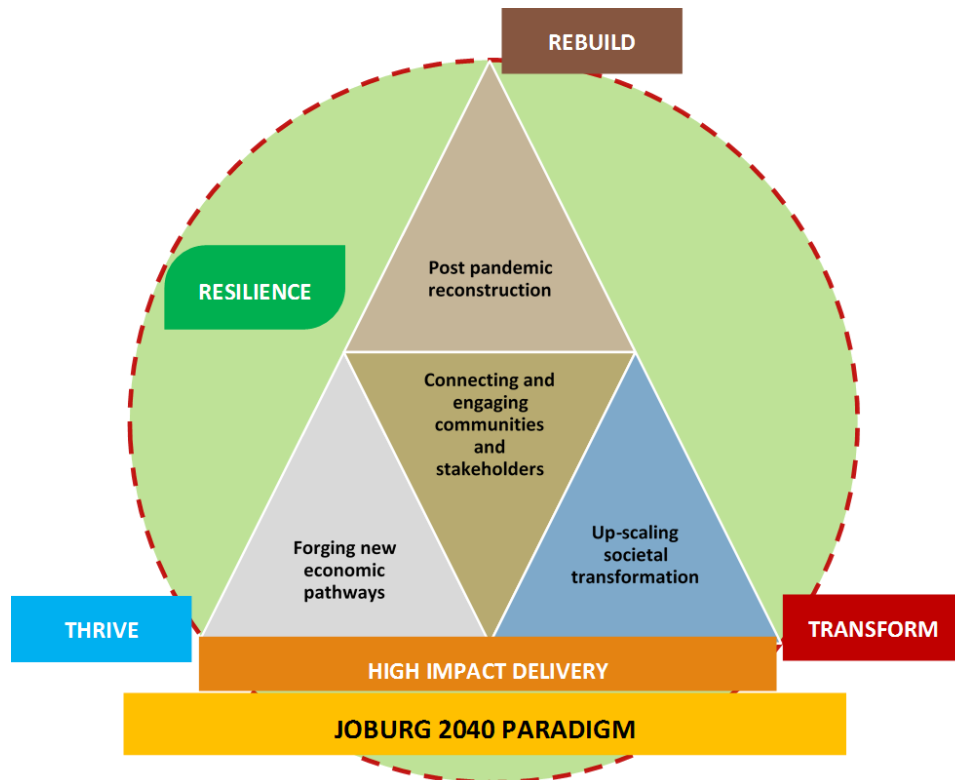


a world class African city

Joburg 2040 paradigm



IDP Resilience Model



Vision

- Johannesburg – a World Class African City of the Future – a vibrant, equitable African city, strengthened through its diversity; a city that provides real quality of life; a city that provides sustainability for all its citizens; a resilient and adaptive society.
- Joburg. My City – Our Future!

Mission

- The City of Johannesburg commits itself to pro-active delivery and the creation of a city environment in 2040 that is resilient, sustainable and liveable. It aims to achieve this through long-term 2040 plans, targeted programmes, services and enabling support that drives economic growth, optimal management of natural resources and the environment, the development of society and the individuals within it, and the practice and encouragement of sound governance, in all the City does.

Joburg 2040 Growth and Development Outcomes

- Improved quality of life and development-driven resilience for all.
- Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy.
- An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens.
- A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region.

The City's Strategic Priorities

- Good governance
- Financial sustainability
- Integrated human settlements
- Sustainable service delivery
- Job opportunity and creation
- Safer city
- Active and engage citizenry
- Economic development
- Sustainable development
- Smart city
- Minimizing the impact of COVID (and future pandemics)

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MESSAGE FROM THE EXECUTIVE MAYOR



The success of cities is crucial to national economic development and general social well-being, which is why cities are often described as engines of growth. Strong city economies also promote productivity growth and innovation, because they contain the shared services, infrastructure, institutions and social amenities that are able to attract and create investment, enterprises and necessary skills.

This is the bedrock of the 2021/2026 IDP.

December 2019 thus offered this administration a chance to steer the City back to the direction of a strong city economy which serves as an engine of growth for the country. In 2011 the City of Johannesburg committed itself to pro-active service delivery and the creation of a City environment in 2040 that is resilient, sustainable and livable – as we continually strive to become an equitable, non-racial, prosperous, non-sexist and just society.

The Government of Local Unity (GLU) consisting of the ANC, COPE, UDM, IFP, AIC, and the Al Jama-ah marked the start of a new political administration which necessitated the need for a change in leadership that could adequately respond to local dynamics as they intersect with the lives of the residents of Johannesburg.

However, a mere three months into a revived political term, the City – and by extension, world – was presented with a human disaster on a scale never seen before. The COVID-19 pandemic has created profound disruptions to our economy and society, and nowhere is the economic and social impact of Covid-19 more pronounced than in our cities and largest towns.

Cities are places of density with large numbers of people living and interacting in close proximity. Furthermore, many cities are deeply embedded in national, regional, and global networks. As such, the potential for transmission rates within cities may be far higher relative to national averages. Therefore, vulnerabilities exist in cities like ours where rapid urbanization results in informal settlements that make it difficult to control transmissions.

As a response, the City's approach was to prevent, contain and manage the spread of the COVID-19 through efficient and equitable deployment of resources to regions and the most vulnerable areas, particularly areas of high volumes in human traffic and informal and densely populated settlements.

Moreover, the pandemic presented us with an opportunity to rest our efforts on not merely containing its effects, but on ensuring that the City has an adaptive capacity to withstand future shocks – especially those that threaten the development trajectory of our City. Applying a resilience perspective helps to identify how local strategies can minimize the risks of stagnation and actively shape the long-term development of cities in more productive, inclusive and sustainable ways.

Additionally, putting the focus on resilience assists with identifying how to strengthen the quality of internal controls, as well as improve efficiencies in the collection of revenues and ultimately the supplying of services.

For us this meant incorporating four themes:

- Post pandemic reconstruction;
- Forging new economic pathways;
- Up-scaling societal transformation; and
- Connecting and engaging communities and stakeholders.

Built on a foundation of ensuring high impact service delivery, these themes and their accompanying issues ought to be resolved to ensure that we **Rebuild** our adaptive capacities, **Transform** our economic trajectory, and **Thrive** for a better tomorrow.

To realise the vision of a sustainable, economically viable City and a desirable place to live – ultimately improving quality of life, this IDP focuses on arresting the decline of urban areas and improving public environments, all while enhancing infrastructure and promoting equitable access to economic opportunities.

Entrenching our developmental agenda is not only about installing services and ensuring that access is available to all. It is about ensuring that we unlock our townships as true City districts that involve the culture, vibrancy and character of all that it espouses.

The COVID-19 pandemic made it more evident that our City must prepare for future events of equal or greater magnitude. Rising to the challenge, the City accelerated its commitment to review and transition the way it delivers services and how to leverage technology to protect the well-being of our citizens and the essential services they require.

In this coming decade, the City will more proactively converge the use of technology within our traditional service delivery mandates. The City will continuously develop Smart City Catalytic programs that will lay the foundation for rapid evolution of core services.

As a resilient society we will be able to adapt and grow in the face of challenges and unforeseen futures. Even when confronted with unexpected events that may deter us from our vision, we will ensure that we recover quickly, constantly working collectively as a city to overcome our challenges.

The City of tomorrow is one where there will be new landmarks for opportunity. It is a place where all homes are digitally connected and where Joburg is a safe city for all its residents. We must ensure that we are smart, clean, and green, empowering the youth and the vulnerable; supported by an accountable government, and an active, engaged citizenry.

It is my pleasure to present the 2021/26 IDP – a development-driven document which incorporates resilience and transformation towards thriving for a better future for our great City.

Cllr Geoff Makhubo.

Executive Mayor,

City of Johannesburg

PART A: CONTEXTUAL ANALYSIS and OVERVIEW

1. INTRODUCTION TO THE 2021-26 IDP

The world as we know it has changed. The developmental context is changing at high speed, and sometimes in such bewildering ways, that it is impossible to know exactly what the future will bring and how municipal government will have to respond. New information on the economy, society and the environment is becoming available all the time. Sometimes this new information is profound, stimulating altogether different perspectives on what needs to be done to more rapidly advance development. Disruptions such as economic downturn and pandemics like the COVID-19 compounds challenges faced by cities.

Drawing on from the above, the Covid-19 pandemic has highlighted the interrelationship between the economy and public health in the same way between lives and livelihoods.

Acknowledging that the future may include a range of other shocks, with Covid-19 potentially being just the first of many, also raises the need for the City to prioritise steps through which to grow and foster resilience, at the level of the CoJ as an institution, and at the level of individuals, communities and the city itself. Critically, responses to shocks should also be planned for at the provincial and GCR level.

Covid-19 has heightened the vulnerability of women and children in Johannesburg's households. It has also brought into focus the vulnerability of many in abusive homes. GBV is an enormous problem in our society and lockdown has created fewer options for women who need assistance. As has been highlighted with Covid-19, public health and the economy are tightly interconnected. As we have seen in the current Covid-19 crisis, the ability to adequately service these settlements with adequate water, sanitation and hygiene services has prevented households in these areas from taking the required safety measures to minimise risk of contagion.

Coupled with the contagion and, to simultaneously change the Apartheid urban structure which is a major driver of inequality and poverty in the city. Where people live and where they work is a powerful determinant of poverty. Ultimately the goal is to facilitate economic independence from the state welfare to address inequality and facilitate the addressing of spatial inequality.

The striking characteristics of the times we live in, in term of cities, is the degree of interconnectedness and interdependence that exist now in the world. Building upon the outcomes of Joburg 2040, the City will - in partnership with its residents and relevant stakeholders - construct a tomorrow that our youth will want to inherit. The outputs driving Leap into our Future are:

1. To enhance the quality of life for all its residents, especially youth and the poor; and
2. To rectify the longstanding spatial and economic barriers inherited from our apartheid past.

It is the task of the IDP to understand these challenges, and to ensure that a deliberate effort is made, in order to change the developmental trajectory of Johannesburg. Local government have a joint responsibility with the provincial and national government to transform and lead society. This implies that corrective and innovative policy making and implementation must be taken and the changes to it must be felt by the people it serves in the City. This IDP is a tool for pursuing a broader developmental paradigm shift which will enable

the City to deepen its understanding of how to intervene productively in the political economy of space and the political economy of services. Broaden participation in the economy at the value-sharing level by removing barriers to entry for all classes, races and genders of the City’s population. Particularly the poor, and de-concentrating economic activity in ways compatible with the trade relations – person to person, firm to firm- that are the lifeblood of everyday prosperity flowing from the earliest civilizations.

The City’s long-term strategy, the GDS 2040 serves as the anchor from which the IDP draws its development agenda guided by Government of Local Unity Strategic Priorities and Programmes. The IDP is operationalised through the City’s strategic policies as well as departmental and entity business plans which aim to implement the strategic programmes outlined by the City’s Leadership informed by the City’s residents.

Once the IDP has been adopted by Council, each department and entity must implement programmes aligned to the IDP. In-year monitoring occurs to ensure that the targets that the City sets out to achieve are on track, and if there are any challenges, these are detected through monitoring mechanisms and addressed accordingly. A reflective assessment against the IDP for the year is captured through the Integrated Annual Report. The outcomes for the year captured in the Integrated Annual Report serve as one source to inform the review of the IDP in the ensuing year. The annual review is guided by the Municipal Systems Act requires which requires municipalities to ensure that IDPs remain relevant to their specific operating environment. Over and above the political and socio-economic drivers, the annual review cycle is grounded on national and provincial strategic imperatives and is shown through the figure below:

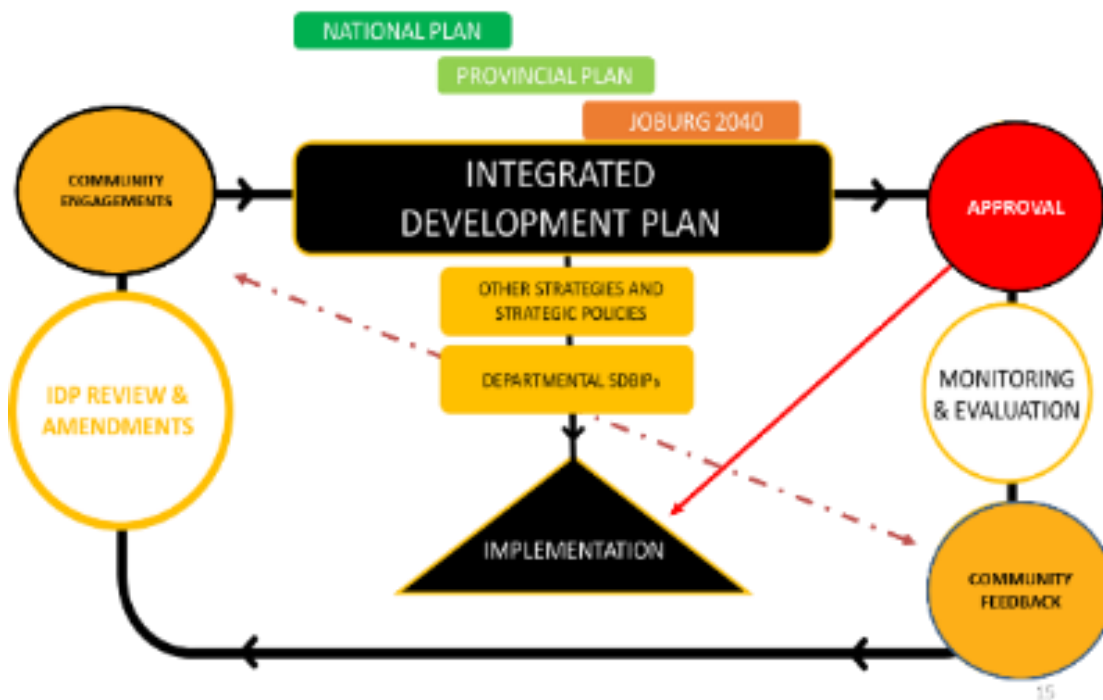


Figure 1 The IDP Process

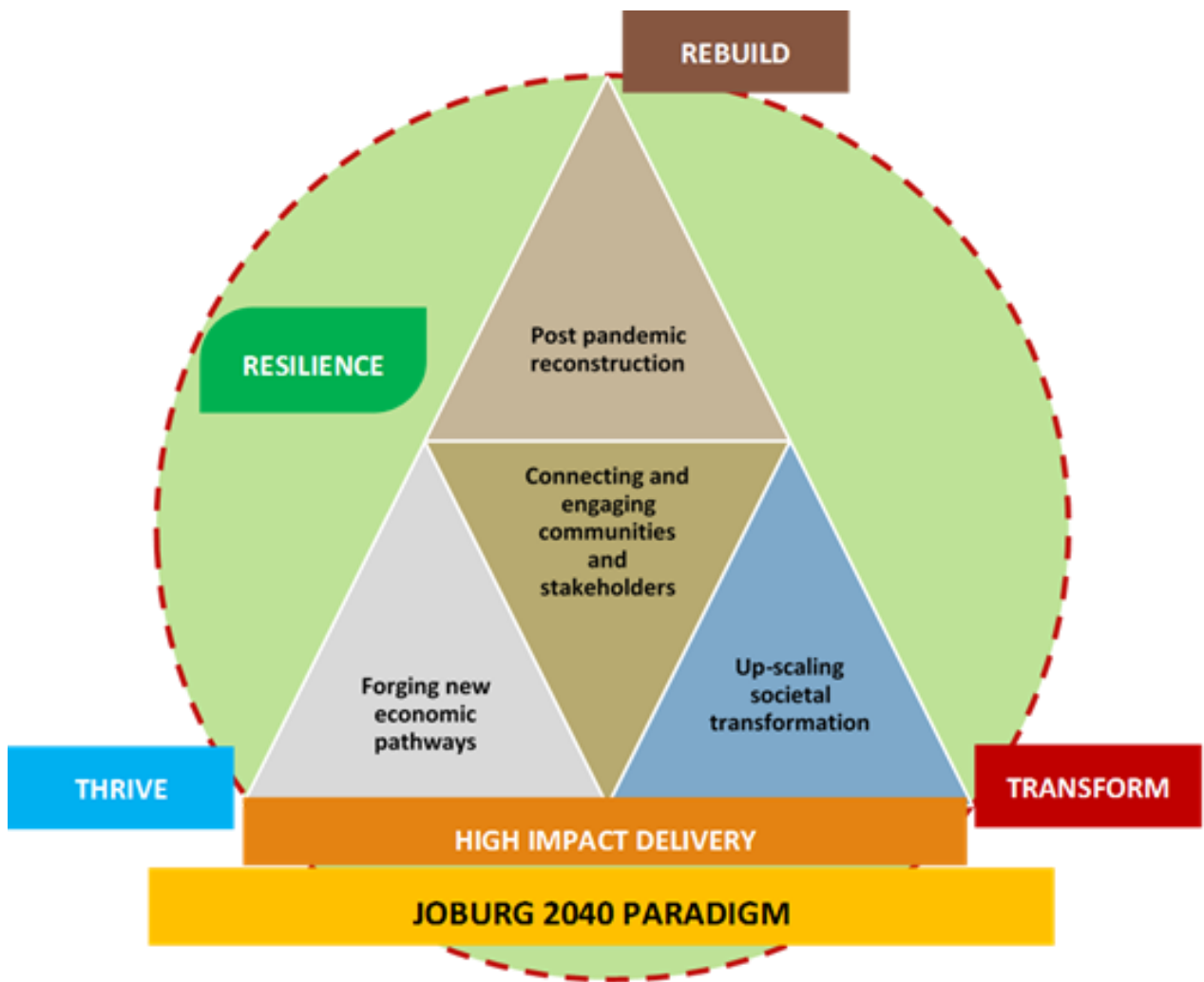


Figure 2 The IDP Resilience Model

In **Rebuilding a Resilient Joburg** this five year IDP is centred on the following theme as captured in the IDP **Resilience Model** below:

- **Post pandemic reconstruction** (focus on infrastructure, health, food and safety)
- **Forging new economic pathways** (4IR, conducive environment, employment creation, support to enterprises)
- **Up-scaling societal transformation** (addressing poverty, inequality, access, housing, transport)
- **Connecting and engaging communities and stakeholders**

Post pandemic reconstruction	Forging new economic pathways	Up-scaling societal transformation	Connecting and engaging communities and stakeholders
<ul style="list-style-type: none"> •New generation infrastructure •Health •Food security •Smart Technology adoption •Visible and accelerated service delivery •City safety and disaster preparedness 	<ul style="list-style-type: none"> •Adoption of 4IR, AI and intelligent systems •Conducive environment •Employment creation, •Support to enterprises •Next generation skills development •Pursuing global economic competitiveness 	<ul style="list-style-type: none"> •Addressing poverty •Inequality •Access, to services housing, transport •Socio-economic support systems •Social cohesion •Addressing GBV and substance abuse 	<ul style="list-style-type: none"> •Community Based Planning •Co-production of service delivery •Smart communication and engagement •One Plan, One Vision - DDM implementation •Partnerships and alliance-building

2. OUR DEVELOPMENTAL CONTEXT

The analysis contained herein provides a holistic perspective of the City’s developmental challenges – and opportunities – that lie ahead. These inputs tie directly into areas highlighted within the City’s long-term strategy, Joburg 2040 Growth and Development Strategy (GDS) and provide a focal point towards all targeted interventions to which the City can aim.

2.1. JOHANNESBURG IN THE GLOBAL CONTEXT

Much has changed globally in the external context in which cities operate, particularly in our new COVID-19 era. Cities in the 21st century must plan for uncertainty, build resilience, and embrace sustainable solutions – at the human, urban and environmental levels – in order to respond to the risks and opportunities that globalisation and urbanisation presents. This relates closely to the United Nations “5 Ps” that shape the Sustainable Development Goals (SDGs): People, Planet, Prosperity, Peace, and Partnerships.¹ The 5 Ps highlight how sustainable development must be understood as an intertwined framework, and how progress on one P must balance and support progress on another.

Population growth rates in cities are unprecedented. Cities or urban areas account for only 3-4% of the world’s land area but 68% of the world population will live in urban areas by 2050.² Currently, developing countries experience faster population growth rates than the rest of the world, accelerating major challenges such as massive urban poverty, housing shortages, infrastructure backlogs, climate change, spread of pandemics and political instability. By 2030, at least 60% of the world’s population will reside in cities – with the very real possibility of 80% urbanisation by 2050. This unprecedented scale of urban growth means that the manner in which cities develop and deal with urban challenges will become more pressing, and as such, will feature more prominently on national policy agendas.

As evidenced by the above, the fight against the most pressing challenges of times will be won or lost in cities. The opportunities for cities is further heightened by SDG Goal 11, which for the first time focuses on cities. SDG Goal 11 aims to “Make cities and human settlements inclusive, safe, resilient and sustainable.” Similarly, the emergence of the New Urban Agenda includes the establishment of strategic partnerships by key urban actors and is intended to serve as a roadmap to drive the implementation of the SDGs. Cities must grapple with how to plan for change and how to keep pace with the massive changes taking place in their locales and regions. This means local government must be cognisant of the challenges the city faces and strengthen Johannesburg’s global role in order to thrive in the urban age.

2.1.1. DEMOGRAPHICS AND POPULATION GROWTH

The current population of the City of Johannesburg (CoJ) is estimated to be 5.87 million, making it the biggest metro by population size in South Africa.³ Johannesburg’s population constitutes about 40% of the

¹ United Nations Foundation (2019) The Sustainable Development Goals In 2019: People, Planet, Prosperity in Focus

² UN DESA (2018).

³ Stats SA. (2020). Mid-year population estimates, 2020.

Gauteng population and 10% of South Africa’s overall population. Stats SA projects that by 2026, the population of Johannesburg will grow by 1 million people, increasing to 6.88 million.

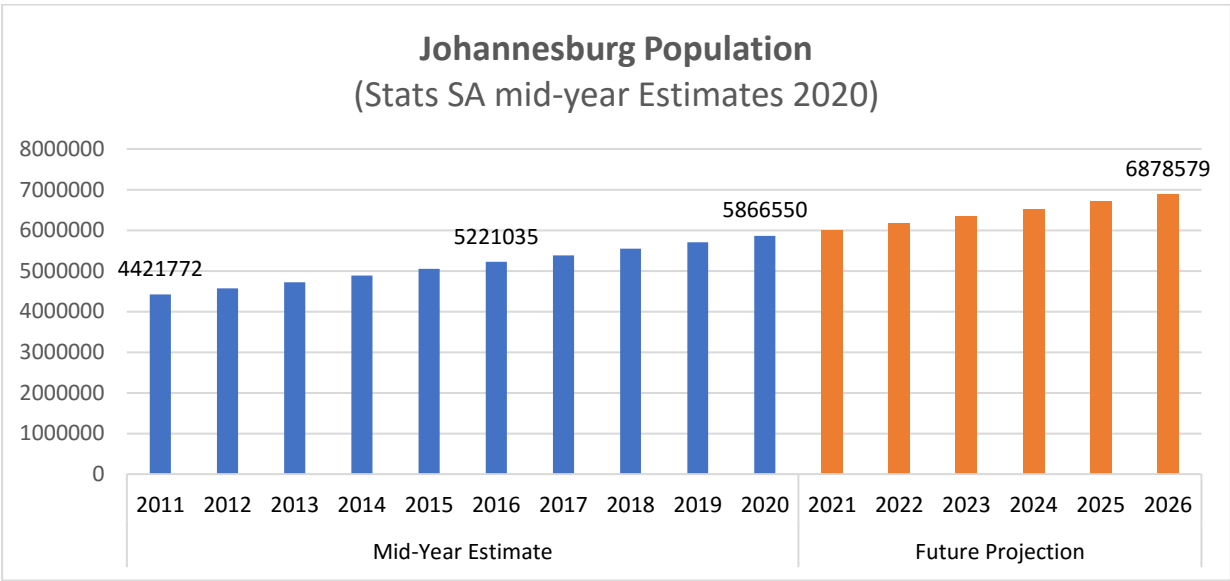


Figure 3: Johannesburg Mid-Year Population Estimates and Projections 2011 to 2026 (Stats SA, 2020)

The population pyramid below reflects the structure of Johannesburg population in 2020. The bulk of the city’s population (41%) are between the ages of 20 – 39 years old. 30% of the population are above the age of 40 and 29% are below the age of 19 years.

Many young people migrate to Johannesburg in search of work and better opportunities. Most people who come to Johannesburg move to the city from elsewhere in Gauteng (58%). 32% came to the city from another province in South Africa, and 10% are foreign nationals who moved to Johannesburg from outside the country.⁴

⁴ GCRO (2018) Quality of Life Survey V 2017/18.

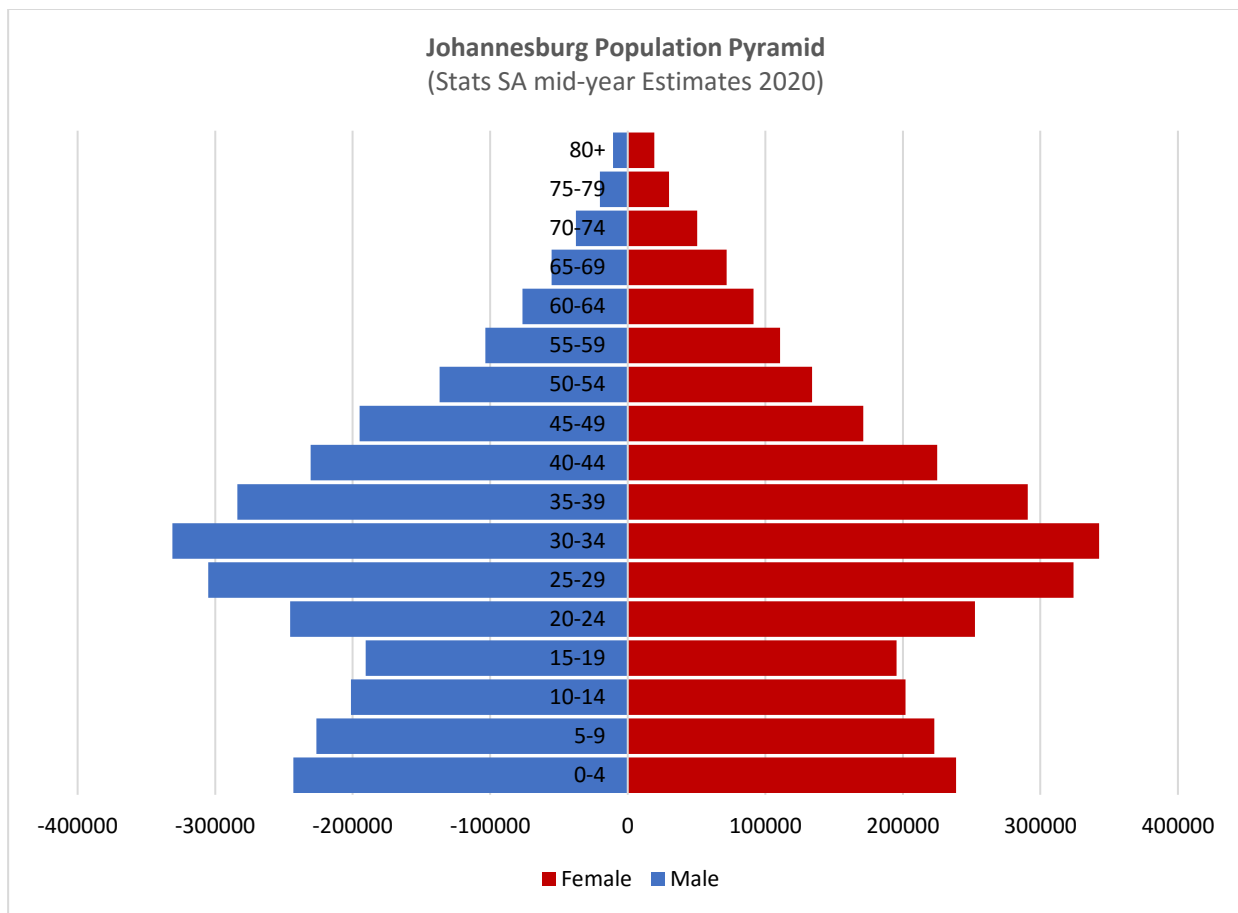


Figure 4: Johannesburg Population Pyramid, Mid-Year Population Estimates 2020 (Stats SA, 2020)

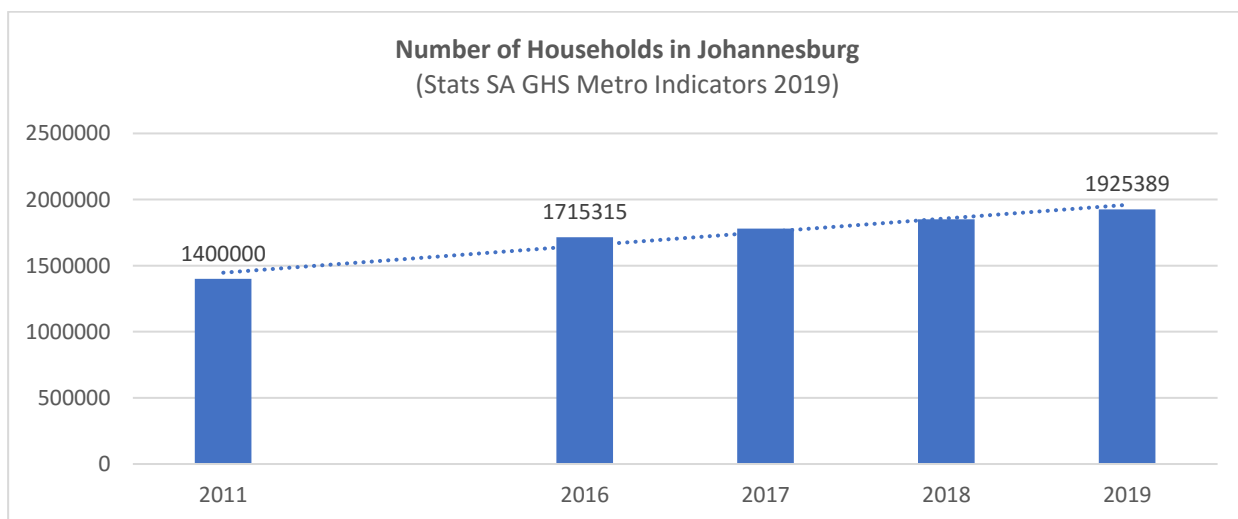


Figure 5: Number of Households in Johannesburg (Stats SA 2020)

There are currently estimated to be 1,925,389 households in Johannesburg.⁵ The average household size is 3 people per household. Trends indicate that the size of households are shrinking slightly.⁶ This is likely to result in an even greater growth in the number of households within Joburg in the next five years, and will require careful planning on both the housing and infrastructure side from the CoJ.

2.2 ECONOMIC GROWTH

Economic growth has been on a slowing trend for most of the past decade in South Africa and its biggest metropolitan economy, Johannesburg. A mix of global and domestic developments were responsible for this outcome, which was further exacerbated by the COVID-19 pandemic and associated economic lockdowns. Economic growth declined from 2.7% in 2011 to just 1.9% in 2019 in the city.⁷

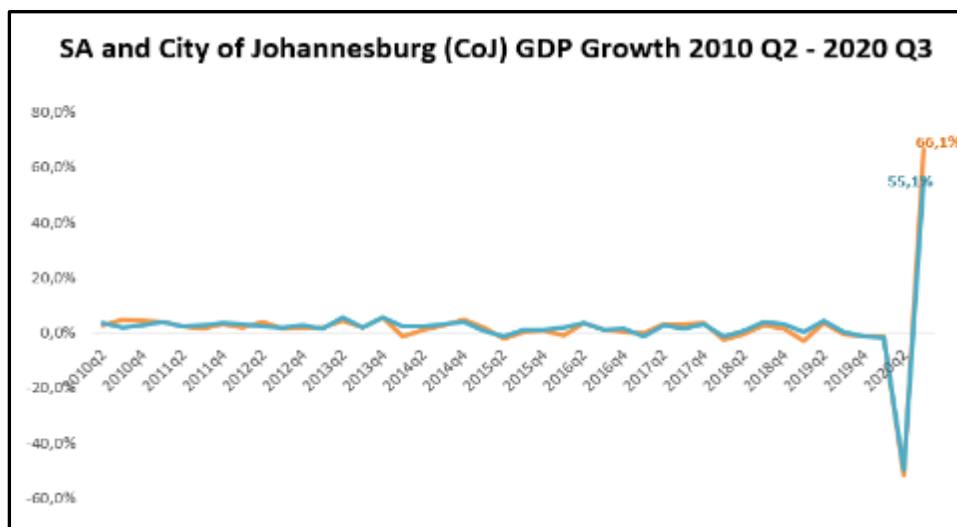


Figure 6: SA and Johannesburg Total Annual growth (% Constant 2010 prices) (I.H.S. Markit 2021)

Real gross domestic product decreased at an annualised rate of 50% in the second quarter of 2020, before increasing at an annualised rate of 55.1% largely as a result of the easing of COVID-19 lockdown restrictions.⁸

⁵ Stats SA. (2020) General Household Survey, Selected development indicators, Metros 2019

⁶ I.H.S. Markit (2019) Statistical Overview City of Johannesburg

⁷ I.H.S. Markit (2021) IHS Markit Regional eXplorer version 2070

⁸ I.H.S. Markit (2021) IHS Markit Regional eXplorer version 2070

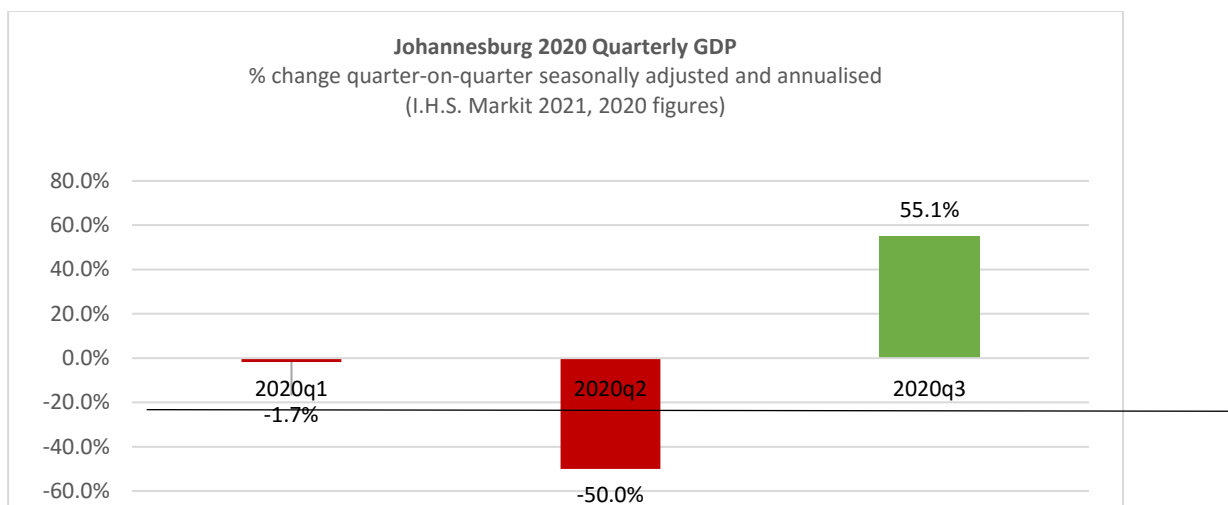


Figure 7: Johannesburg 2020 Quarterly GDP (I.H.S. Markit 2021)

As part of an integrated COVID-19 economic recovery measure the City is focusing support to Small, Medium and Micro Enterprises (SMMEs), informal traders and cooperatives; encouraging co-production and localisation as a catalyst for township economy revitalisation; and prioritising Industrial Park revitalisation and developing the agricultural value chain in partnership with provincial and national government.

The decline in economic growth is likely to be exacerbated as we move globally from a recession period into a global depression in the wake of the coronavirus. The World Bank's Global Economic Prospects Report (2021) found that the coronavirus pandemic lead to an estimated 6.1% fall in per capita income in 2020 across Sub-Saharan Africa.⁹ The resultant decline is expected to set average living standards back by a decade or more and push tens of million more people in the region into extreme poverty, with severe setbacks anticipated in South Africa. Recovery is anticipated to be slow – In South Africa, growth is expected to rebound to 3.3% in 2021—0.7 percentage point below previous forecasts—before softening to a near potential pace of 1.7% in 2022.¹⁰ Similar projections were presented by Cilliers et al in the report, exploring the impact of COVID-19 in Africa: a scenario analysis to 2030, which forecasts that incomes across the continent will only recover to 2019 averages sometime in the next three to ten years.¹¹

⁹ World Bank. (2021) Global Economic Prospects. World Bank Group

¹⁰ Ibid

¹¹ Cilliers et al. (2020) Exploring the impact of COVID-19 in Africa: a scenario analysis to 2030. Institute for Security Studies; Gordon Institute of Business Science; Frederick S Pardee Centre for International Futures

Projection Timelines of Recovery to 2019 Average Incomes
(Cilliers et al 2020)

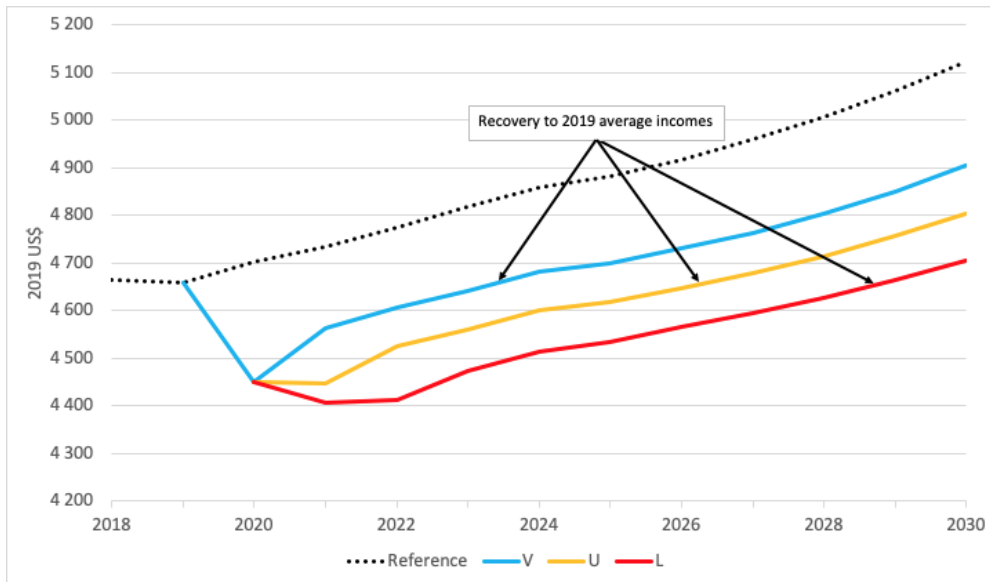


Figure 8: Various projection timelines of recovery to 2019 average incomes. (Cilliers et al 2020)

Despite this decline, Johannesburg continues to be the engine of the national economy. In 2019 Joburg produced a GDP of R770 billion or as measured in constant 2010 prices (R 1000), R494 million.¹² Joburg contributed 44% to the Gauteng province GDP of R1.12 billion and 16% to the South African GDP of 3.15 billion, as measured in constant 2010 prices (R 1000).¹³ GDP per capita in current prices for 2019 in Joburg was estimated at R141, 862.00 or R11, 822.00 monthly.¹⁴

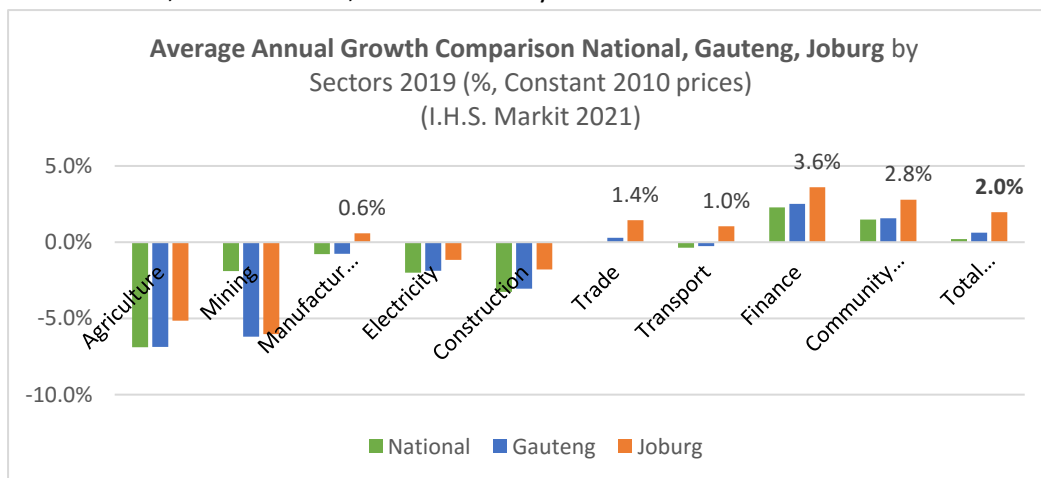


Figure 9: Average Annual Growth Comparison National, Gauteng, Joburg by Sectors 2019 (% Constant 2010 prices) (I.H.S. Markit 2021)

¹² I.H.S. Markit (2021) Regional eXplorer 2074 (2.6p)

¹³ Ibid

¹⁴ Calculated from I.H.S. Markit (2021) Regional eXplorer 2074 (2.6p)

In a comparison of growth across broad economic sectors in 2019, Johannesburg tended to outperform both provincial and national figures, particularly in Manufacturing, Trade, Transport, Finance and Community Services.¹⁵

In 2019, Finance retained its rank as the dominant sector in Johannesburg. In Constant 2010 prices (R 1000), Finance accounted for R147 million or 32% of the total GVA. This was followed by Community Services (23%), Trade (14%), Manufacturing (14%) and Transport (9%). Opportunities exist for the City to proactively direct the construction sector, principally towards infrastructure for sustainable human settlements and services, as well as towards the generation of green energy in the Electricity sector. It will also be important to sustain Joburg as the regional business hub and gateway through Africa via encouraging transport logistics skills and innovative exports.

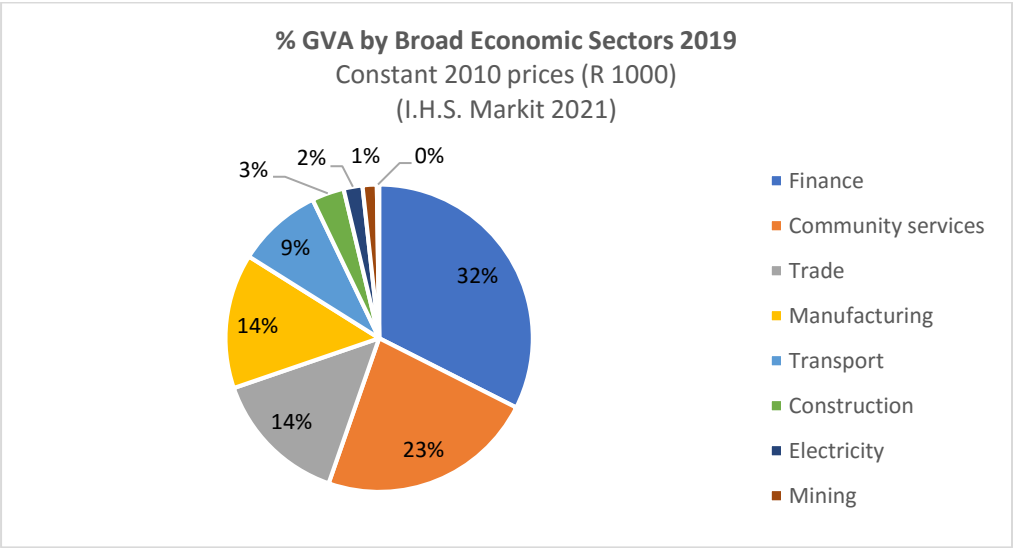


Figure 10: % GVA by Broad Economic Sectors 2019 in Constant 2010 prices (R 1000) (I.H.S. Markit 2021)

The City’s economic activity is fairly diverse and characterised by a strong services sector, in particular finance, business services and the trade and logistics sector. While the tertiary sectors (finance and trade) have maintained dominance, the primary and secondary (agriculture, mining, manufacturing) sectors have diminished in importance in the economy. Thus, there is a need to maximise on the city’s economic strengths and competitive advantages by focusing on improving the ease of doing business in the city, exploiting opportunities for prospective investments and enhancing support to SMMEs, informal and new businesses.

¹⁵ I.H.S. Markit (2021) Regional eXplorer 2074 (2.6p)

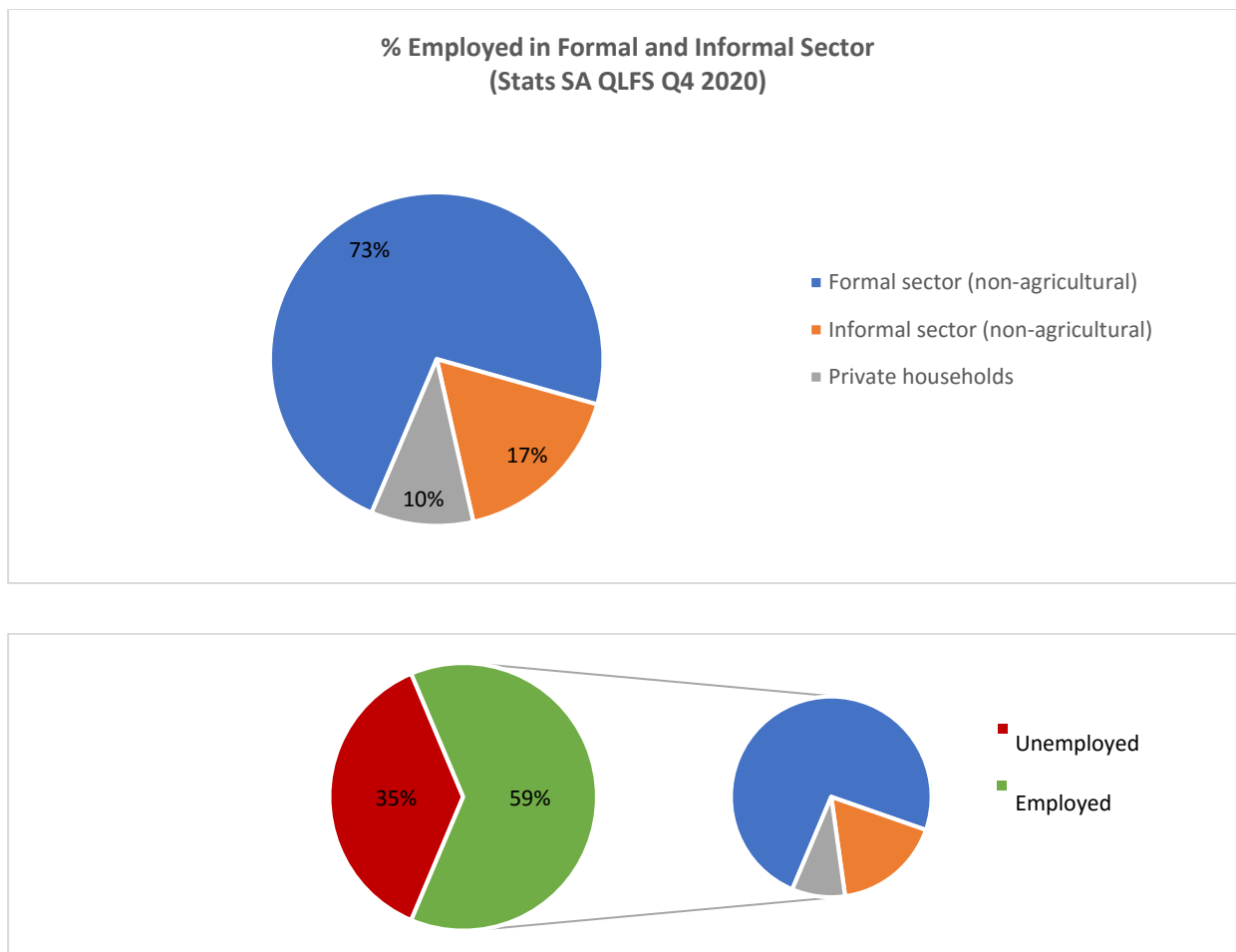


Figure 11: % Employed in Formal and Informal Sector (Stats SA 2020)

Employment in the formal sector remains foremost within the city. 73% of total employment in the city takes place within the formal sector. The informal sector employs only 17% of Johannesburg's labour force. Johannesburg, like South Africa, has both a very high unemployment rate and a relatively low informal sector absorption rate compared to the global average of more than 60%.¹⁶ Growing the city's informal economy is thus a potential opportunity. This will require regulations, policies and practices to be more enabling and developmentally orientated, as well as the provision of dedicated, supportive infrastructure. The City needs to protect and drive economic recovery in partnership with its business community across both the formal and informal sectors.

¹⁶ Francis et al. (2020) 'South Africa needs to focus urgently on how COVID-19 will reshape its labour market' The Conversation. 20 June 2020.

2.2.1 UNEMPLOYMENT

While the exact number of jobs lost as a result of the coronavirus lockdown remains unknown, data from the Quarterly Labour Force Survey indicates a year-on-year change of -226 000 employed persons (-11.6%) in Johannesburg from Q4 2019 to Q4 2020.¹⁷ Both the formal and informal sectors experienced a decrease in employment numbers during the course of 2020.

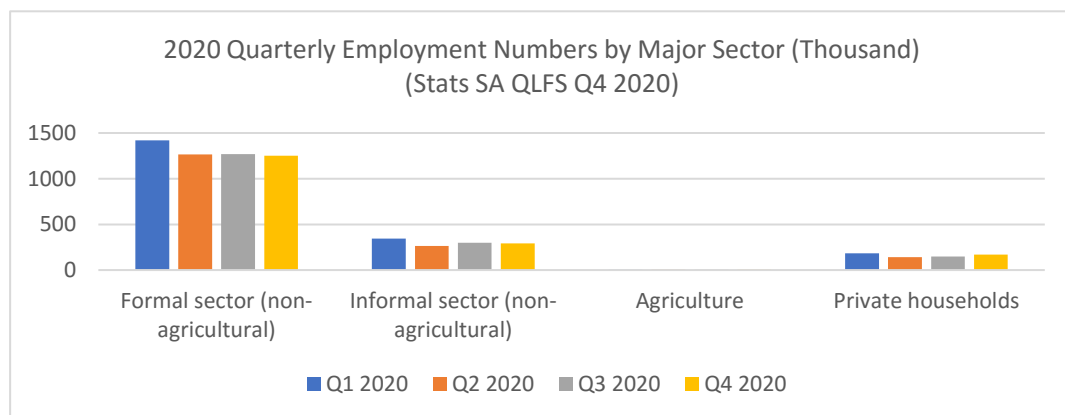


Figure 12: 2020 Quarterly Employment Figures by Major Sector (Stats SA 2020)

As a result of the protracted recession, unemployment has increased in Johannesburg and youth unemployment levels are dire. Unemployment in the city is currently at 35.1%.¹⁸ Youth unemployment is at 45.2%.¹⁹ Women are more likely to be unemployed than men, with the unemployment rate for women estimated to be 31% compared to 25% for men.²⁰ A similar comparison across demographic groups found that the unemployment rate is highest among Coloured people (40%) followed by Africans (31%).²¹ Johannesburg has fared worse than Gauteng where the unemployment rate stands at 34.1% and the country at 32.5%.²² On the other hand, the labour force participation rate for Johannesburg (66.1%) remains higher than South Africa (56.6%).²³ The City continues to fight unemployment, which is one of the major problems facing South Africa as a whole.

2.2.2. YOUTH UNEMPLOYMENT

Given the large scale of Johannesburg's population under 35 years old, youth unemployment is one of the City's most pressing social and economic challenges and also poses a major obstacle to transformation, growth and development. Youth unemployment reached 45.2% during first quarter of 2020 in Johannesburg.

Low education levels and slow formal sector growth are two of the major causes of youth disgruntlement and unemployment. Due to low skill levels, the majority of youth are employed in the wholesale, retail and

¹⁷ Stats SA. (2020) Quarterly Labour Force Survey Q4 2020

¹⁸ Stats SA. (2020) Quarterly Labour Force Survey Q4 2020

¹⁹ Calculated based on Quantec. Source: Stats SA. (2020) Quarterly Labour Force Survey Q1 2020

²⁰ J.H.S. Markit (2021) IHS Markit Regional eXplorer version 2070

²¹ Ibid.

²² Stats SA. (2020) Quarterly Labour Force Survey Q4 2020

²³ Ibid

trade and private households sectors. Only 5% nationally are employed in highly skilled sectors, thus pointing to a need for education and skills development.

Joburg must be mindful in its approach to transform one of our greatest challenges into an asset. The City aims to deliver an enabling environment for its young people to actively participate as drivers of change. Our evolution towards a Smart City must therefore create future industries, businesses and opportunities for young people to find employment and career paths within the technology, innovation and other 4th Industrial sectors. The City will encourage youth focused job absorption, alongside digital literacy courses, upskilling and reskilling aligned to 4th (and 5th) Industrial Revolution. The City will also expand the rollout of free Wi-Fi to address the digital divide, helping to link young people to education and business opportunities.

2.3 HUMAN AND SOCIAL DEVELOPMENT

Despite these economic challenges, Johannesburg has made progress in the social arenas. The Human Development Index (HDI) is the combination of three basic dimensions of human development: A long and healthy life, knowledge, and a decent standard of living. HDI has gradually but consistently increased, improving from 0.70 in 2011 to 0.73 in 2019.²⁴ This is in line with the 2020 indicative target for our long term-strategy, Joburg 2040 GDS, and on route to achieving our goal of an HDI above 0.85 by 2040.

Moreover, the City is committed to direct investment to our most deprived wards, ensure that safety nets oriented around critical short-term support are in place, and support individuals and communities to prosper and become self-sufficient.

2.3.1 POVERTY, INEQUALITY AND FOOD INSECURITY

In 2019, the Gini coefficient (a measure of inequality) in the City of Joburg was 0.62; an improvement from 0.65 in 2011. The Gauteng Province and South Africa, both had a more unequal spread of income amongst their residents when compared to City of Johannesburg.

²⁴ I.H.S. Markit (2021) IHS Markit Regional eXplorer version 2070

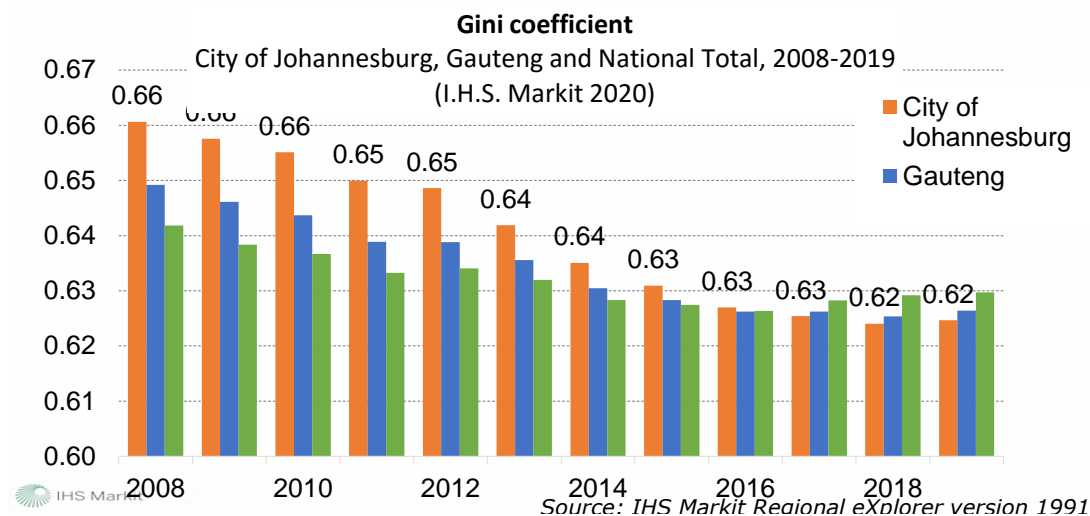


Figure 13: Gini coefficient: City of Johannesburg, Gauteng and National Total, 2008-2019 (I.H.S. Markit 2020)

Notwithstanding these gains, high and growing poverty levels are a major concern. In 2019, 46.4% of the city's population lived in poverty (using the upper poverty line definition) compared to 38.5% in 2011.²⁵

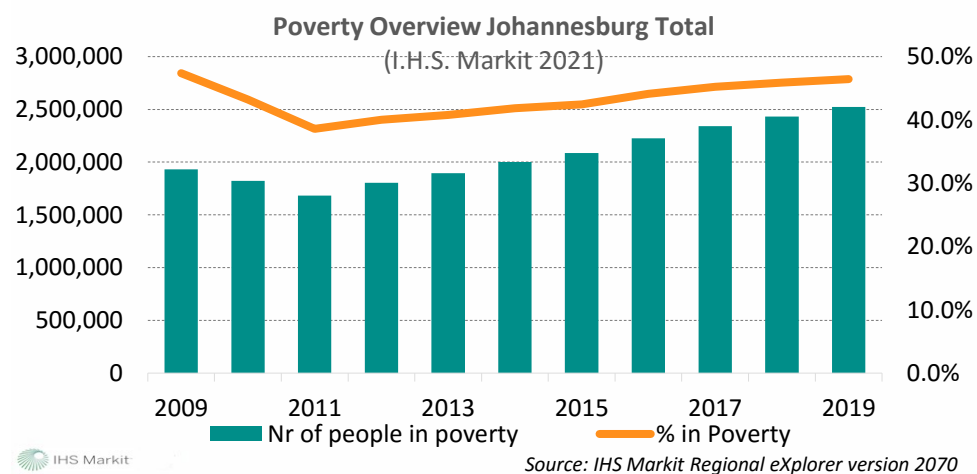


Figure 14: 2019 Poverty Overview (I.H.S. Markit 2021)

Furthermore, those in poverty often experience social exclusion. This refers to market exclusion, service exclusion and exclusion from social relations. Those most effected tend to be women, youth, people with disabilities, migrants and the elderly.

²⁵ I.H.S. Markit (2021) IHS Markit Regional eXplorer version 2070

Food insecurity affects thousands of city dwellers. The major challenge in this regard is related to poverty and lack of income, rather than a lack of food production. Food insecurity contributes to massive social costs in the form of healthcare, loss of productivity and earnings, social tension and compromised educational attainment. The General Household Survey reported that an estimated 14.7% of Joburg residents had inadequate or severely inadequate food access.²⁶ This is an improvement compared with 19.2% in 2015, however Johannesburg residents continue to fare worse than neighbouring metros and the Covid-19 economic restrictions amplified this issue.

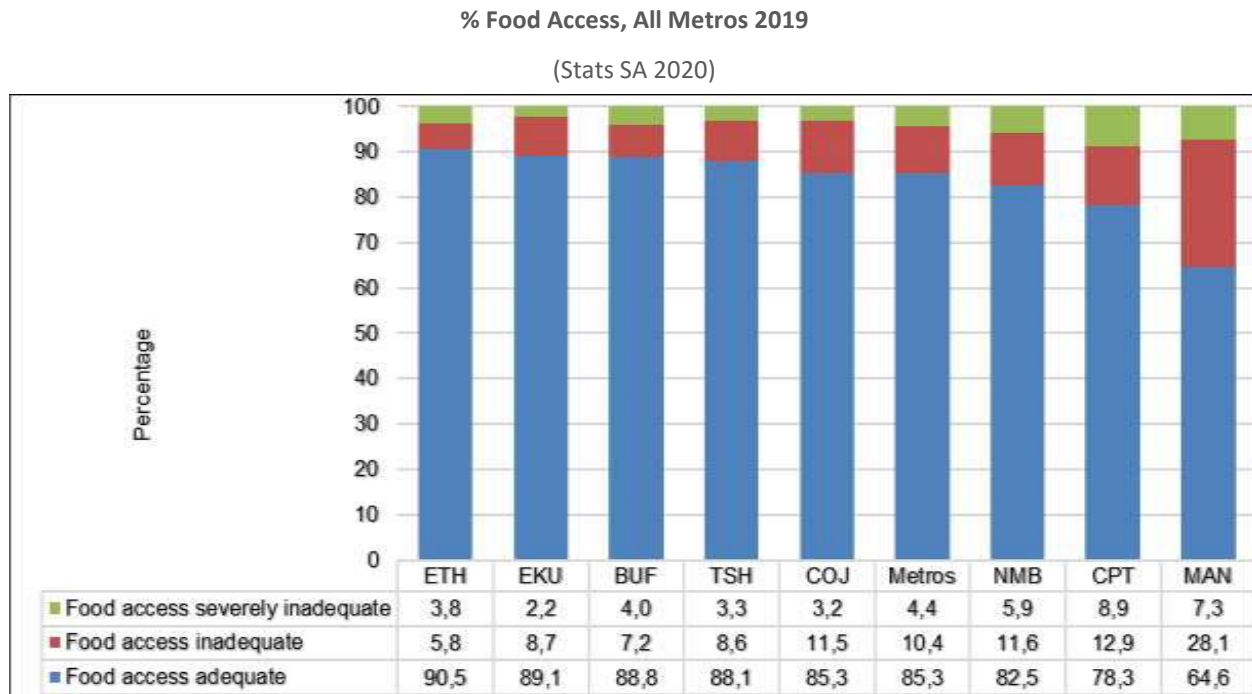


Figure 15: % Food Access (Stats SA GHS 2019)

The CoJ is striving to better support township food economies, including integrating food planning into urban planning; assist to facilitate local producers to better connect to markets and consumers; and ensure that supply is secured against risks of climate change and rising costs of production and transportation.

2.4 SPATIAL INEQUALITY IN JOBURG

Johannesburg's urban form is a consequence of its history. Apartheid planning contributed to urban sprawl, with race-based townships deliberately developed on the periphery of the city, away from opportunity and resources. Accordingly, our sprawling city is also a divided city, with places of work that are far from where the vast majority of the population lives. The bulk of the metropolitan area (95%) features low density suburban neighbourhoods enjoyed by the few. While, around one third of all Joburg inhabitants by contrast, live on only 5% of the metropolitan area in densely populated and often overcrowded townships.

²⁶ Stats SA (2020) General Household Survey 2019

This inequitable spatial arrangement contributes to unequal access to quality services and a job housing mismatch, whereby the majority have to endure long and costly commutes to access economic opportunities.

Spatial Inequality and the Job Housing Mismatch

(Development Planning 2020)

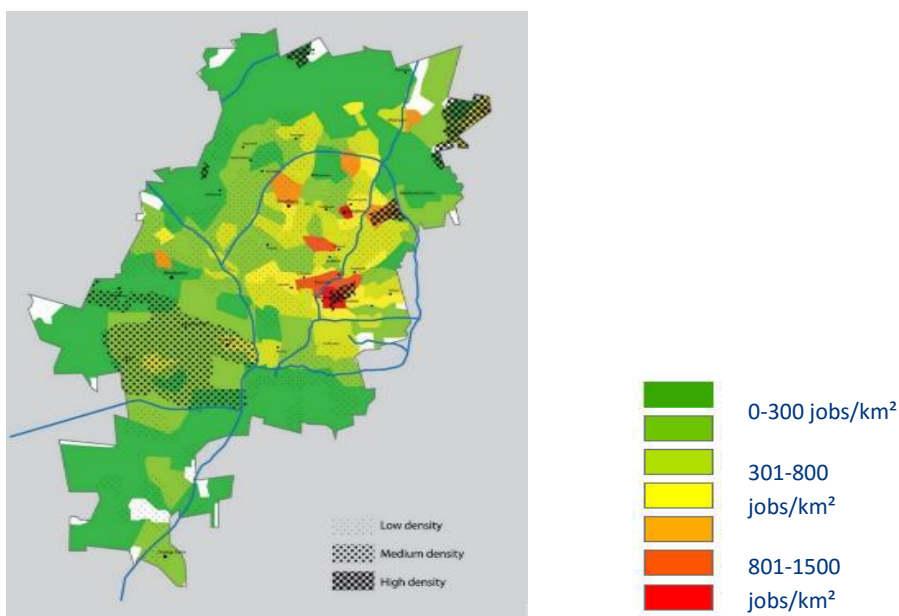


Figure 16: 2016 Population and Job Density Map (CoJ Development Planning, Spatial Development Framework Presentation August 2020)

2.4.1 TRANSPORT

39% of people in Joburg travel for longer than 30 minutes to reach their workplace and 38% of households in the city spend more than 10% of their income on transport per month.²⁷ These costs are mostly borne by, and disproportionately impact, poorer households. Despite advances in Metrobus and Rea Vaya BRT, particularly around safety measures associated with appropriate COVID-19 social distancing, Johannesburg is still an automobile-centered city, dominated by private cars and minibus taxis. Each month, close to 10 million passenger trips (9,655,000) are made in the city via minibus/taxis, accounting for 89% of all public transport trips in Johannesburg.²⁸ To enhance public transport uptake, the CoJ will strive realise efficient, affordable (low-carbon) public transport systems which integrate with other metros across the Gauteng City Region (GCR).

To bring about the spatial transformation needed in Johannesburg, the CoJ is committed to bring jobs to residential areas and housing opportunities to job centres, alongside promoting a logical and just density gradient throughout the city, and limit peripheral growth. The CoJ will work to connect the city through enhanced public transit, ICT, social mixing, and protected green open space; and direct infrastructure

²⁷ Stats SA (2020) General Household Survey 2019

²⁸ Ibid.

investment to nodes with highest potential to positively impact the development trajectory and spatial transformation of the city as defined by the Spatial Development Framework.

2.5 SAFETY AND SECURITY

Safety and security remain an ongoing concern in the city and the country at large, compounded by factors such as historical geographical, social and economic inequality. While this is a reality, when compared to the other major cities in the country, Johannesburg performs relatively favourably, and in 2018/19 was slightly below the metro average of total crime detected through police action.²⁹

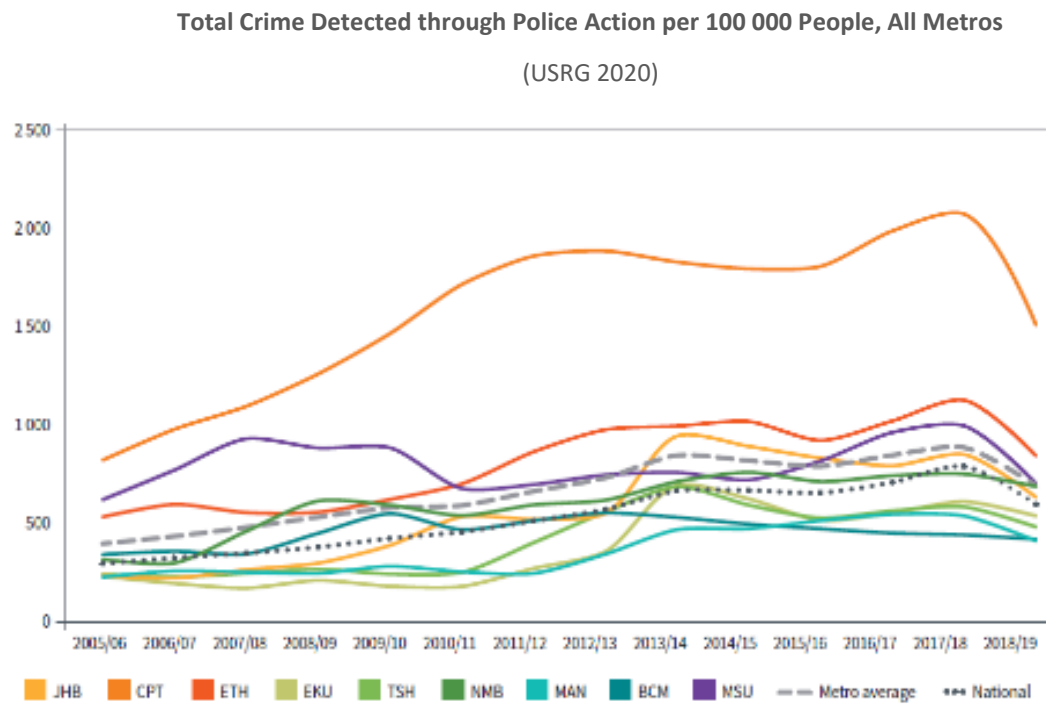


Figure 17 Total crime detected through police action per 100 000 people

²⁹ Urban Safety Reference Group. (2020) The State of Crime and Safety in SA Cities 2020

While still high, overall crime data shows that reported crime rates in the city have, in general, decreased since 2005. This decline could be attributed to a lower prevalence of crime, but it may also indicate a lower inclination by the public to report crimes to the police.

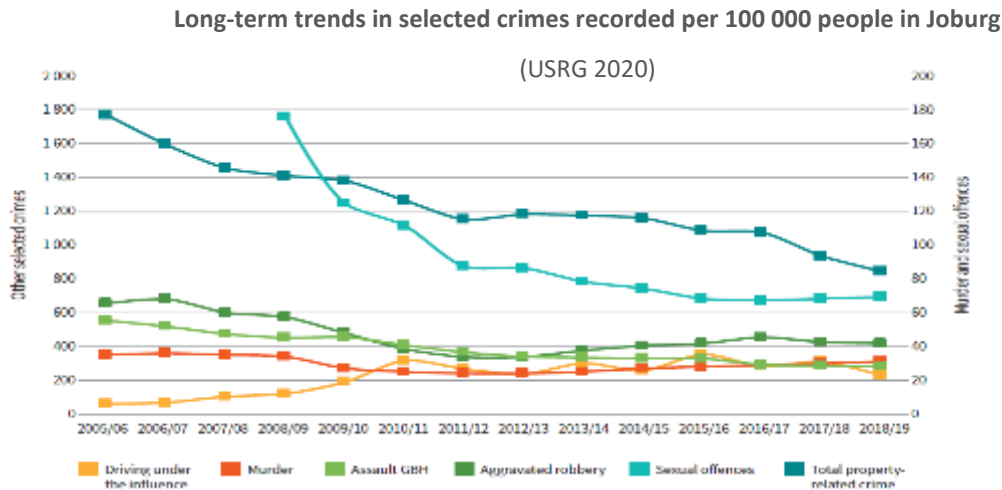


Figure 18 Long term crime trends in Joburg

Even with the decrease in official crime statistics, the perception that Johannesburg is dangerous remains a major challenge, which impacts residents, communities, businesses and potential investment. In response the CoJ has scaled up the number of Johannesburg Metropolitan Police Department (JMPD) officers deployed in the Inner City and embraced a collaborative and community-based approach to safety across all wards of Johannesburg. The City will work to design out crime through safer urban environments and, to promote safety more broadly, will ensure effective early warning systems are in place to reduce the threat and impact of possible disasters.

2.5.1 GENDER BASED VIOLENCE

Gender Based Violence (GBV) is a profound and widespread problem in South Africa. It is systemic, disproportionately affects young girls, women and children and is deeply entrenched in institutions, cultures and traditions.³⁰ SA also holds the shameful distinction of being one of the most unsafe places in the world to be a woman as well as one of the countries with the highest rates of intimate partner violence.³¹ GBV escalated during the early stages of the COVID-19 lockdown. The national government's gender based violence and femicide command centre recorded more than 120 000 calls on the national helpline for abused women and children in the first three weeks after the lockdown started, double the usual volume of calls received by this centre.

Prior to this, in December 2019, the City of Joburg polled residents on whether they thought it was ever acceptable for a man to hit or beat his partner. 5% of respondents, which equates to approximately 201,738 adults, responded yes.³² The City is committed to play a role in addressing the crisis of GVB. To this end the

³⁰ Safer Spaces. (2020) Gender-based violence in South Africa

³¹ Department of Women, Youth and Persons with Disabilities. (2020) National Strategic Plan on Gender Based Violence & Femicide

³² CoJ Polling. (2019)

City has hosted dialogues on the topic and established the Men's forums where men are active ambassadors for creating awareness on GBV and the resultant effects of violence in the lives of women and children. To avoid duplication of services, networks with existing CBOs in the target community dealing with GBV primary prevention work are being established. The City is also working with provincial government to address the issue of GBV and provide safe spaces to victims of GBV.

2.6 PUBLIC HEALTH

Health outcomes are the result of a number of complex and interrelated factors, many of which lie outside the domain of the health sector. The greatest health gains can only be achieved through inter-sectoral collaboration. Due to its structure, the services it is mandated to provide and its interface with local communities, local government is well positioned to institutionalise inter-sectoral collaboration so as to ensure 'health in all policies'. This is to implement these in a way that promotes health in the daily lives of people by improving the circumstances in which people are born, grow, live, work, play and retire.

The City has made great strides towards improving the health status of its residents. Most apparently, through achieving a COVID-19 recovery rate of 97%.³³ On the other end of spectrum, focusing on early preventative interventions, the antenatal 1st visit by 20 weeks rate reported for 2018/19 was 66.1% and has been steadily increasing over the four-year period from 2014/15 to 2018/19.³⁴

2.6.1 HIV/ AIDS

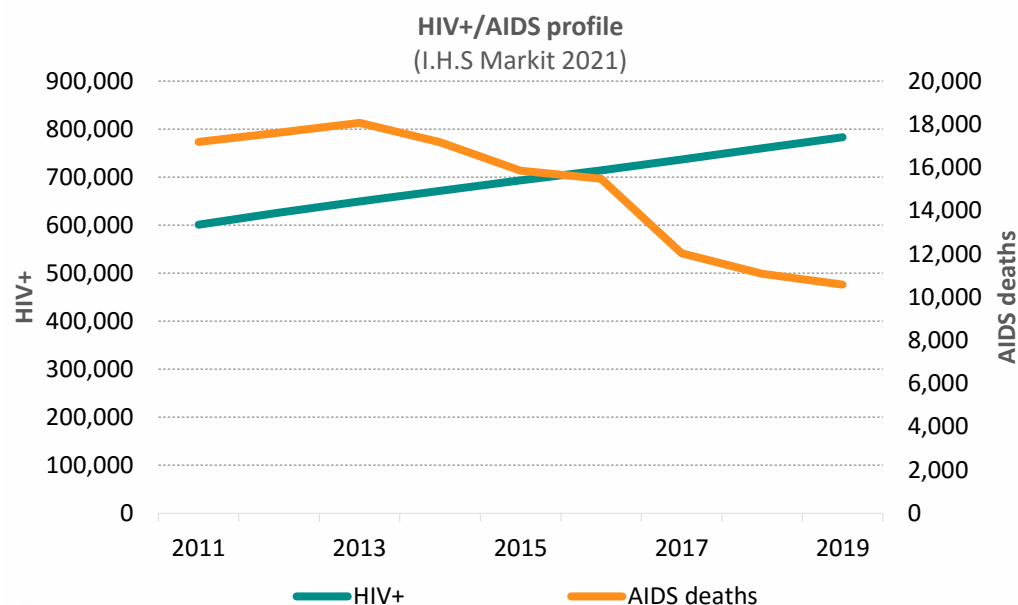
As a result of targeted intervention, the number of estimated Aids related deaths has significantly decreased from 2013 (18,067) to 2019 (10,582).³⁵ In 2019 it was estimated that 783,032 people in the City of Johannesburg or about 13% of city's population were infected with HIV.³⁶ This shows that in Johannesburg, more and more people living with the disease are able to live longer and dignified lives; improving life expectancy and thus reducing other indirect impacts such as the number of child headed households.

³³ Calculated from Gauteng Health Department. (18 Feb 2021) Gauteng Confirmed Covid-19 Cases District Breakdown

³⁴ Health Systems Trust. (2020) District Health Barometer 2018/19

³⁵ I.H.S. Markit (2021) IHS Markit Regional eXplorer version 2070

³⁶ Ibid.



Source: IHS Markit Regional Explorer version 2070

Figure 19: HIV+/AIDS profile (I.H.S Markit 2021)

South Africa faces a quadruple burden of disease, namely, HIV and AIDS, infectious diseases, trauma and violence as well as non-communicable diseases (NCDs). The top three natural causes of death reported in Johannesburg were 'Other forms of heart disease' (4.8%), Influenza and pneumonia (3.8%), and HIV (3.7%).³⁷ In Gauteng "Other forms of heart disease" was also the leading cause of death at 5.6% followed by Tuberculosis (TB) at 4.8% (ranked 2nd). Moreover, in Joburg, six of the ten leading natural causes of death were from non-communicable diseases (strokes, diabetes, respiratory).³⁸ Early detection and initiation of interventions (medical and non-medical) for these conditions, as well scaling up health promotional activities can help to decrease the morbidity and mortality rates resulting from chronic diseases.

Given the economic challenges facing residents of Johannesburg, current low levels of access to medical aid are unlikely to shift substantially in the future. This means that high levels of reliance on public healthcare facilities (68.2%) can be expected to continue.³⁹ Consequently, it is paramount that public healthcare facilities continue to expand their offerings and maintain efficiency and quality customer care – even during periods of urgent and increased demand such as during the COVID-19 crisis. This requires prioritising intergovernmental relationships with provincial and national departments of health to jointly strategize how to strengthen the health system operating in the municipal area of Johannesburg as a whole.⁴⁰ Furthermore, the CoJ will ensure that the most health-disaster vulnerable areas, which are townships and

³⁷ Stats SA (2018) Mortality and Causes of Death in South Africa, 2016 Report

³⁸ Ibid.

³⁹ Stats SA. (2020) General Household Survey, Selected development indicators, Metros 2019

⁴⁰ Hamann, C., de Kadt, J., Maree, G and Gotz, G. (2021). Health-disaster vulnerability in the City of Johannesburg. Gauteng City-Region Observatory (GCRO).

informal settlements (Alexandra, Diepsloot, Ivory Park, Orange Farm, and Soweto) as well as the inner city,⁴¹ are appropriately supported.

A key focus area of the City's health thrust is ensuring that all the residents of the city have access to adequate smart, efficient primary healthcare systems, including access to safe and affordable medicines and vaccines. It is important to promote immunisation and regular health check-ups for children as part of our preventative approach, as well as maintain a concerted effort to reduced levels of HIV and TB incidence in our city. The city will strive to improve information on healthy living and healthy lifestyle programmes within all communities.

Furthermore, the City is responsible for the delivery of a host of responsibilities that relate to the area of environmental health, including the management of publicly dumped waste; control of disease vectors such as rats; air-quality monitoring and regulation; and building plan approvals and building control.

2.7 ENVIRONMENTAL CHALLENGES

Climate change is one of the greatest threats facing the planet. Johannesburg is a major emitter of greenhouse gases. The largest contributor of these emissions in Joburg is the stationary energy sector, from building, industry etc., which accounted for 13.6 million tonnes of CO²e (56%), followed by the transport sector with 9.3 million tonnes CO²e (39%). Moreover, climate change exacerbates other challenges facing the City, such as:

- More episodes of heat waves with serious impacts on human health.
- More incidences of fire, putting property and human lives at risk.
- An increase in the demand for energy to cool buildings, residential dwellings and factories.
- Increased frequency and intensity of extreme weather events (e.g. flooding) that could compromise infrastructure in the CoJ e.g. buildings, roads, power stations and distribution lines.
- Increased drought that will worsen water availability resulting in severe water scarcity and food insecurity.

A map of areas with high, medium and low vulnerability to impacts of climate change is presented below:

⁴¹ Hamann, C., de Kadt, J., Maree, G and Gotz, G. (2021). Health-disaster vulnerability in the City of Johannesburg. Gauteng City-Region Observatory (GCRO).

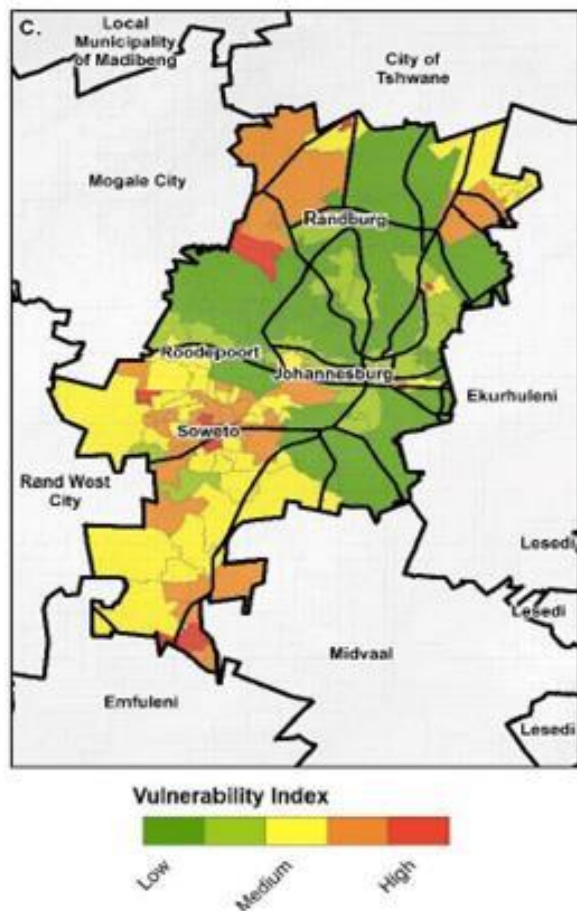


Figure 20: Combined overall climate change vulnerability index for the City of Johannesburg. CoJ Climate Action Plan

The City of Johannesburg is committed to playing its part to deliver its ambition towards the fulfilment of the objectives of the Paris Agreement and the Deadline 2020 commitment. The City's Climate Action Plan (CAP) is a strategic plan with the objective to prioritise evidence-based transformational actions, to transition the City towards an emission neutral, climate resilience city by 2050. The CAP is a city-wide action plan to be actioned by the City administration (including the city's Municipal Entities), private sector, civil society, youth etc. To achieve the Deadline 2020 scenario, the city is required to reduce its overall emissions by a target of 27,376,255 tons of carbon dioxide equivalent (tCO₂eq) by 2030, assuming that other spheres of government collaborate in addressing the barriers to unblock other emissions (i.e. residual emissions) to achieve carbon neutrality in 2050.

In order to support global agreements and compacts to reduce temperature rise, the CoJ is committed to:

- Monitor, report, create public awareness and act to reduce Green House Gas (GHG) emissions and enhance air quality
- Embrace innovative green practices and technologies
- Implement interventions for both climate change adaptation and mitigation across all delivery areas
- Support a shift towards a low-carbon economy
- Maintain biodiversity and ecological protection areas

2.8 ACCESS TO SERVICES

It is a constitutional mandate for the City to ensure that all households have adequate access to basic services. Provision of basic services to the community of Johannesburg is comparatively high with the majority of households (both formal and informal) enjoying water supply infrastructure of RDP standard or higher (99.56%), access to a functioning basic sanitation facility (94.06%), access to electricity (70.83%), and have their refuse removed at least once a week (85.21%).⁴² The household services diamond below indicates the level of development in Johannesburg relative to national levels, reported as per MFMA Circular No. 88 indicators.

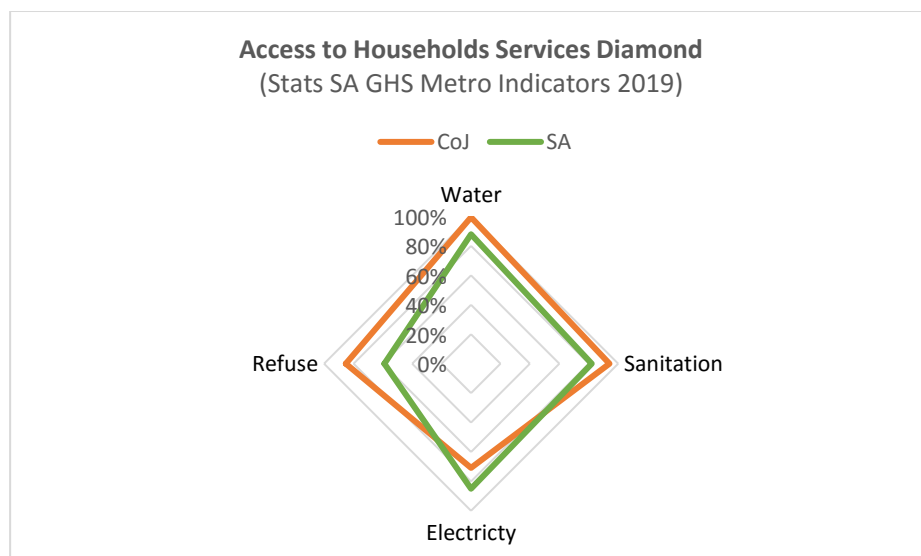


Figure 21: Access to Households Services Diamond (Stats SA 2020)

Johannesburg performs better than the country as a whole on all services, bar electricity provision which is a cause for concern. Figure 22 shows that the provision of electricity has not kept pace with the growth of households. The stable, sustainable supply of electricity from renewables will be a chief priority for the City. The level of access to weekly refuse collection has also declined considerably between 2018 and 2019. There have however, been visible gains reported in terms of access to formal dwellings.

⁴² Stats SA. (2020) General Household Survey, Selected development indicators, Metros 2019

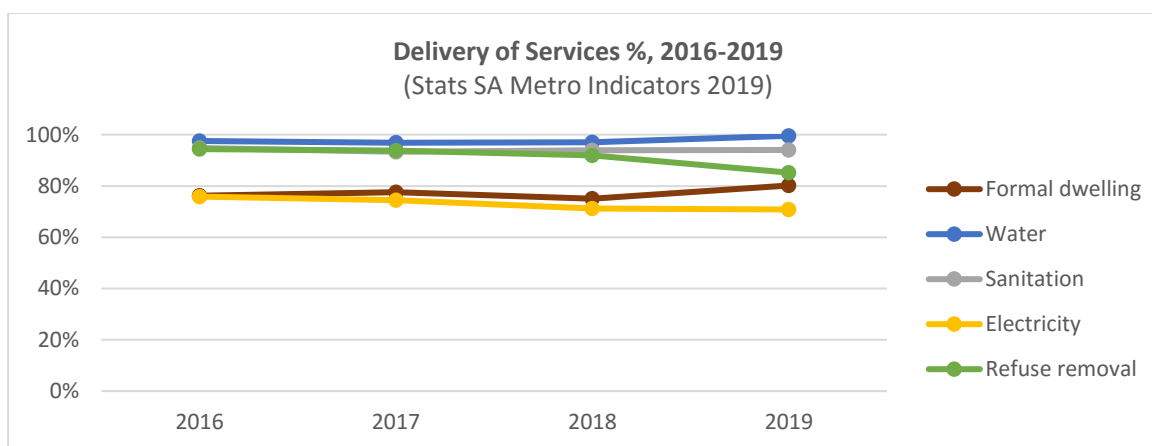


Figure 22: Delivery of Services %, 2016-2019 (Stats SA 2020)

There continues to be a deficit, particularly in informal settlements (households residing on un-proclaimed land, not zoned for development) where many of the households have no access to electricity or quality sanitation. The existing backlog is exacerbated by the high population growth and the illegal occupation of land that has resulted in the proliferation of 211 informal settlements. As the number of households in the City increases and unsafe, illegal connections multiply, extra strain is placed on the existing infrastructure. To ensure that disadvantaged communities can equally access basic services associated with dignity and health, free rudimentary service delivery will be expanded in informal settlements through the rollout of water, electricity and sanitation, and affording residents with serviced stands upon which they can build themselves houses. Moreover, the City will provide access to affordable, improved and mixed housing that will contribute to reducing social inequalities, improve social integration and strengthen the drive towards sustainable urbanisation.

Service ⁴³	% Households Served	% Backlog	Backlog No. Household
Housing (Formal dwelling)	80.19%	19.81%	381,481
Water	99.56%	0.44%	8,389
Sanitation	94.06%	5.94%	114,389
Electricity	70.83%	29.17%	561,661
Refuse Removal	85.21%	14.79%	284,712

Table 1 List of backlogs

In line with its constitutional mandate; the City will focus on increasing the number of households with access to basic services including those in informal settlements and hostels. A decisive programme to contain and prevent the illegal invasion of land has been embarked upon.

⁴³ Calculated based on Stats SA. (2020) General Household Survey, Selected development indicators, Metros 2019

2.8.1 HOUSING

Approximately 1.5 million households or 80% of the city live in formal dwellings.⁴⁴ The formal dwelling backlog (number of households not living in a formal dwelling) is currently estimated at 20%. One third of households residing in formal dwellings are renting.⁴⁵ Internally Johannesburg's housing backlog is estimated at over 455,600 households. The housing backlog is a major concern for the CoJ, and has been a major focus of the City.

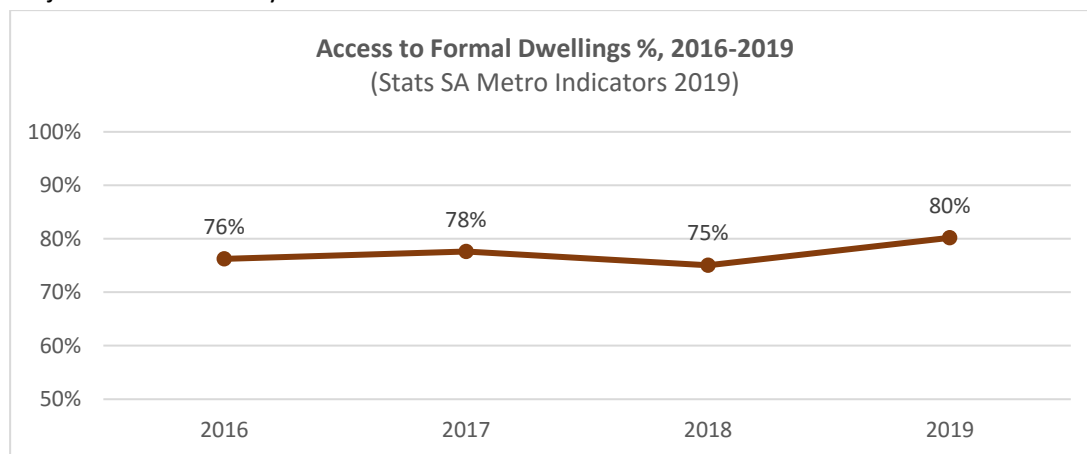


Figure 23: Access to Formal Dwellings %, 2016-2019 (Stats SA 2020)

The lack of affordable housing options gives rise to informal settlements and slums – forcing many people to live in inadequate conditions. The City has prioritised programmes to impact the housing market including the integration, development and maintenance of hostels and flats. The City is committed to combat illegal land invasion and promote regulated land use; and to the formalisation of informal settlements and accelerated rapid land release. As a result, access to formal dwellings has improved by 5% over the past year.

2.8.2 WATER

A total of 1.9 million (99.6%) households in the city have access to water serviced through water piped (tap) inside or yard connection in formalised areas and through communal standpipes within a maximum walking distance of 200 metres in informal settlements.⁴⁶ The number of households below RDP-level has shown a significant decrease as the City has been successful in decreasing the water backlog (represented by the number of households which do not have piped water within 200 metres of their dwelling) over time.

⁴⁴ Stats SA. (2020) General Household Survey, Selected development indicators, Metros 2019

⁴⁵ Stats SA. (2020) General Household Survey, Selected development indicators, Metros 2019

⁴⁶ Stats SA. (2020) General Household Survey, Selected development indicators, Metros 2019

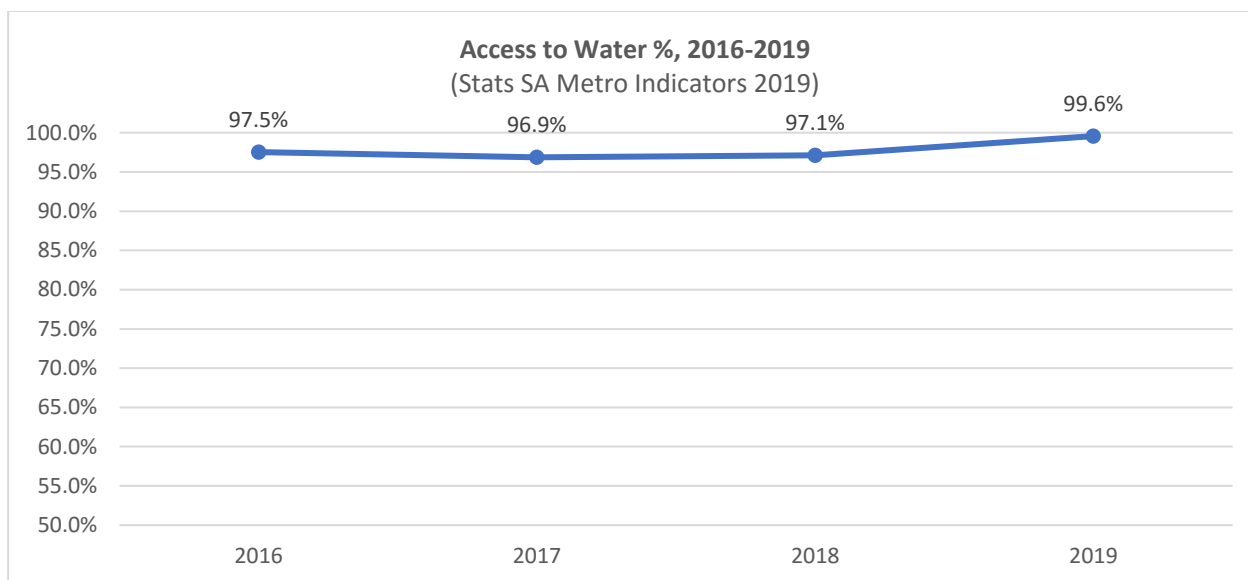


Figure 24: Access to Water %, 2016-2019 (Stats SA 2020)

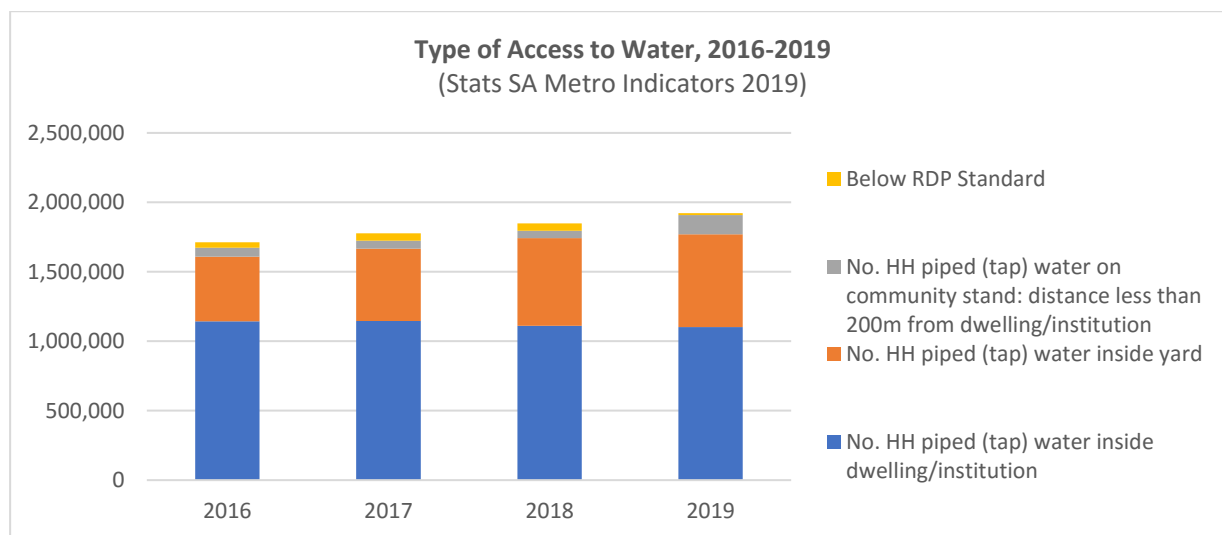


Figure 25: Type of Access to Water, 2016-2019 (Stats SA 2020)

Given our arid climate, a water crisis is likely. Moreover, Johannesburg has very high water demand with a per capita consumption of 279 litres per day, far exceeding the global average of 173 per person per day.⁴⁷ This puts our water supply under severe pressure. To date the City has been successful in managing water demand, however the City will need to improve efficiencies and reduce demand while providing access to water to all households in the City. Innovative water reuse projects are critical in this regard. Water conservation is dependent on: reducing wastage, repairing and maintaining existing infrastructure, introducing smart infrastructure and water efficiency measures (washing machines, toilet cisterns), and advancing water recycling and harvesting. The Water Security Plan for Gauteng City Region re-emphasised

⁴⁷ GCRO. (2019) Water Security Perspective for the Gauteng City-Region Securing water for continued growth and well being

the immediate challenge facing Gauteng, which is to keep water consumption at sustainable limits until the Lesotho Highlands Water Project Phase 2 project is complete.

2.8.3 SANITATION

A total of 1.8 million households (96.4%) in the City of Johannesburg have access to sanitation through individual sewer connections to properties in formalised areas and at basic level through Ventilated Improved Pits (VIPs) and ablution blocks in informal settlements.⁴⁸ Given the increased number of households in the city as a result of urbanisation, the sanitation backlog (number of households without hygienic toilets) has been relatively consistent but has increased slightly (1%) over the past four years.

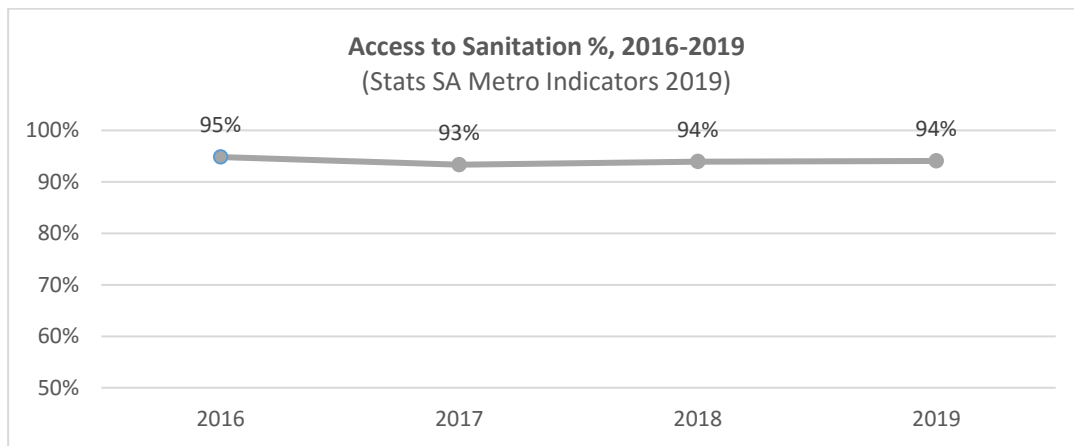


Figure 26: Access to Sanitation %, 2016-2019 (Stats SA 2020)

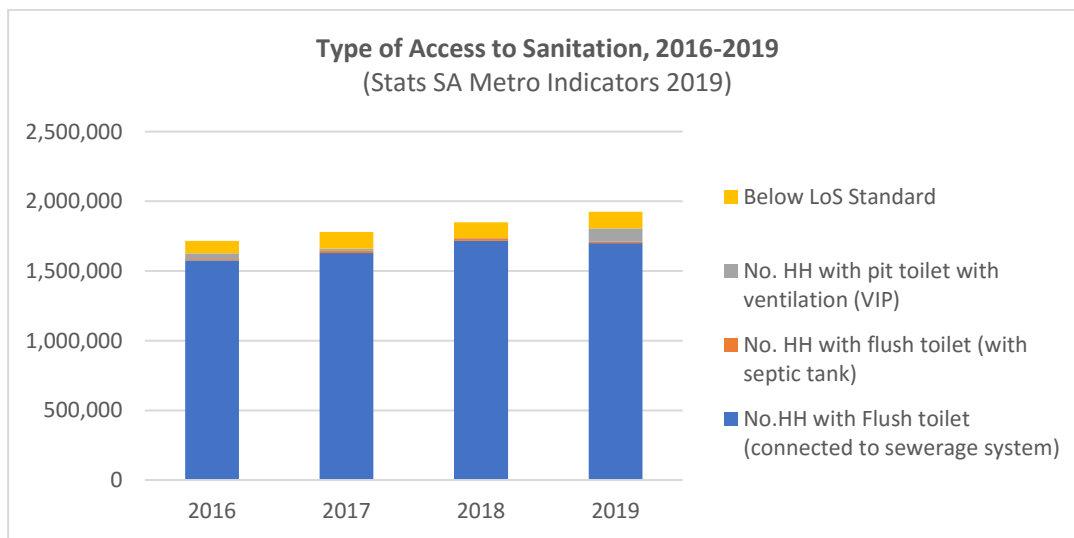


Figure 27: Type of Access to Sanitation, 2016-2019 (Stats SA 2020)

The introduction of a number of new VIPs has helped mitigate the number of households below the approved Level of Service (LoS) standard, however of grave concern is that 119,000 households in the city are still having to make use of the bucket system.⁴⁹

⁴⁸ Stats SA. (2020) General Household Survey, Selected development indicators, Metros 2019

⁴⁹ Stats SA. (2020) General Household Survey, Selected development indicators, Metros 2019

Despite servicing more households than ever before, there remains a need to advance universal access to improved sanitation facilities, especially in the context of improving hygiene and preventing disease. This means maintaining and upgrading existing systems and simultaneously installing next generation systems (non-waterborne sanitation systems) which the CoJ is piloting. Furthermore, in high density areas poorly managed sanitation systems can cause sewage spills, polluting stormwater systems and streams, while in areas with inadequate stormwater drainage, heavy rains cause flooding and lead to the overloading of wastewater treatment works.⁵⁰ Both of the above negatively impacted the environmental health of the City.

2.8.4 ELECTRICITY

As reported in General Household Survey, Selected development indicators, Metros 2019 (2020), 1.4 million households (71%) in the city of Johannesburg have access to electricity.⁵¹ At 29%, the electricity backlog (households without access to electricity) is significant. Moreover, this backlog has worsened over the past four years. The backlog in household electricity access is most prevalent in informal dwellings (such as backyard shacks) and informal settlements. As part of its response, the CoJ has focused on electrifying structures in informal settlements and improving public lighting. Last financial year the CoJ successfully exceeded targets for electrification of unit structures in informal settlements (3688 against a target of 2000) and public lighting (2,697 against a target of 1,200 public lights installed within budget).

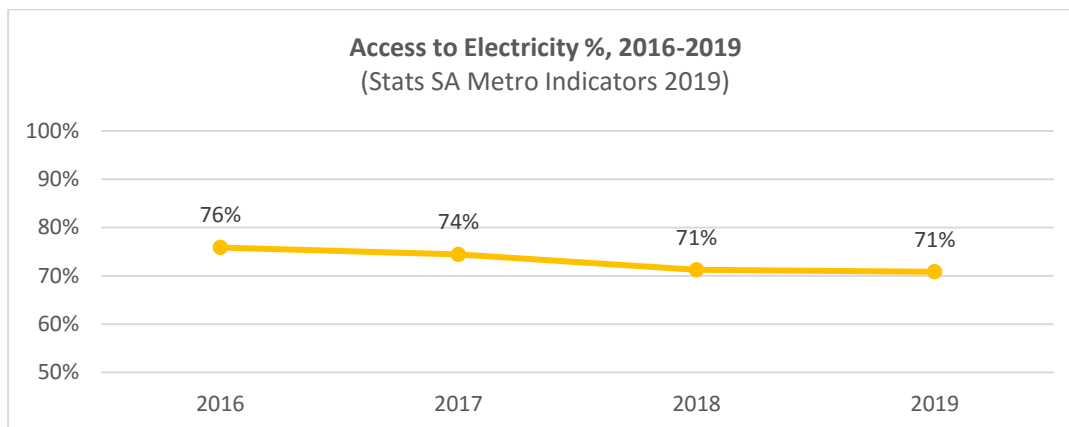


Figure 28: Access to Electricity %, 2016-2019 (Stats SA 2020)

In Gauteng, 73.4% of households made use of electricity for cooking.⁵² Most households in Johannesburg have in-house pre-paid meters (46%), whereas about 5% of households used electricity for which the households did not pay (see Figure 29).⁵³ Extended load shedding, as witnessed during 2019, has had a major negative impact on economy, business, and residents, leaving 45% of residents dissatisfied with energy provision.⁵⁴

⁵⁰ GCRO. (2019) Water Security Perspective for the Gauteng City-Region Securing water for continued growth and well being

⁵¹ Stats SA. (2020) General Household Survey, Selected development indicators, Metros 2019

⁵² Stats SA (2020) General Household Survey 2019

⁵³ Stats SA (2020) General Household Survey 2019

⁵⁴ CoJ Polling. (2019/20)

% Households Connected to Different Sources of Electricity
by Metropolitan Area
 (Stats SA GHS 2019)

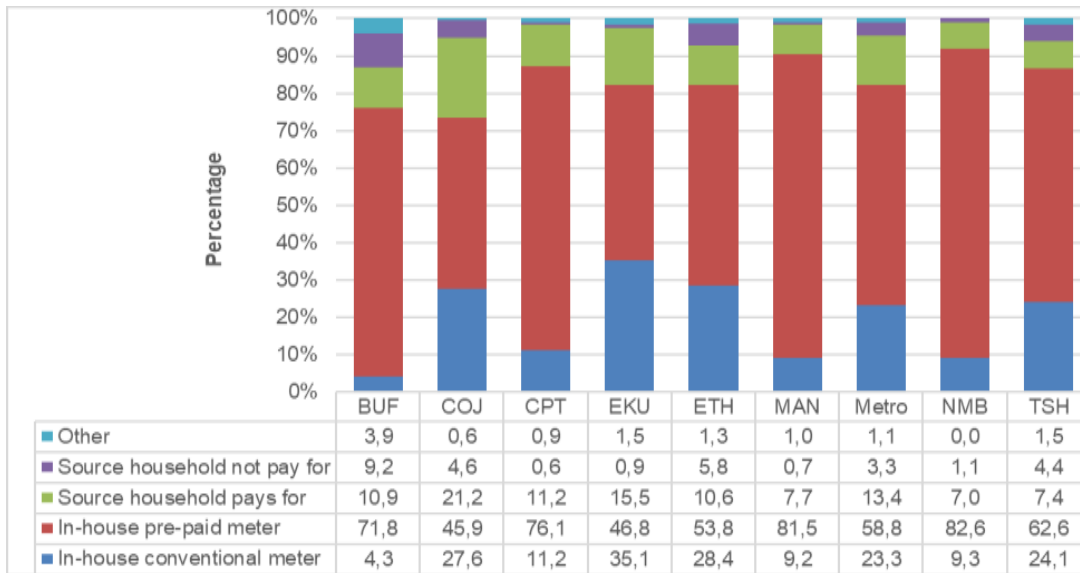


Figure 29: % Households connected to different sources of electricity by metropolitan area (Stats SA 2020)

The CoJ has embarked on several innovative energy supply projects (waste-to-energy plants, natural gas), but currently Johannesburg's energy grid remains heavily reliant on coal. It is essential that the CoJ embraces renewables, enhances efforts to diversify the grid and ensures a stable supply of energy for all. This will have a positive impact on residents' quality of life, the economy, the City's financial sustainability, and the environment. The complexities faced by the City in respect of energy are not just about supply. One of the critical challenges the City faces is the cost and demands of constant maintenance and upgrading of the energy infrastructure within the city, to enable appropriate, secure and reliable distribution – with this challenge worsened by illegal connections, cable theft and vandalism.

2.8.5 WASTE MANAGEMENT

1.6 million Households across Johannesburg (85%) have their refuse collected at least once a week.⁵⁵ 15% of households experienced backlogs (below formal once weekly collection, including less frequent collection; personal removal (own dump), or no refuse collection). Over a four-year period this rate has increased considerably.

⁵⁵ Stats SA. (2020) General Household Survey, Selected development indicators, Metros 2019

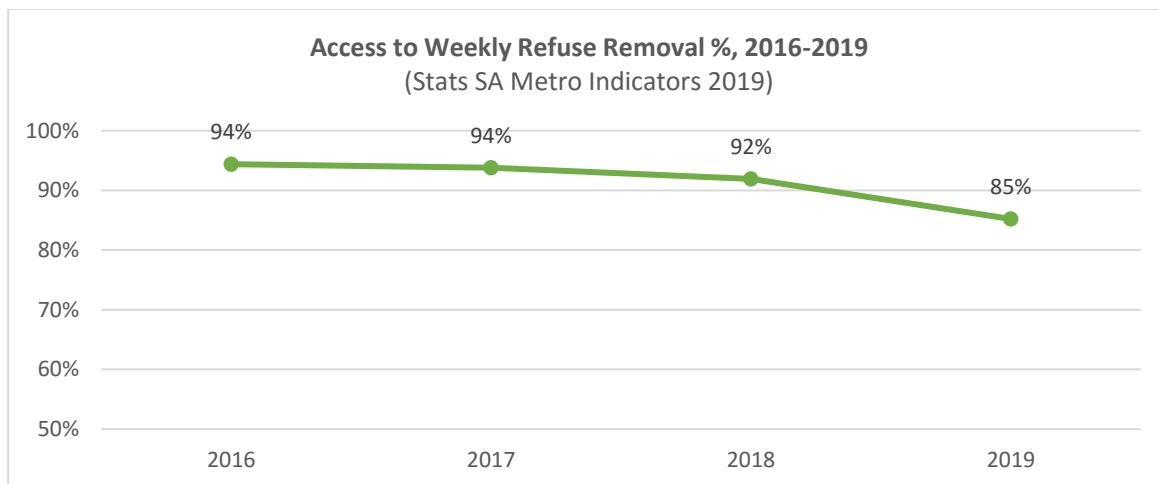


Figure 30: Access to Refuse Removal %, 2016-2019 (Stats SA 2020)

The City must increase access to weekly waste collection, and at the same time be mindful of the fact that the City's landfill space is rapidly diminishing. This means reducing the amount of waste produced that ends up in landfills and optimising opportunities from waste. Cleanliness in the inner city and illegal dumping also remain a challenge and it is acknowledged that the assistance of all departments and entities, as well as private institutions and the general public would be required to achieve the cleanliness levels proposed. Various initiatives are proposed that will assist in improving the cleanliness level such as increasing the density of bins, the introduction of extra Pikitup shifts and getting the communities involved. The City is also cognisant of the challenges that residents in informal settlements experience as relates to the collection of waste.

3. SWOT ANALYSIS

 <h4>STRENGTHS</h4> <ul style="list-style-type: none"> • High-quality services enjoyed by majority of residents • Impressive recovery responses to COVID-19 • Strong, transparent regulatory infrastructure • Well supported by trusted knowledge generating institutions producing research, data, benchmarking used to inform evidence-based decision making and strategic direction • Well-developed long-term strategic planning • Economic hub of South Africa 	 <h4>WEAKNESSES</h4> <ul style="list-style-type: none"> • Critical vacancies within the organisation impacting its effectiveness and ability to meet its developmental targets • Slow / mixed uptake of new technologies across the organisation • Procurement red tape • Integrated Knowledge Management practises / communication across the organisation is not effectively managed contributing to loss of institutional memory
<h4>OPPORTUNITIES</h4>  <ul style="list-style-type: none"> • New governance model (DDM) enabling all spheres of government and neighbouring municipalities to plan, budget and implement in unison • Active partnerships with the private sector, civil society and local communities • Capitalising on opportunities for networking, innovation and Smart technologies • Globally recognised city with active participation in global networks 	<h4>THREATS</h4>  <ul style="list-style-type: none"> • Unpredictable events beyond the control of the City • Unpredictability due to shifts in political landscape • Perception of the City by residents is low • Financial health of the City • Low levels of participation across the City

4. MANAGING THE PEOPLES CONTRACT

4.1 INTRODUCTION

The preparation of the City's Integrated Development Plan involved wide-ranging stakeholder and public consultations as necessary and legislated in terms of the MSA (Act No. 32 of 2000). The purpose of the IDP process is to create an enabling environment for residents to participate, submit inputs and receive feedback into the IDP and thus ensuring a credible IDP that responds to the community needs and priorities as a way of setting delivery and development agenda for the City of Johannesburg.

The City of Johannesburg make use of the Community Based Planning (CBP) since 2007 as an approach for community consultation. The CBP is a process that builds, strengthens and supports community structures. The overall intent of CBP is to develop a comprehensive and well-managed plan that all stakeholders and actors can utilise to guide local community development initiatives. It offers an opportunity to align development and planning with community participation through effective engagement in addressing urban and social problems.

In this term, reforms will be underway to ensure meaningful participation, embeddedness of community priority issues into plans and resources through key principles. The bedrock of these principles is the unremitting feedback to communities through community structures on the take on of community projects/initiatives (for the term) as well as constant feedback on progress against these projects/initiatives. Mindful that the environment is complex and not linear, the following depiction serves as guiding "six step principles" in ensuring that the City responds to community issues.



The objectives of Community Based Planning in the IDP process are the following:

- CBP is undertaken as a fore-runner to the IDP process
- the CBP process must produce Community Based Plans for all the wards/ regions within the City
- the community priority issues must be translated into Community Based Plans/ Ward Development Plans
- the community issues must be incorporated into the City's draft IDP
- ensure adequate resources are provided for the effective operationalization of priority projects.
- ensure community representation in the form of ward committees, community structures, community forums when selecting priority projects

Community Based Plans must reflect:

- Situation analysis and level of development of the ward/ region
- Development vision of the ward/ region
- Strategies
- Priority issues
- Proposed projects

4.2CBP LEGISLATIVE FRAMEWORK

Community participation derives its mandate from the Constitution of the Republic of South Africa, Act 108 of 1996. In terms of section 152 of the Constitution, the objectives of local government are:

- to provide democratic and accountable government for local communities;
- to ensure the provision of services to communities in a sustainable manner;
- to promote social and economic development;
- to promote a safe and healthy environment; and
- to encourage the involvement of communities and community organisations in the matters of local government.

Chapter 4 of the Municipal Systems Act advocates for the development of a culture of community participation. A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose:

- Encourage and create conditions for the local community to participate in the affairs of the municipality, including the preparation, implementation and review of its IDP in terms of Chapter 5;
- Make strategic decisions relating to the provision of municipal services; and
- Contribute to building the capacity of: {the local community, to enable it to participate in the affairs of the municipality, and {councillors and staff to foster community participation.
- Section 72 of the Municipal Structures Act, Act 117 of 1998 states that the objective of a ward committee is to enhance participatory democracy in local government.

The White Paper on Local Government (1998) emphasizes that political leaders remain accountable and work within their mandates and allow consumers to have input into how services are delivered. It adds that developmental municipalities should be positioned and committed to working with citizens to find sustainable ways to meet their social, economic and material needs, and improve the quality of their lives. The Municipal Systems Act (2000) stipulates that municipalities must develop five-year IDPs, integrating planning and delivery, and providing a framework for all development activities in the area of the

municipality. The Act makes many references to community participation, with Section 29(b), in particular, stating that the process for developing an IDP must allow for:

- i. The local community to be consulted on its development needs and priorities. The local community to participate in the drafting of the IDP.

Community based planning provides an opportunity for community voices to be integrated into the strategic planning framework. The City introduced its Community Based Planning approach in 2013. The approach sought to ensure that planning, implementation and monitoring of development interventions is done in partnerships with all stakeholders. The City has institutionalized this model and it demonstrates itself throughout the IDP consultation period, which includes:

- Councillors Forum briefing sessions (only councillors attended these sessions).
- Detailed CBP workshop to present the CBP concept and clarify roles and responsibilities for various stakeholders, i.e.

Councillors, ward committee members, Community Development workers, departmental representatives and Municipal Entities (MEs), during the CBP rollout process.

- Cluster Community Conversations (CCC) focused on mobilising communities and key stakeholders around addressing areas of need. These encouraged communities to take steps towards initiating ward-based initiatives (supported by the City) and allowed an opportunity for communities to engage in crafting their developmental future.
- Feedback to councillor's forum meeting where councillors deliberated on the outcome of the community conversations. These discussions formed the foundation for the development of the community based plans. Municipal Entities and Departments were invited to confirm Capex and Opex in the ward plans.
- Departments and Entities response – ward issues emanating from Cluster Community Conversations were routed to the departments and municipal entities for consideration in their plans.

4.3 OUTCOMES OF THE 2020/21 CBP SESSIONS AND IDP REGIONAL SUMMITS

In preparation for the new 5-year IDP and ensuring that this IDP is alive to community issues, the City had to make use of innovative means to reach communities given the COVID-19 pandemic. The COVID-19 was declared a pandemic by the World Health Organization, and nature of public participation in the past has involved communities to converge in numbers in “hall” settings. In curbing the spread of the virus large gathering were prohibited. In efforts to realize continued empowerment of the residents and safeguarding their power of decision making in the affairs of the municipality, the City took its CBP process to digital and online platforms. Therefore, CBP Cluster conversations were held virtually via the Microsoft teams’ online platform, with further community inputs being sourced from other social media platforms i.e. Twitter, Facebook, etc.

City wards were clustered to give effect to meaning of Community precisely because wards boundaries straddle across various communities and ensure maximum participation of the communities and allowing

residents at community level to engage and make valuable inputs in the preparation of the 2021/26 IDP. The public engagement sessions presented an opportunity and platform to communities and those who have vested interest in the city to review the service delivery needs and priorities of the ward in which they reside, ultimately shaping the IDP according to their needs and interests.

The City held a total of 35 regional ward-cluster community consultation sessions (Cluster Conversations) across the City's 7 Regions between February/March 2021 to source community inputs for the 2021/26 IDP/ Budget.

The tables below reflect the Ward Cluster Community participation during the 2021/22 virtual CBP engagements:

	REG	CLUSTER	DATE	CLUSTERS	ATTENDANCE	TOTAL
1	A	C1	12/02/2021	77,78,79,133	110	428
2	A	C2	19/02/2021	80,92,110, 111,115A	109	
3	A	C3	20/02/2021	95,96,113 (W96 Split Diepsloot Paradise)	41	
4	A	C4	23/02/2021	94,96,100, 114, (W96 Split Dainfern/Steyn City)	109	
5	A	C5	27/02/2021	93,106,112,132	59	
6	B	C1	27/02/2021	68,69,82,89,70,86	226	330
7	B	C2	03/03/2021	87,88,90,98,99,102,104,117	104	
8	C	C1	13/02/2021	71,83,84,85,89,126 (W85 Split Princess)	164	588
9	C	C2	20/02/2021	85,97,101,114,134 (W85 Split Constantia Kloof)	167	
10	C	C3	24/02/2021	44,49,50,127,128,129	257	
11	D1	C1	10/02/2021	11,12,15, 16	120	1101
12	D1	C2	11/02/2021	13,14,53,135	217	
13	D1	C3	16/02/2021	19,33,34,37	248	
14	D1	C4	17/02/2021	20,21,52,130	253	
15	D1	C5	18/02/2021	46,47,48,51	263	
16	D2	C1	11/02/2021	26,27,28,29 (W29 Split Mandela side)	305	954
17	D2	C2	23/02/2021	29,30,31 (W29 Split Orlando Hostel side)	116	
18	D2	C3	18/02/2021	35,36,38,39	265	
19	D2	C4	16/02/2021	22,24,25	126	
20	D2	C5	26/02/2021	40,41,42,43,45	142	
21	E	C1	15/02/2021	72,73,74,81	164	372
22	E	C2	22/02/2021	32;91;107;108;109;116	79	
23	E	C3	17/02/2021	32;91;103;106;109;115	129	
24	E	C4	04/03/2021	75;76;81;105	0	
25	F	C1	03/02/2021	23,54,55,56,57 124,125 (W124 Split Turfontein)	212	496
26	F	C2	09/02/2021	58,59,60,61,123,124 (W124 Split Inner City)	212	
27	F	C3	02/03/2021	62,63,64,65,66,67,118	72	

28	G	C1	10/02/2021	1,2,3,4,5,131 (W5 Split Drieziek)	224	548
29	G	C2	24/02/2021	5,6,7,120,121 (W5 Split Poortjie)	120	
30	G	C3	15/02/2021	8,9,10,120,122 (W120 Split Vlakfontein)	120	
31	G	C4	22/02/2021	17,18,119	84	
32	ALL		06/03/2021	Youth	29	221
33	ALL		01/03/2021	Business	81	
34	ALL		05/03/2021	PWD	57	
35	ALL		05/03/2021	Women	54	
TOTAL FOR ALL VIRTUAL SESSIONS						5038

The target audience for the ward-cluster conversations were community members, NGOs, CBOs, and councillors. Additional sessions were held with target groups including the youth, women, people with disabilities, and the business community. During the sessions the City provided an opportunity to its residents to provide feedback on the 2020/21 planning cycle and give input into the 2021/22 cycle.

Region	Channels of submissions received		
	Virtual, Chat Box & Hand Delivery	Emails	Hubspot (twitter, Facebook, WhatsApp)
A	204	69	101
B	290	45	178
C	132	125	103
D	1267	10	51
E	157	10	51
F	206	106	107
G	225	89	40
Total	2481	454	631
GRAND TOTAL	3566		

IDP Regional Summits

In line with the National Disaster Management Regulations which impose restrict on no more than 50% capacity of venue can be utilised curb the spread of COVID -19 virus and subsequent variant virus, the City opted for three models of IDP consultation and engagement i.e. hybrid model, virtual and physical IDP engagement. The hybrid model of IDP consultation engagement caters for both physical attendance and virtual engagement simultaneously. The below table shows the full schedule of IDP engagement as well as the inputs received during the process.

Reg	Venue	IDP Recording Link	Virtual Attendance	Physical Attendance	Written comments	Conversation Box
D1 & 2	Teams	8/04/21	130	0	565	34
D2	Orlando Communal Hall	14/04/21	0	186		0
E	East Bank Hall	15/04/21	65	253	46	17
A	Rabie Ridge Hall	17/04/21	92	253	121	40
F	Joubert Park	21/04/21	82	234	56	30
B	Westbury Hall	21/04/21	95	140	24	26
G	Finetown MPCC	24/04/21	51	250	110	24
Youth Business	Survey	04/05/21	0	6	104	2
	Teams Virtual Only		67	67	8	15
PWD Women	Teams Virtual Only	05/05/21	15	15	6	14
			24	24	6	12
D1	Orlando	07/05/21	0	184	60	0
C	Roodepoort City Hall	08/05/21	80	191	80	31
			701	2504	1082	245

4.4 PARTICIPATORY ISSUES SUMMARY PER DEPARTMENTS AND ENTITIES

Over 3500 issues were raised through participatory sessions were filtered through from various submissions across all 7 Regions and 135 wards. Common issues were extracted and collated per Region. Most common issues were summarised and issues were allocated according to department or entity. The graphs that follow indicate the most common opex and capex issues that were extracted as well as the wards that raised the most issues in the CBP sessions.

Category	Region A		
	Issues	Affected Wards	Relevant Entity/ Department
Housing and Land (LUM)	Land	92	Housing/ JOSHCO
	Housing	80,94,112	
	Formalization	113	
Roads, Infrastructure and Transport, stormwater	Maintenance of traffic lights	77,78,79,133, 80,92,110, 111,115A, 95,96,113 (W96 Split Diepsloot Paradise), 94,96,100, 114, (W96 Split Dainfern/Steyn City), 93,106,112,132	JRA
	Maintenance of roads/ bridges/sidewalks/Calming Measures/tarring/potholes	77,78,79,133, 80,92,110, 111,115A, 95,96,113 (W96 Split Diepsloot Paradise), 94,96,100, 114, (W96 Split Dainfern/Steyn City), 93,106,112,132	

	Adequate access to public transport (i.e. Rea Vaya)	111,110	Metrobus
	Gravel Roads	111	JRA
	Stormwater Upgrades	77,78,79,133, 80,92,110, 111,115A, 95,96,113 (W96 Split Diepsloot Paradise), 94,96,100, 114, (W96 Split Dainfern/Steyn City), 93,106,112,132	
Electricity and Lights	Upgrade of informal settlements (i.e. Electrification)	80,77,92,96,111,132	City Power
	Streetlights/Traffic Lights	77,78,79,133, 80,92,110, 111,115A, 95,96,113 (W96 Split Diepsloot Paradise), 94,96,100, 114, (W96 Split Dainfern/Steyn City), 93,106,112,132	
Poverty, unemployment and LED	High unemployment rate.	77,78,79,133, 80,92,110, 111,115A, 95,96,113 (W96 Split Diepsloot Paradise), 94,96,100, 114, (W96 Split Dainfern/Steyn City), 93,106,112,132	DED
	Economic Development Zone	110,112,115,95	
	Youth Desk/Centre	111,96	
	Wifi	80	GICT
	SMME's	94	DED
Health, safety and By-laws	Enforcement of By-Laws	77,78,79,133, 80,92,110, 111,115A, 95,96,113 (W96 Split Diepsloot Paradise), 94,96,100, 114, (W96 Split Dainfern/Steyn City), 93,106,112,132	JMPD
	High crime rate (i.e. Car theft, robberies, drugs, etc.)	77,78,79,133, 80,92,110, 111,115A, 95,96,113 (W96 Split Diepsloot Paradise), 94,96,100, 114, (W96 Split Dainfern/Steyn City), 93,106,112,132	
	Extension of Clinics	110,113	Health
	Public Parks (vandalization)	92,80,95,115	JMPD
	Land invasion	80,111,115	JMPD
Public Facilities, Parks and Open Spaces	Adequate access to recreational facilities (i.e. MPCC's, Sports field NGO's and SMME's) etc.)	69,86,87,68,70,102,117	JPC/ Social Development/ DED
Refuse removal	Consistency on waste collection	69,86,87,68,70,102,117	PikitUp
Water, sanitation, pollution and Sewer	Water infrastructure upgrades (i.e. storm water drains, pollution, sewer rehabs, etc.)	69,86,87,68,70,102,117	J Water

	Region B		
Category	Issues	Affected Wards	Relevant Entity/ Department
Housing and Land (LUM)	Housing	82	
	Formalization		
Roads, Infrastructure and Transport, stormwater	Maintenance of traffic lights	68,69,82,89,70,86, 87,88,90,98,99,102,104,117	JRA
	Maintenance of roads/ bridges/sidewalks/Calming Measures/tarring/potholes	68,69,82,89,70,86, 87,88,90,98,99,102,104,117	
	Stormwater Upgrades	68,69,82,89,70,86, 87,88,90,98,99,102,104,117	
	Electrification	99,86	
	Streetlights/Traffic Lights	87,102,98,117,86	
Poverty, unemployment and LED	High unemployment rate.	68,69,82,89,70,86, 87,88,90,98,99,102,104,117	DED
	SMME's	68,69,82,89,70,86, 87,88,90,98,99,102,104,117	DED
Health, safety and By-laws	Enforcement of By-Laws (Police and JMPD visibility)	68,69,82,89,70,86, 87,88,90,98,99,102,104,117	JMPD
	High crime rate (i.e. Car theft, robberies, drugs, etc.)	68,69,82,89,70,86, 87,88,90,98,99,102,104,117	
Public Facilities, Parks and Open Spaces	Adequate access to recreational facilities (i.e. MPCC's, Sports field NGO's and SMME's) etc.)	102	JPC/ Social Development/ DED
	Parks, Cemetery Maintenance/ Development	68,69,82,89,70,86, 87,88,90,98,99,102,104,117	City Parks and Zoo
Refuse removal	Consistency on waste collection (Recyclers)	68,69,82,89,70,86, 87,88,90,98,99,102,104,117	PikitUp
Water, sanitation, pollution, and Sewer	Water infrastructure upgrades (i.e. storm water drains, pollution, and sewer rehabs, etc.)	68,69,82,89,70,86, 87,88,90,98,99,102,104,117	J Water

	Region C		
Category	Issues	Affected Wards	Relevant Entity/ Department
Housing and Land (LUM)	Housing	70,127	Housing/JOS HCO
	Service Stands	112	
	Formalization	68	
	RDP Houses	127	
	Social Housing Projects	97,	
	Title Deeds	29	

Roads, Infrastructure and Transport, stormwater	Maintenance of traffic lights	71,83,84,85,89,126 (W85 Split Princess), 85,97,101,114,134 (W85 Split Constantia Kloof), 44,49,50,127,128,129	JRA
	Maintenance of roads/renovations bridges/sidewalks/Calmi ng Measures/tarring/potholes	71,83,84,85,89,126 (W85 Split Princess), 85,97,101,114,134 (W85 Split Constantia Kloof), 44,49,50,127,128,129	
	Street names and upgrades	84,97,96	
	Adequate access to public transport (i.e. Rea Vaya)	86,89	Metrobus
	Stormwater Upgrades	44,50	
Electricity and Lights	Upgrade of informal settlements (i.e. Electrification, Roads)	112,129	City Power
	Electrification (substation)	101,97,126	
	Apollo Lights	100	
	Streetlights/Traffic Lights	71,83,84,85,89,126 (W85 Split Princess), 85,97,101,114,134 (W85 Split Constantia Kloof), 44,49,50,127,128,129	
Poverty, unemployment and LED	High unemployment rate.	71,83,84,85,89,126 (W85 Split Princess), 85,97,101,114,134 (W85 Split Constantia Kloof), 44,49,50,127,128,129	DED
	Youth Desk, Centre, Youth Education Programme, Youth Access to Projects	70	
	Facilities for taxis	69,70,126,90,87,97	
	Wi-Fi	70	GICT
	SMME' s Training	71,83,84,85,89,126 (W85 Split Princess), 85,97,101,114,134 (W85 Split Constantia Kloof), 44,49,50,127,128,129	DED
Health, safety and By-laws	Enforcement of By-Laws (Police and JMPD visibility)	101,128,97,126,68	JMPD
	High crime rate (i.e. Car theft, robberies, drugs, cable theft etc.)	97	
	Extension of Clinics	97,100	Health
	GBV	127	
	Public Parks (vandalization)		JMPD JMPD
	Land invasion	100,114	

Public Facilities, Parks and Open Spaces	Adequate access to recreational facilities (i.e. MPCC's, Sports field NGO's and SMME's) etc.)	70,90,44	JPC/ Social Development / DED
	Parks, Cemetery Maintenance/Fencing/ Development and Upgrades	71,83,84,85,89,126 (W85 Split Princess), 85,97,101,114,134 (W85 Split Constantia Kloof), 44,49,50,127,128,129	City Parks and Zoo
	Indoor Gym	69,89,126	
	Indoor Soccer	69	
	Tree pruning and grass cutting	71,83,84,85,89,126 (W85 Split Princess), 85,97,101,114,134 (W85 Split Constantia Kloof), 44,49,50,127,128,129	
Refuse removal	Consistency on waste collection (Recyclers)	97,	PikitUp
	Illegal Dumping	71,83,84,85,89,126 (W85 Split Princess), 85,97,101,114,134 (W85 Split Constantia Kloof), 44,49,50,127,128,129	
	Separation at Source	97,110,112	
	Rubbish, Bins	112,128	
	Request for by back center	129	
Water, sanitation, pollution, and Sewer	Water infrastructure upgrades (i.e. storm water drains, pollution, wet land, sewer rehabs, etc.)	71,83,84,85,89,126 (W85 Split Princess), 85,97,101,114,134 (W85 Split Constantia Kloof), 44,49,50,127,128,129	J Water
	Sewage Expansion	71,83,84,85,89,126 (W85 Split Princess), 85,97,101,114,134 (W85 Split Constantia Kloof), 44,49,50,127,128,129	
	Water on stands	85	
	Water infrastructure Upgrades	71,83,84,85,89,126 (W85 Split Princess), 85,97,101,114,134 (W85 Split Constantia Kloof), 44,49,50,127,128,129	
	Displaced persons/waste pickers	90	

	Region D		
Category	Issues	Affected Wards	Relevant Entity/ Department
Housing and Land (LUM) Roads, Infrastructure and Transport, stormwater	Housing	12,15,16,19,25,27,29,30,31,37,39	Housing/Joscho
	Social Housing Projects	29	
	Maintenance of traffic lights	11,12,15, 16, 13,14,53,135, 19,33,34,37, 20,21,52,130, 46,47,48,51, 26,27,28,29 (W29 Split Mandela side), 29,30,31 (W29 Split Orlando Hostel side), 35,36,38,39, 22,24,25, 40,41,42,43,45	JRA
	Maintenance of roads/ renovations bridges/sidewalks/Cal ming Measures/tarring/pot holes	11,12,15, 16, 13,14,53,135, 19,33,34,37, 20,21,52,130, 46,47,48,51, 26,27,28,29 (W29 Split Mandela side), 29,30,31 (W29 Split Orlando Hostel side), 35,36,38,39, 22,24,25, 40,41,42,43,45	
	Adequate access to public transport (i.e. Rea Vaya)	30,31,42	Metrobus
	Stormwater Upgrades	11,12,15, 16, 13,14,53,135, 19,33,34,37, 20,21,52,130, 46,47,48,51, 26,27,28,29 (W29 Split Mandela side), 29,30,31 (W29 Split Orlando Hostel side), 35,36,38,39, 22,24,25, 40,41,42,43,45	
Electricity and Lights	Upgrade of informal settlements (i.e. Electrification, Roads)	26,	City Power
	Electrification (substation), Renewable Energy	11,73,74	
	Streetlights/Traffic Lights	11,12,15, 16, 13,14,53,135, 19,33,34,37, 20,21,52,130, 46,47,48,51, 26,27,28,29 (W29 Split Mandela side), 29,30,31 (W29 Split Orlando Hostel side), 35,36,38,39, 22,24,25, 40,41,42,43,45	
Poverty, unemployment and LED	High unemployment rate.	16,24,26,29,30,31,36,42,45,48,135	DED
	Economic Development Zone	11,21,26	
	Youth Desk, Centre, Youth Education Programme, Youth Acces to Projects	11,29,30,36,42,45,48,135	
	Facilities for taxis	45,51	
	Wi-Fi	15,29,31,36,48,51,130	GICT
	SMME' s Training	11,12,15, 16, 13,14,53,135, 19,33,34,37, 20,21,52,130, 46,47,48,51, 26,27,28,29 (W29 Split Mandela side), 29,30,31 (W29 Split Orlando Hostel side), 35,36,38,39, 22,24,25, 40,41,42,43,45	DED
Health, safety and By-laws	Enforcement of By-Laws (Police and JMPD visibility)	11,12,15, 16, 13,14,53,135, 19,33,34,37, 20,21,52,130, 46,47,48,51, 26,27,28,29 (W29 Split Mandela side), 29,30,31 (W29 Split Orlando Hostel side), 35,36,38,39, 22,24,25, 40,41,42,43,45	JMPD

	High crime rate (i.e. Car theft, robberies, drugs, cable theft etc.)	11,12,15, 16, 13,14,53,135, 19,33,34,37, 20,21,52,130, 46,47,48,51, 26,27,28,29 (W29 Split Mandela side), 29,30,31 (W29 Split Orlando Hostel side), 35,36,38,39, 22,24,25, 40,41,42,43,45	
	Clinics	11,15,16,29	Health
	Public Parks (vandalization)	30,51	JMPD JMPD
	Land invasion	12	
Public Facilities, Parks and Open Spaces	Adequate access and upgrade to recreational, public facilities (i.e. MPCC's, Sports field, Library NGO's and SMME's) etc.)	11,13,15,29,30,31,34,36,37,39,41,42,45,46,48,51, 52,53,135	JPC/ Social Development/ DED
	Parks, Cemetery Maintenance/Fencing/ Development and Upgrades	11,12,15, 16, 13,14,53,135, 19,33,34,37, 20,21,52,130, 46,47,48,51, 26,27,28,29 (W29 Split Mandela side), 29,30,31 (W29 Split Orlando Hostel side), 35,36,38,39, 22,24,25, 40,41,42,43,45	City Parks and Zoo
	Indoor/outdoor Gym	14	
	Tree pruning and grass cutting	11,12,15, 16, 13,14,53,135, 19,33,34,37, 20,21,52,130, 46,47,48,51, 26,27,28,29 (W29 Split Mandela side), 29,30,31 (W29 Split Orlando Hostel side), 35,36,38,39, 22,24,25, 40,41,42,43,45	
Refuse removal	Consistency on waste collection (Recyclers)	11,12,15, 16, 13,14,53,135, 19,33,34,37, 20,21,52,130, 46,47,48,51, 26,27,28,29 (W29 Split Mandela side), 29,30,31 (W29 Split Orlando Hostel side), 35,36,38,39, 22,24,25, 40,41,42,43,45	PikitUp
	Illegal Dumping	11,12,15, 16, 13,14,53,135, 19,33,34,37, 20,21,52,130, 46,47,48,51, 26,27,28,29 (W29 Split Mandela side), 29,30,31 (W29 Split Orlando Hostel side), 35,36,38,39, 22,24,25, 40,41,42,43,45	
	Rubbish, Bins	11,35	
Water, sanitation, pollution, and Sewer	Water infrastructure upgrades (i.e. storm water drains, pollution, wet land, sewer rehabs, etc.)	11,12,15, 16, 13,14,53,135, 19,33,34,37, 20,21,52,130, 46,47,48,51, 26,27,28,29 (W29 Split Mandela side), 29,30,31 (W29 Split Orlando Hostel side), 35,36,38,39, 22,24,25, 40,41,42,43,45	J Water
	Sewage Expansion	11,12,15, 16, 13,14,53,135, 19,33,34,37, 20,21,52,130, 46,47,48,51, 26,27,28,29 (W29 Split Mandela side), 29,30,31 (W29 Split Orlando Hostel side), 35,36,38,39, 22,24,25, 40,41,42,43,45	
	Water infrastructure Upgrades	11,12,15, 16, 13,14,53,135, 19,33,34,37, 20,21,52,130, 46,47,48,51, 26,27,28,29 (W29 Split Mandela side), 29,30,31 (W29 Split Orlando Hostel side), 35,36,38,39, 22,24,25, 40,41,42,43,45	

	Region E		
Category	Issues	Affected Wards	Relevant Entity/ Department
Housing and Land (LUM) Roads, Infrastructure and Transport, stormwater	Housing	32	Housing/JOSCO
	Maintenance of traffic lights	72,73,74,81, 32;91;107;108;109;116, 32;91;103;106;109;115, 75;76;81;105	JRA
	Maintenance of roads/renovations bridges/sidewalks/Calming Measures/tarring/potholes	72,73,74,81, 32;91;107;108;109;116, 32;91;103;106;109;115, 75;76;81;105	
	Adequate access to public transport (i.e. Rea Vaya/BRT)	81,91	Metrobus
	Stormwater Upgrades	72,73,74,81, 32;91;107;108;109;116, 32;91;103;106;109;115, 75;76;81;105	
	Electrification (substation), Renewable Energy	73,74,112	
	Streetlights/Traffic Lights	72,73,74,81, 32;91;107;108;109;116, 32;91;103;106;109;115, 75;76;81;105	
Poverty, unemployment and LED	High unemployment rate.	72,73,74,81, 32;91;107;108;109;116, 32;91;103;106;109;115, 75;76;81;105	DED
	Wi-Fi	72,73,74,81, 32;91;107;108;109;116, 32;91;103;106;109;115, 75;76;81;105	GICT
	SMME's Training	72,73,74,81, 32;91;107;108;109;116, 32;91;103;106;109;115, 75;76;81;105	DED
Health, safety and By-laws	Enforcement of By-Laws (Police and JMPD visibility)	72,73,74,81, 32;91;107;108;109;116, 32;91;103;106;109;115, 75;76;81;105	JMPD
	High crime rate (i.e. Car theft, robberies, drugs, cable theft etc.)	72,73,74,81, 32;91;107;108;109;116, 32;91;103;106;109;115, 75;76;81;105	
	GBV		
	Public Parks (vandalization)	44	JMPD JMPD
	Land invasion	91	
Public Facilities, Parks and Open Spaces	Adequate access and upgrade to recreational, public facilities (i.e. MPCC's, Sports field, Library NGO's and SMME's) etc.)	81,32,44	JPC/ Social Development/ DED
	Parks, Cemetery Maintenance/Fencing/ Development and Upgrades	72,73,74,81, 32;91;107;108;109;116, 32;91;103;106;109;115, 75;76;81;105	City Parks and Zoo
	Tree pruning and grass cutting	72,73,74,81, 32;91;107;108;109;116, 32;91;103;106;109;115, 75;76;81;105	
Refuse removal	Consistency on waste collection (Recyclers)	72,73,74,81, 32;91;107;108;109;116, 32;91;103;106;109;115, 75;76;81;105	PikitUp

	Illegal Dumping	72,73,74,81, 32;91;107;108;109;116, 32;91;103;106;109;115, 75;76;81;105	
	Rubbish, Bins	32	
Water, sanitation, pollution, and Sewer	Water infrastructure upgrades (i.e. storm water drains, pollution, wet land, sewer rehabs, etc.)	72,73,74,81, 32;91;107;108;109;116, 32;91;103;106;109;115, 75;76;81;105	J Water
	Sewage Expansion	72,73,74,81, 32;91;107;108;109;116, 32;91;103;106;109;115, 75;76;81;105	
	Water infrastructure Upgrades	72,73,74,81, 32;91;107;108;109;116, 32;91;103;106;109;115, 75;76;81;105	

Region F			
Category	Issues	Affected Wards	Relevant Entity/ Department
Housing and Land (LUM) Roads, Infrastructure and Transport, stormwater	Housing	58,123	Housing/ JOSHCO
	Maintenance of traffic lights	23,54,55,56,57 124,125 (W124 Split Turfontein), 58,59,60,61,123,124 (W124 Split Inner City), 62,63,64,65,66,67,118	JRA
	Maintenance of roads/ renovations bridges/sidewalks/Calming Measures/tarring/potholes	23,54,55,56,57 124,125 (W124 Split Turfontein), 58,59,60,61,123,124 (W124 Split Inner City), 62,63,64,65,66,67,118	
	Stormwater Upgrades	23,54,55,56,57 124,125 (W124 Split Turfontein), 58,59,60,61,123,124 (W124 Split Inner City), 62,63,64,65,66,67,118	
	Streetlights/Traffic Lights	23,54,55,56,57 124,125 (W124 Split Turfontein), 58,59,60,61,123,124 (W124 Split Inner City), 62,63,64,65,66,67,118	
Poverty, unemployment and LED	High unemployment rate.	23,54,55,56,57 124,125 (W124 Split Turfontein), 58,59,60,61,123,124 (W124 Split Inner City), 62,63,64,65,66,67,118	DED
	Economic Development Zone	64	
	Youth Desk, Centre, Youth Education Programme, Youth Access to Projects	23,54,55,56,57 124,125 (W124 Split Turfontein), 58,59,60,61,123,124 (W124 Split Inner City), 62,63,64,65,66,67,118	
	Facilities for taxis	59,124,65	
	SMME' s Training	23,54,55,56,57 124,125 (W124 Split Turfontein), 58,59,60,61,123,124 (W124 Split Inner City), 62,63,64,65,66,67,118	DED
Health, safety and By-laws	Enforcement of By-Laws (Police and JMPD visibility)	23,54,55,56,57 124,125 (W124 Split Turfontein), 58,59,60,61,123,124 (W124 Split Inner City), 62,63,64,65,66,67,118	JMPD
	High crime rate (i.e. Car theft, robberies, drugs, cable theft etc.)	23,54,55,56,57 124,125 (W124 Split Turfontein), 58,59,60,61,123,124 (W124 Split Inner City), 62,63,64,65,66,67,118	
	Extension of Clinics	66,58	Health

	GBV		
	Public Parks (vandalization)	23,54,55,56,57 124,125 (W124 Split Turfontein), 58,59,60,61,123,124 (W124 Split Inner City), 62,63,64,65,66,67,118	JMPD JMPD
	Land invasion	62	
Public Facilities, Parks and Open Spaces	Adequate access to recreational facilities (i.e. MPCC's, Sports field NGO's and SMME's) etc.)	65,118	JPC/ Social Development/ DED
	Tree pruning and grass cutting	23,54,55,56,57 124,125 (W124 Split Turfontein), 58,59,60,61,123,124 (W124 Split Inner City), 62,63,64,65,66,67,118	
Refuse removal	Consistency on waste collection (Recyclers)	23,54,55,56,57 124,125 (W124 Split Turfontein), 58,59,60,61,123,124 (W124 Split Inner City), 62,63,64,65,66,67,118	PikitUp
	Illegal Dumping	23,54,55,56,57 124,125 (W124 Split Turfontein), 58,59,60,61,123,124 (W124 Split Inner City), 62,63,64,65,66,67,118	
Water, sanitation, pollution, and Sewer	Water infrastructure upgrades (i.e. storm water drains, pollution, wet land, sewer rehabs, etc.)	23,54,55,56,57 124,125 (W124 Split Turfontein), 58,59,60,61,123,124 (W124 Split Inner City), 62,63,64,65,66,67,118	J Water
	Sewage Expansion	23,54,55,56,57 124,125 (W124 Split Turfontein), 58,59,60,61,123,124 (W124 Split Inner City), 62,63,64,65,66,67,118	
	Water infrastructure Upgrades	23,54,55,56,57 124,125 (W124 Split Turfontein), 58,59,60,61,123,124 (W124 Split Inner City), 62,63,64,65,66,67,118	

	Region G		
Category	Issues	Affected Wards	Relevant Entity/ Department
Housing and Land (LUM) Roads, Infrastructure and Transport, stormwater	Housing	7,8,9,17,18	
	Maintenance of traffic lights	1,2,3,4,5,131 (W5 Split Drieziek), 5,6,7,120,121 (W5 Split Poortjie), 8,9,10,120,122 (W120 Split Vlakfontein), 17,18,119	JRA
	Maintenance of roads/ renovations bridges/sidewalks/Calming Measures/tarring/potholes	1,2,3,4,5,131 (W5 Split Drieziek), 5,6,7,120,121 (W5 Split Poortjie), 8,9,10,120,122 (W120 Split Vlakfontein), 17,18,119	
	Street names and upgrades		
	Adequate access to public transport (i.e. Rea Vaya)	9	Metrobus
	Stormwater Upgrades	1,2,3,4,5,131 (W5 Split Drieziek), 5,6,7,120,121 (W5 Split Poortjie), 8,9,10,120,122 (W120 Split Vlakfontein), 17,18,119	

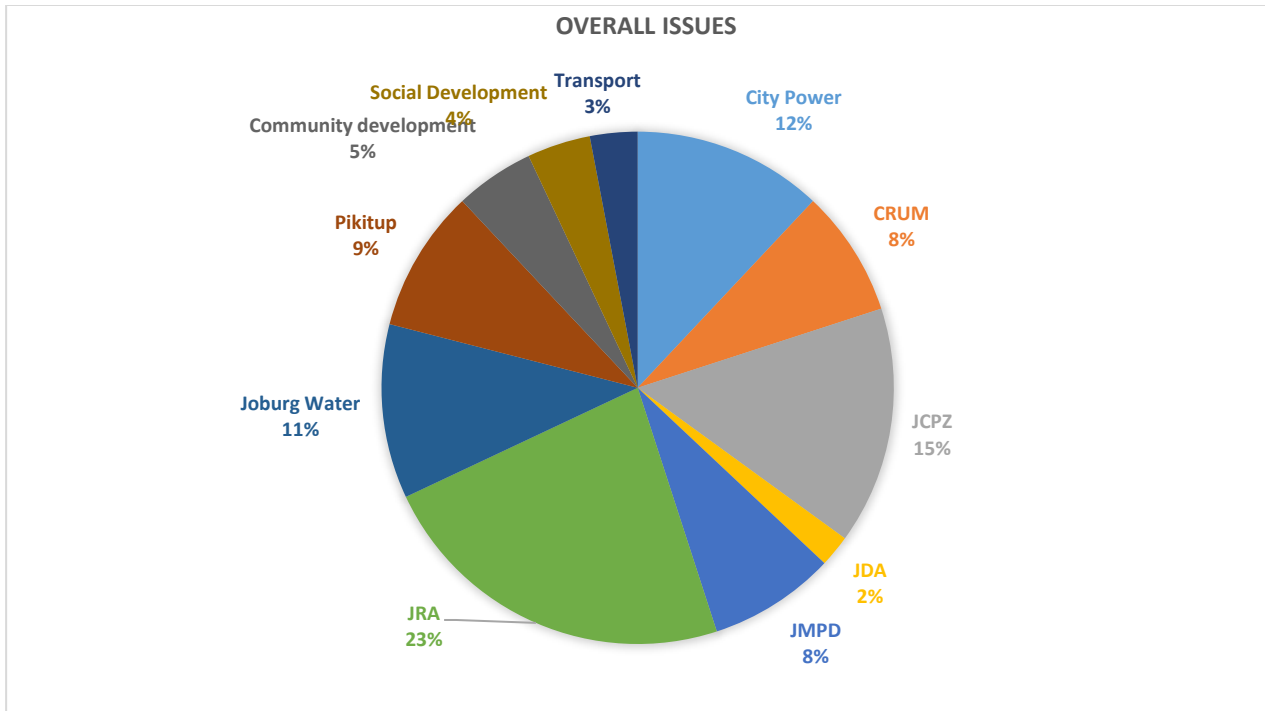
Electricity and Lights	Upgrade of informal settlements (i.e. Electrification, Roads)		City Power
	Streetlights/Traffic Lights	1,2,3,4,5,131 (W5 Split Drieziek), 5,6,7,120,121 (W5 Split Poortjie), 8,9,10,120,122 (W120 Split Vlakfontein), 17,18,119	
Poverty, unemployment and LED	High unemployment rate.	10	DED
	Economic Development Zone		
	Youth Desk, Centre, Youth Education Programme, Youth Access to Projects	120,9	
	Facilities for taxis	9	
	Wi-Fi	18	GICT
	SMME's Training	1,2,3,4,5,131 (W5 Split Drieziek), 5,6,7,120,121 (W5 Split Poortjie), 8,9,10,120,122 (W120 Split Vlakfontein), 17,18,119	DED
Health, safety and By-laws	Enforcement of By-Laws (Police and JMPD visibility)	1,2,3,4,5,131 (W5 Split Drieziek), 5,6,7,120,121 (W5 Split Poortjie), 8,9,10,120,122 (W120 Split Vlakfontein), 17,18,119	JMPD
	High crime rate (i.e. Car theft, robberies, drugs, cable theft etc.)	1,2,3,4,5,131 (W5 Split Drieziek), 5,6,7,120,121 (W5 Split Poortjie), 8,9,10,120,122 (W120 Split Vlakfontein), 17,18,119	
	Public Parks (vandalization)	1,2,3,4,5,131 (W5 Split Drieziek), 5,6,7,120,121 (W5 Split Poortjie), 8,9,10,120,122 (W120 Split Vlakfontein), 17,18,119	JMPD JMPD
Public Facilities, Parks and Open Spaces	Adequate access to recreational facilities (i.e. MPCC's, Sports field NGO's and SMME's) etc.)	21,9,19	JPC/ Social Development/ DED
	Parks, Cemetery Maintenance/Fencing/ Development and Upgrades	3	City Parks and Zoo
	Indoor/outdoor gyms	9	
	Tree pruning and grass cutting	1,2,3,4,5,131 (W5 Split Drieziek), 5,6,7,120,121 (W5 Split Poortjie), 8,9,10,120,122 (W120 Split Vlakfontein), 17,18,119	
	Illegal Dumping	1,2,3,4,5,131 (W5 Split Drieziek), 5,6,7,120,121 (W5 Split Poortjie), 8,9,10,120,122 (W120 Split Vlakfontein), 17,18,119	
	Rubbish, Bins	9	
Water, sanitation, pollution, and Sewer	Water infrastructure upgrades (i.e. storm water drains, pollution, wet land, sewer rehabs, etc.)	1,2,3,4,5,131 (W5 Split Drieziek), 5,6,7,120,121 (W5 Split Poortjie), 8,9,10,120,122 (W120 Split Vlakfontein), 17,18,119	J Water

	Sewage Expansion	1,2,3,4,5,131 (W5 Split Drieziek), 5,6,7,120,121 (W5 Split Poortjie), 8,9,10,120,122 (W120 Split Vlakfontein), 17,18,119	
	Water infrastructure Upgrades	1,2,3,4,5,131 (W5 Split Drieziek), 5,6,7,120,121 (W5 Split Poortjie), 8,9,10,120,122 (W120 Split Vlakfontein), 17,18,119	

The section below covers the high-level summary of issues extracted from the consultation sessions:

- Most priorities identified are related to the lag between the installation of roads and the second phase installation of storm water drainage - this is not just an issue of flooding but also relates to emergency service access and traffic management.
- There is also an issue about the maintenance of stormwater drainage which may have something to do with the littering that clog the drainage or unusual rains over the current year or capacity limitations in relation to JRA keeping up with the demand for maintenance.
- Fixing potholes is a recurrent issue
- There were a substantial number of requests for road safety measures (solutions to which may involve JRA), road resurfacing, maintenance and general by-law enforcement which requires proactive approach of JMPD.
- Streetlights and maintenance thereof were frequently suggested as a solution to high crime levels in the wards.
- A substantial number of requests were made for provision of community facilities spread evenly in all the regions, such as for the decentralisation of government services, youth development programmes and facilities, schools and sports development.
- Grass cutting and general kerb maintenance dominates the view that it creates crime and limits visibility – similarly general upkeep and maintenance of parks appears to be problematic.
- COVID-19 pandemic has created strain on the City of Johannesburg's municipal capacity to deliver services due to reduced revenues and increased demand for municipal social services.
- The combination of i) being at the forefront of service delivery; ii) reliance on national grant allocations; iii) reduced internally generated revenues, iv) increased demand for social services means financial exposure for municipalities in the delivery of services such as electricity and water provision.
- Therefore, the risk of many municipalities becoming financially unsustainable institutions is real and this requires drastic interventions in the financing of local government institutions.
- Strengthening city preparedness and emergency response capacity is therefore critical. This means better preparedness in terms of financing, service delivery and business continuity including budgeting for future crises, emergency operations centers, capacity building, drills, and human resources redeployment plans.
- Greater need for more engagement between the City and communities.

The following graphical presentation shows the departments and entities with the highest number of community requests and Wards that has the highest number of operational expenditure requests at regional level.



4.5 INPUTS FROM CRITICAL STAKEHOLDERS AND ORGANIZED GROUPS FOR IDP CONSIDERATION

Woman

- Radiation fields leading to Pollution impacting negatively on the health of the Citizens particularly children leading to cancer etc. City to urgently plan on the Effects of shifts to SMART City from the regulatory perspective
- Advocated-City collaboration with working movement -shelters for the homeless
- Part time low income not sustainable, City must consider more sustainable income creating avenues through the EPWP Programme
- More involvement of woman in EPWP
- More communication of the City's strategy on EPWP
- Region C targeted projects on EPWP to be communicated more
- Increased focus on financing woman owned businesses
- Broaden focus to include new and old established woman owed businesses
- Soweto woman owed businesses to be considered in budget prioritisation
- City to link with them NPO's on the GBV issues
- Roads/Sidewalks/Infrastructure Maintenance of the City to be upscaled

iProp, SOJO Business & Tourism, Ergo Mining and KlipSA

- The JBF should be recognised and included in the IDP as an essential formal institution and as a component and contributor to transformational measures being taken towards meaningful partnerships and collaboration.

- Collaborative working partnerships with communities and business are of essential importance to the City to supplement and support the delivery of projects and services. The City does not have the resources, capacity and capability to deliver what it is promising on its own.
- The City urgently needs to become business and investment friendly to enable and realise economic growth and job creation to address unemployment and poverty and to improve the quality of life for all.
- The mining land corridor offers the greatest opportunity to transform Johannesburg in spatial, environmental, economic and social dimensions.
- The establishment of an entrepreneurial economic node in the Riverlea area should be investigated further with the City
- Throughout the mining corridor opportunities exist for alternative energy generation through solar power, biogas and hydrogen generation using reclaimed AMD water. We would welcome the opportunity to discuss these further with the City and how they may be implemented as soon as possible to address energy security.
- Within the mining corridor, City Deep is a particularly important area in terms of economic development as a local, regional and international freight Logistics Hub.
- The incorporation of the City's food resilience initiatives is of critical importance in the AgriHub to ensure seamless public and private collaboration and cooperation in addressing the food security priority.
- Linkages have been established with various educational and academic institutions and organisations to provide training and skills development in all aspects of the agricultural value chain.
- Through the integration of the agricultural and tourism and hospitality value chains sustainable economic and social development is being encouraged to protect, promote and enhance the value of the natural assets in the Klipriviersberg region, with a focus on the Klipriviersberg Nature Reserve.
- The abominable levels of pollution of all the rivers rising in the City, such as the Klip River, must be addressed as a matter of urgency. Pollution levels are rising from collapsing and inadequate urban infrastructure, waste and litter, illegal developments and dumping.
- The city is experiencing unprecedented levels of urban decay and degeneration through the lack of urban management, infrastructure maintenance, totally inadequate compliance and enforcement.
- A major concern is the size of Region F and its continued bias towards the Inner City in terms of administration, management and budget allocation to the detriment of the rest of the region.
- It is of critical importance that the City takes a much stronger stand on maintenance, compliance and enforcement regarding urban and traffic management infringements, infrastructure management and maintenance, improved enforcement and compliance and greater security measures relating to illegal activities, buildings and dumping.

CID's

- The urgent finalisation and implementation of the Special Rating Area (SRA) policy and bylaw are of critical importance to establish formal, sustainable working and collaborative relationships between the City and current Voluntary Management Initiatives (VMI) and many other communities and precincts wishing to support the City in the provision of economic development, social cohesion, environmental interventions, attract and retain business and to support and supplement basic service delivery.

- The City's intention to reintroduce co-production is an ideal opportunity for SRAs and VMIs to be engaged meaningfully to assist with co-managing and promoting local economic growth and development for all sectors of the community.
- This will be an ideal platform to identify and address strategic and operational needs, requirements and agreed implementation plans and budgets, in preparation for future IDPs and budgets.
- The finalisation and implementation of the Informal Trading policy and bylaw are of critical importance.
- The City is strongly requested to consider investing in some form of rates incentive and tariff support for property investors and owners who are active and participate in the VMIs/SRAs to assist the City with creating an enabling environment for further investment and development.

SAPOA

- Supports the establishment of a collaborative strategic and working relationship with the City.
- The City must improve the environment to attract, secure and maintain investment and development opportunities which will assist in spatial transformation and support the City's infrastructure and development priorities through appropriate coalitions and partnerships.
- The City should establish priority areas for capital budget allocation and adequate bulk and other infrastructure to attract, secure and retain private investment and development.
- The City should be more active in protecting, promoting and enhancing the value of the natural assets and incorporate green infrastructure and green building technology in its built environment.
- Explicit strategies, programs, initiatives and adequate budgetary allocations are required to ensure long-term resource security and management of water, energy and waste.
- Partnerships and collaboration with the private sector in this regard must be established for greater realisation and implementation of alternative technologies.
- Many SAPOA members are already actively achieving the standards of the Green Building Council of South Africa. Greater recognition of these achievements and their contribution to the City Climate Action Plan should be considered to reward and incentivise more developers to achieve these standards.
- While SAPOA supports the Customer Care Charter, the Key Performance Indicators (KPI) should be reviewed as they do not reflect the needs of business to provide an attractive investment and development environment.
- The increased congestion and poor structural status of the M2 Motorway are impacting on traffic and freight mobility across the city.

Johannesburg Inner City Partnership (JICP)

The role of the Johannesburg Inner City Partnership (JICP) is to facilitate growth and transformation for all Inner City stakeholders through collaboration between City of Johannesburg (COJ), other spheres of government and the private sector. The desired outcome of the partnership is accelerated, inclusive, shared and sustainable growth. The following submission have been made by JICP:

Project	Location	Requirements	City Response
CCTV Camera Deployment and Monitoring	Walkable Network pilot routes (Phase 1).	Operations funding for CCTVs linked to central control room	Submission made by the JICP into the IDP submission is acknowledged for the Inner City.
Guardian Deployment	Walkable Network pilot routes (Phase 1).	Operations funding for security guard deployment	
Signage	Walkable Network pilot routes (Phase 1).	Capital funding for signage	
Street Painting	Walkable Network pilot routes (Phase 1).	Capital funding to clearly demarcate the Walkable Network routes	
Trees and Landscaping	Walkable Network pilot routes (Phase 1).	Capital for trees and landscaping along the Walkable Network	
Mapping	Walkable Network pilot routes (Phase 1).	Extension of the JDA contract to map socio-economic activity along the rest of the Walkable Network Pilot	The implementation of projects will however be subject to detailed planning and available budget by the respective line Departments. All projects will be subject to budget availability.
Berea Street Market Bridge	Village East Precinct: Berea between Main and Commissioner Streets, Johannesburg (Previously submitted under Our City Our Block Programme - OCOB)	Capital funding for lighting, pedestrianisation, public art, greening, public square	
Basketball Court	Village East Precinct: Fox and End Street, Johannesburg (Previously submitted under Our City Our Block Programme - OCOB)	Capital funding for a basketball court, walkways, lighting	
Berea Anderson Neighbourhood Upgrade	Village East Precinct: Berea Street and Anderson Street sections, City and Suburban	Capital funding for walkways, CCTV, lighting, landscaping, public art	
Visible Service Delivery Fund	City-wide, especially in areas that are not covered by CIDs	Prioritised visible service delivery to ensure confidence in the Inner City	
Adopt-a-Spot	City-wide	Website development for online application tool for management of City-owned public spaces	
Support the Needy (Food Voucher Project)	Inner City-wide, not location-based. Focused along the Walkable Network to start.	Operations funding for the reimbursement of participating merchants. Proof of concept/Pilot completed in Makers Valley during December 2020.	
Homelessness research	City-wide	Operational Funding for Research Project into Homelessness, including funding for data capturing, in collaboration with a tertiary institutions (Wits/UJ)	

4.7. CITY'S RESPONSE TO THE COMMUNITY ISSUES

COMMUNITY PRIORITIES	City STRATEGIC ALIGNMENT	2020/21 CITY'S RESPONSE	RELEVANT ENTITY/ DEPARTMENT	2021/22 BUDGET ALLOCATION
Housing and Land (LUM)	Integrated Human Settlements	-1100 mixed housing unit constructed -1057 serviced sites developed -2800 of title deeds issued to the beneficiaries -200 Alternative Housing units constructed within the inner city -267 Social Housing units completed -5 hostels refurbished -8 Flats refurbished	Housing/ JOSHCO	R 1 158 759 000 (housing) R 648 086 317 (joshco)
Road and stormwater Infrastructure	Sustainable service delivery	- 71 lane km of road resurfaced - 11.7 km of gravel upgraded and surfaced - 1.5 km kilometers of open storm water drains converted to underground systems	JRA OCCO	R 732 500 005 R 613 334 250
Transport	Integrated Human Settlements	-50,036 Rea Vaya Bus passenger trips per working day - 10 000 Metrobus passengers trips per working day	Metrobus Transport	R 147 633 000
Electricity and Lights	Sustainable service delivery	- 3750 dwellings provided with connections to mains electricity supply by the municipality - Installation of 1000 public lights	City Power	R 949 823 000
Poverty, unemployment and LED	-Job opportunity and creation	- 17 430 of Expanded Public Works programmes (EPWP) work opportunities created City-wide -20 % reduction in food insecurity in the most deprived areas. -16546 SMMEs supported City-wide -30 billion Rand value investment attraction realised within the city	DED	R 12 880 000
Health, safety and By-laws	<i>Safer City</i>	-3 Percentage decrease in road fatalities -100 Percentage of wards with ward based policing programme -6 initiatives implemented to combat substance abuse - 1 GBV safe shelter facilities established -100 Percentage of survivors of GBV&F receiving basket of social services in accordance with established protocols.	JMPD	R 33 965 000 R 119 300 000
	Health	-85.8 Percentage children under 1 year old immunization coverage -95 Percentage of HIV positive patients initiated on treatment - 95 Percentage of TB patients initiated on treatment	Health	

Public Facilities, Parks and Open Spaces	Sustainable service delivery	<ul style="list-style-type: none"> -PTF: Redevelopment of Inner City Ranks -Johannesburg Library (Centre of Excellence) -Naledi clinic New Building NALEDI D -Small Public Transport Facilities: Orange Farm Ext 7 (Region G) -Small Public Transport Facilities: Tshepisoong -Fire Station - Central Fire Station Renewal Building Alterations MARSHALLS TOWN F Ward -Brixton Social Cluster -Park and Ride Facility: Design and Construction of a Park n Ride in Greenside Region E (Phase 1) -Lehae MPC New Construction LEHAE G -Klipfontein Wellness Centre -New Turfontein Clinic and Multipurpose -MPC Matholesville -Kaalfontein MPC New Construction 	JDA	R 241 000 000
Water, sanitation	Sustainable service delivery	<ul style="list-style-type: none"> -100 Percentage households with access to water -93.17 Percentage households with access to sanitation - 599 sewer blockages per 100 km of network length -464 water pipe bursts per 100 km of network length - 92% water bursts restored within 48 hours of notification -95% sewer blockage cleared within 24 hours of notification 	J Water	R 381 587 000 (sewer) R 759 214 000 (water)

5. STRATEGIC FRAMEWORK

Through the five-year IDP, annual Service Delivery and Budget Implementation Plan (SDBIP) as well as Business Plans of City departments and entities, the City has identified several strategic interventions and operational plans to address developmental challenges of its residents. When the environment is changing as rapidly and in such unprecedented ways such as we have seen in the face of the coronavirus crisis and the New Normal – planning must also include immediate responses that must be executed today.⁵⁶ This reality does not negate the need for a long-term strategy, but rather calls us to supplement it with a relevant crisis strategy for the present moment, while keeping our long-term aspirations and vision firmly in sight. The 2021/26 IDP translates the City’s long-term GDS outcomes and outputs, into medium-term programmes for implementation for this current term.

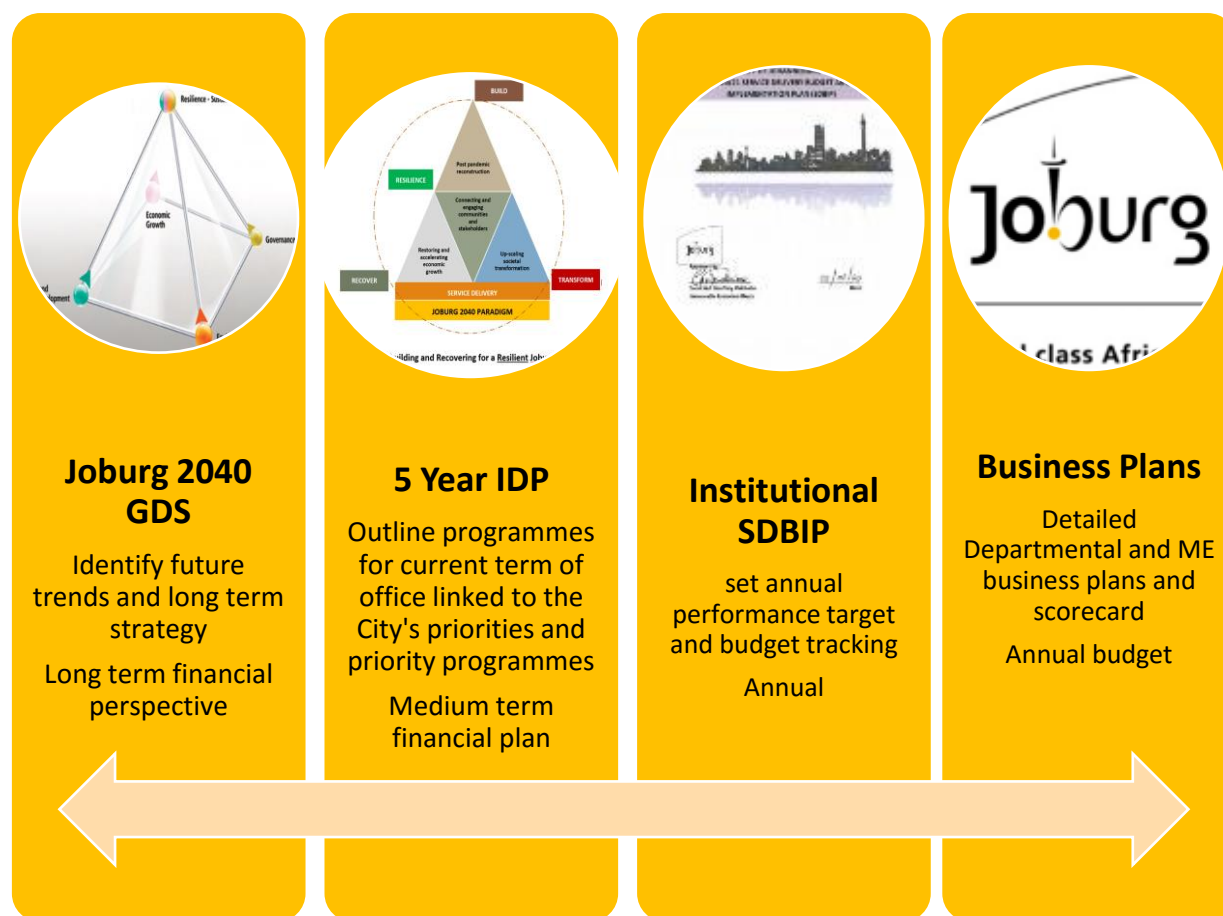


Figure 31: Overview of strategic plans

⁵⁶ McMillian, D. (2020) How to Build a Strategy for Managing Crisis

Strategic Direction

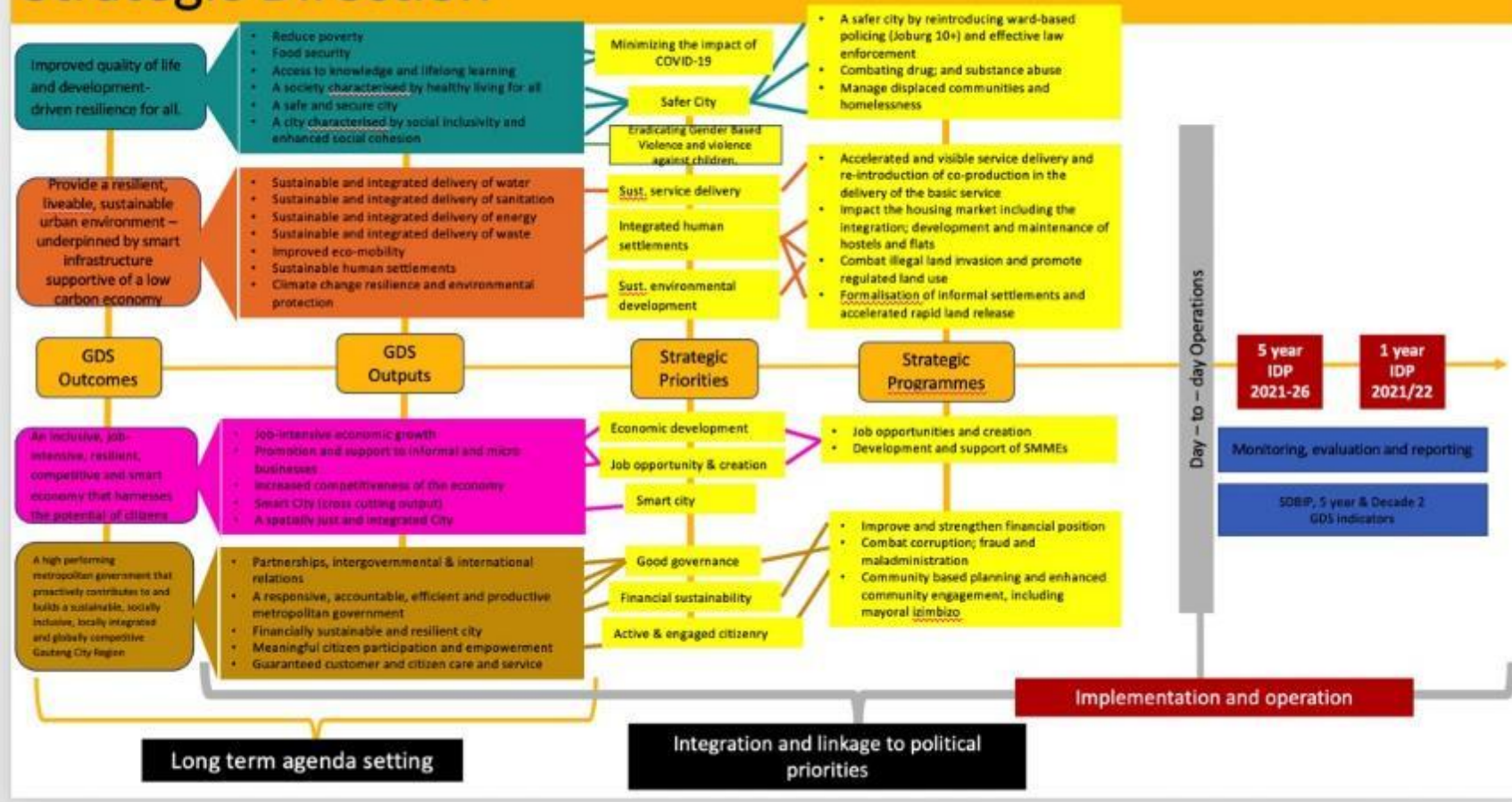


Figure 32: The City's Strategic Direction (CoJ 2020)

5.1 GROWTH AND DEVELOPMENT STRATEGY: JOBURG 2040

The Johannesburg 2040 Growth and Development Strategy (GDS) provides a lens through which we can view the Johannesburg of the future. It is an aspirational document that defines the type of society we want to achieve by 2040. However, as cities evolve and the needs of citizens change and the calibre of citizens, it has become more than just a 'wish list' of the hopes and dreams of Johannesburg's citizens. It has become a fundamental, strategic, decision-making instrument for the City, a long-term thinking model that has been incrementally shaped over time, precisely to ensure that these hopes and dreams are realised.

GDS outcomes

As part of the Joburg 2040 strategy, the City has four Growth and Development Outcomes that it aims to achieve by 2040 through the following primary drivers – human and social development, environment and services, economic growth and good governance.

Outcome 1: Improved quality of life and development-driven resilience for all.

The City envisages a future that presents significantly improved human and social development realities, through targeted focus on poverty reduction, food security, development initiatives that enable self-sustainability, improved health and life expectancy, and real social inclusivity. By 2040, the City aims to achieve substantially enhanced quality of life for all, with this outcome supported by the establishment of development-driven resilience.

Outcome 2: Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy.

The City plans to lead in the establishment of sustainable and eco-efficient infrastructure solutions (e.g. housing, eco-mobility, energy, water, waste, sanitation and information and communications technology), to create a landscape that is liveable, environmentally resilient, sustainable, and supportive of low-carbon economy initiatives.

Outcome 3: An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens.

The City of Johannesburg will focus on supporting the creation of an even more competitive, 'smart' and resilient city economy, when measured in relation to national, continent and global performance. The City will promote economic growth and sustainability through the meaningful mobilisation of all who work and live here, and through collaborating with others to build job-intensive long-term growth and prosperity, from which all can benefit.

Outcome 4: A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region.

The City envisages a future where it will focus on driving a caring, responsive, efficient and progressive service delivery and developmental approach within the GCR and within its own metropolitan space, to enable both to reach their full potential as integrated and vibrant spaces.

Furthermore, each outcome is driven by several strategic outputs. The GDS outputs represent intervention areas where the City plans to intervene now in order to achieve our desired long-term

outcomes.

GDS outputs

<i>GDS OUTCOMES</i>	<i>GDS OUTPUTS</i>
1. Improved quality of life and development-driven resilience for all.	<ol style="list-style-type: none"> 1. Reduce poverty 2. Food security 3. Access to knowledge and lifelong learning 4. A society characterized by healthy living for all 5. A safe and secure city 6. A city characterised by social inclusivity and enhanced social cohesion
2. Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy	<ol style="list-style-type: none"> 1. Sustainable and integrated delivery of water 2. Sustainable and integrated delivery of sanitation 3. Sustainable and integrated delivery of energy 4. Sustainable and integrated delivery of waste 5. Improved eco-mobility 6. Sustainable human settlements 7. Climate change resilience and environmental protection
3. An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens	<ol style="list-style-type: none"> 1. Job-intensive economic growth 2. Promotion and support to informal and micro businesses 3. Increased competitiveness of the economy 4. A spatially just and integrated City 5. Smart City (cross cutting output)
4. A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region	<ol style="list-style-type: none"> 1. Partnerships, intergovernmental & international relations 2. A responsive, accountable, efficient and productive metropolitan government 3. Financially sustainable and resilient city 4. Meaningful citizen participation and empowerment 5. Guaranteed customer and citizen care and service

5.2 GOVERNMENT OF LOCAL UNITY STRATEGIC PRIORITIES

In an effort towards the realisation of the four (4) GDS outcomes, the City has identified eleven (11) strategic priorities with the eleventh one addressing the COVID-19 pandemic. These priorities will serve as a road map for the medium to short term towards the attainment of the long-term goals in the City's long-term strategy. Simply put, the City is geared to augment programmes to accelerate service delivery, create an enabling environment to stimulate economic growth, creating liveable urban spaces, creating an administration that is resilient and sustainable for future residents of the City. This is set to occur whilst adequately responding to COVID-19 in a manner that will cushion vulnerable communities whilst ensuring service delivery. Furthermore, the 13 programmes guided by the priorities will assist the City to contribute in addressing the triple challenges (poverty, unemployment and inequality) outlined in the NDP diagnostic report.

The section below outlines each of the strategic priorities and alignment to the long-term strategy of the City.

Priority 1: Good governance

The GDS identifies good governance as a key principle for the attainment of Vision 2040. It is this principle that lays the foundation for outcome 4, which focuses on creating a high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region (GCR). Good governance requires an efficient administration, but also respect for the rule of law, accountability, accessibility, transparency, predictability, inclusivity, equity and participation. Furthermore, citizen participation is central to good governance principles. It is therefore important for the City to create innovative platforms that enable meaningful citizen participation. It is through communication that democratic processes will be achieved, and the developmental agenda attained.

In the next five years, the City will attain and maintain its good governance principles. Therefore, this priority focuses on:

- The attainment of a clean audit,
- Running a functional administration that is corruption free with deterrent mechanisms for possible occurrences,
- Optimising City resources, increasing productivity and focusing on service delivery.
- Preserving shareholder value in Municipal Entities
- Lastly, this priority will focus on professionalising local government to ensure that the citizens' experience with the City is that of quality and care in all City facilities.

Priority 2: Financial Sustainability

The priority of financial sustainability focuses on driving financial stabilisation and long-term financial sustainability for the City. However bolder intervention on this priority must be undertaken given possible declining revenues as a result of the COVID-19 impact.

The focus is that the City continues to be in a position that will ensure ongoing delivery of basic services and ensure the funding of key initiatives that targets the realisation of the GDS 2040 vision. One such

initiative is the City's planned capital infrastructure investment programme. It is envisaged that this will assist to re-enforce the necessary foundation for the spatial transformation of Johannesburg. This is a step towards the establishment of a more inclusive, liveable and sustainable city for all. The fundamental principles that the City views as underpinning the achievement of this priority include a focus on:

- Optimising the use of the City's resources.
- Improved productivity (including doing more with less and managing human resources efficiently).
- Ensuring a customer centric approach; and stabilisation of the City's revenue base.
- Sustaining healthy financial ratios and guarding the City's status
- The revision and implementation of the City's Financial Development Plan

Priority 3: Integrated sustainable human settlements

The Joburg 2040 Strategy recognises the spatial imbalances that exists in the City and the fact that efforts to address these have, in some instances, perpetuated this phenomenon. To reverse this, the City has identified the following measures towards spatial balance:

- Sustainable and integrated delivery of water, sanitation, energy and waste.
- Ensuring eco-mobility through the promotion of mass public transportation; and
- Creating sustainable human settlements through spatial planning, economic and social investment.

The spatial planning of the apartheid regime has left fragmentation and establishment of informal settlements in communities. The spatial imbalances that continue to exist in the City and its peripheries further creates imbalances in terms of accessibility to basic services to the most vulnerable communities of the City. To address this, the integrated sustainable human settlements priority is identified to assist in reversing the apartheid spatial planning. The "corridors of the freedom" which are set to build a city that can help to achieve Johannesburg's vision of a more compact, transit-oriented, and sustainable city. Whilst creating communities that are vibrant where citizens can live, work and play, this initiative attempts to also breach the social divide by:

- Creating inclusive communities through mixed-income developments and rental housing.
- Hostel development
- Gap-market accommodation
- Access to social and economic opportunities to communities

Priority 4: Sustainable Service Delivery

Joburg 2040 emphasises that services are delivered in sustainable manner to ensure that it can deliver on its developmental mandate. The population growth in Johannesburg is the highest compared to the national population growth. Therefore, there needs to be concerted efforts for infrastructure development in the City to accommodate the rapid population numbers. Infrastructure development

will not only stimulate the economy and development, it will further facilitate accessibility of basic service to the citizens of the City. The initiatives and programmes are guided by the “sustainable service delivery” priority which states that the City will accelerate visible service delivery and re-introduce co-production in the delivery of basic services through the following:

- Provision of bulk services
- Repairs and maintenance (planned and unplanned maintenance – maintenance mix ratio 40/60)
- Stability of network - Reduction in networks outages
- Improved reliability and quality of supply
- Infrastructure upgrade and development; electricity cables installed, water pipe replacement program
- Mitigate against losses (technical and non-technical)
- Improved cleanliness levels in the city (RCR level 3 to level 1)
- Expand Separation at Source (S@S)
- Clearing of illegal dumping spots
- Facilities converted into integrated waste management facilities
- Rehabilitation of polluted sites (rivers)
- Increased capacity for WWTW and reservoir storage
- Water conservation and demand management programme
- Alternative waste treatment technologies programme

Priority 5: Job opportunity and creation,

The City strives to increased economic growth rate and to bringing down unemployment with special focus on youth. The priority of ‘job opportunity and creation targets amongst other things the provision of support to Small, Medium and Microenterprises (SMMEs) and entrepreneurs – recognising the importance of these role-players in absorbing labour, and in developing, growing and improving the health of the urban economy. The city will address the factors that enable SMMEs and entrepreneurs to easily access markets, earn a sustainable livelihood and expand thereby, contributing to increasing employment opportunities.

The city is perceived as the country’s economic growth hub and therefore attracts many job seekers (skilled and unskilled). The City continues to ensure that wherever possible, the projects implemented are done through the Expanded Public Works Programme (EPWP) to allow for greater creation of jobs and development of skills for the unemployed. The focus for these opportunities will be targeted for the youth and women.

Priority 6: Safer City

The City has identified safer city as one of its priorities with the aim to create a better life for all its citizens. This, taking into cognisance that safe cities are regarded an essential pillar supporting the development of smart cities throughout the world. Since the city is envisioning to become a world class African city, the provision of security and safety is required to protect citizens from crime and lawlessness as well as to mitigate, as much as possible the impact of natural disasters and other threats.

City of Joburg is known to be the economic hub that attracts people to seek opportunities to better their lives. While the migration into the city is improving the living standards, health and financial prosperity of citizens, it also brings challenges to a city's infrastructure resources, security and emergency response systems. Meeting these challenges will be critical to the success of the city in the years to come.

While the City is aware of the devastating effects high crime levels have on the population, economic development and general wellbeing of its residents, the Public Safety Department, in collaboration with other law enforcement agencies, will continue its efforts to reduce crime in the city. Furthermore, will focus on city-wide crime prevention, by-law enforcement, road-traffic management and emergency management services.

Programmes that will ensure people feel safe and protected include, *inter alia*:

- Integrated Intelligence Operations Centre (IIOC)
- Safety through urban design, management and governance (Ward based policing)

The ward based policing programme, spearheaded by the Johannesburg Metropolitan Police Department (JMPD), assists in achieving the objective of creating safer communities. This programme aims to bring metro police officers closer to communities through ward-based deployment and aims to strengthen the engagement with communities on policing issues and solutions through existing partnerships and structures such as Community Policing Forums (CPF).

The Integrated Intelligence Operations Centre (IIOC) is aimed at ensuring the use of state-of-the-art technology to obtain real-time data to proactively address various incidences ranging from crime; fire safety; traffic management; by-law enforcement and service delivery issues.

Priority 7: Active and engaged citizenry

As part of outcome 4 of the GDS, the promotion of the active and engaged citizenry focuses on the fundamental principles of good governance, which include accountability, accessibility, transparency, predictability, inclusivity and a focus on equity, participation and responsiveness to people's needs.

Success hinges on mutual accountability – with the City holding a responsibility to engage with and serve its citizens, while the latter in turn will have a responsibility to engage as active role-players in shaping the City, contributing to developmental service delivery and promoting societal well-being. It is acknowledged that in a context where many of the City's problems cannot be easily solved with standard solutions, there is a need to draw on the diverse skills and expertise of professionals, community members and residents. Through mutual co-production, the City aims to continue working with communities to produce better outcomes.

Priority 8: Economic development

A thriving economy is central to the aspirations of achieving good quality of life and productive livelihoods as enshrined in the Joburg 2040. Economic development is of primary importance in the City as this is a cornerstone for poverty alleviation. This priority seeks to contribute to economic growth through investment attraction, retention and expansion. It is geared towards developing Johannesburg as an attractive destination for investors. Key areas of focus include:

- Investment by firms needs to be attracted to the City
- Existing businesses need to be encouraged to reinvest,
- Entrepreneurship needs to be supported and developed
- Small and medium sized enterprise needs to encourage
- Informal sector activities should be helped to provide livelihoods given the high levels of unemployment.
- To address tourism economic potential

The City is also cognisant of the effect service delivery and maintenance of essential services infrastructure have on economic development and has, therefore, prioritised basic service repairs and maintenance to further stimulate the economy.

Key to ongoing and increased attraction, retention and expansion of investments is the establishment of an environment in which potential investors feel confident about the potential for sustainable long-term returns. The City has an opportunity to leverage its 10-year capital investment programme to boost investor confidence. Through this programme, the City is well-positioned to package and promote investment opportunities.

Priority 9: Sustainable Environmental Development

Ensuring that we are sustainable, resilient and liveable is the apex of the GDS paradigm. This means that a multi-disciplinary approach is required. Therefore, economic growth is strongly interrelated with the demand for water, energy and ecological goods and services, with the resulting generation of waste (solid, gas, liquid -pollution). Globally, human activities are depleting our natural “capital” and the long-term capacity of our ecosystems to sustain future generations. As non-renewable resources become scarcer, their supply will become less reliable and the associated price will increase. If the City can do more with fewer non-renewable resources, it will be better prepared for the future decline in resources – in contrast with cities that are resource-driven.

However, Johannesburg, like its counterparts elsewhere in the country, still must overcome significant developmental challenges, and emphasis needs to be placed on improving equity and sustainability without increasing resource consumption. The priority of environmental sustainability and climate change is therefore concerned with advancing towards a sustainable, resilient and liveable city, with focus on the following:

- Reducing consumption of natural resources,
- Reducing carbon emissions,

- Minimising environmental pollution – air, water and waste to land
- Protecting the City's natural environment (and related ecosystem goods and services).

The City can no longer manage its natural environment as a pristine resource due to existing and planned demand for development. However, it does mean that the City has an obligation to ensure the impact on its built and natural environment is minimised both from the City's owned operations, private developments and from communities at large.

Priority 10: Smart City

Joburg 2040 proposes smart innovations and technology to achieve the City's vision of being a World Class African City. The objective of this priority is to enable Johannesburg to adopt more innovative approaches in service delivery, expand infrastructure; making decisions, build greater efficiencies through the use of smart integrated technology; increase adaptability in a constantly changing environment and better connect the Municipality to its residents. Through the recently revised Smart City Strategy the City focuses on 8 Strategic Pillars to guide it towards smarter implementation of their daily mandates:

- Smart Citizen
- Smart Services
- A Safe City
- Liveable, Sustainable and Resilient City
- Connected, Intelligent City
- Smart Governance
- Smart Institution
- Smart, Digital Economy

Priority 11: Minimising the impact of the COVID 19 Pandemic and future pandemics

The COVID-19 spread was declared as a pandemic by the World Health Organisation, and therefore necessitated urgent and aggressive responses worldwide forcing among others, governments all over the world to direct public resources towards this cause. On more than three occasions, the President of the Republic of South Africa has announced some of the key initiatives that will be followed by South Africa, and on the speech of Thursday, 23 April 2020, South Africa has adopted the level 4 risk adjusted approach to manage the COVID-19 spread. Level 4 risk-adjusted approach means going forward, all economic and social activities be opened under strict measures to minimise out of control infections. The National COVID-19 Response Team chaired by the President, remains the key statutory body directing, and coordinating efforts directed to the reduction of the spread of coronavirus. While some of functions in fighting the virus may not necessarily be purely local government functions, the City's contribution should be aligned as much as possible to the mandate and the regulatory framework governing local government. The City of Johannesburg sits on the Provincial Command Centre which feeds into the National Command Centre.

Among key emerging themes for which public resources should respond to the pandemic and relevant to local government include:

- Practising the most and highest levels of hygiene and environmental care by all the residents of the City at their private homes, workplaces and public gatherings.
- Compliance with the worldwide adopted WHO guidelines as they relate to the adoption by all governments and citizens practises that reduce the spread and infection rate of the COVID-19.
- Ramping up the provision of the necessary basic services infrastructure and dealing with elements of informality and housing that encourages non-compliance with COVID-19 guidelines within the boundaries of the City.
- Aggressively complementing the capacity of the health sector to deal with the peak of the infection rate to the general population anticipated to be in the period August/September 2020; and
- Bracing for multiple peaks, communities must accept this reality – possible upsurge in fatalities
- Supporting the national and provincial efforts to ensure that the social security net is resilient to responding to the demands of the measures designed to reduce the spread and infections of the COVID-19.

There has been a need to amend programmes for 2021/22 and over the MTEF period, to incorporate COVID-19 response programmes already implemented since the declaration of a National Disaster and repurpose successive budgets towards entrenching such efforts permanently going forward.

6. SPATIAL DEVELOPMENT FRAMEWORK

The SDF for Johannesburg 2040⁵⁷ is a city-wide spatial policy document that identifies the main challenges and opportunities in the city, sets a spatial vision for the future city, and outlines a set of strategies to achieve that vision.

Through the SDF (see annexures) the City is addressing seven major issues in Johannesburg's spatial and social landscape:

- Increasing pressure on the natural environment and green infrastructure.
- Urban sprawl and fragmentation.
- Spatial inequalities and the job-housing mismatch.
- Exclusion and disconnection emanating from:
 - High potential underused areas (the mining belt and the Modderfontein area);
 - Securitisation and gated developments, and disconnected street networks (high cul-de-sac ratios and low intersection densities).
- Inefficient residential densities and land use diversity.

6.1 TRANSFORMATION AGENDA: TOWARDS A SPATIALLY JUST CITY

The SDF also defines the strategic spatial areas to be used in the City's capital investment prioritisation model (Johannesburg Strategic Infrastructure Platform – JSIP). This ensures that infrastructure investment is directed to areas with the highest potential to positively impact on the development trajectory of the city as defined in this SDF.

The core objective of the SDF 2040 is to create a spatially just city. The SDF 2040 is premised on spatial transformation, defined through the principles of equity, justice, resilience, sustainability and urban efficiency which it seeks to translate into a development policy.

The SDF is a dynamic model of spatial strategic planning that is cyclically reviewed, adjusting its focus and direction based on city transformation that takes place on the ground.

Spatial Vision: A compact polycentric city

The City is striving for a compact polycentric city as the preferred development model (see figure 4 below) a traditional polycentric city with a strong core, connected to economic sub centres by efficient public transit, with high housing densities surrounding cores and gradually lower densities further from cores.

⁵⁷ While SPLUMA dictates that the SDF should indicate a 5 and a 10-20 year vision, this SDF has taken a 25 year view in line with the City's GDS 2040.

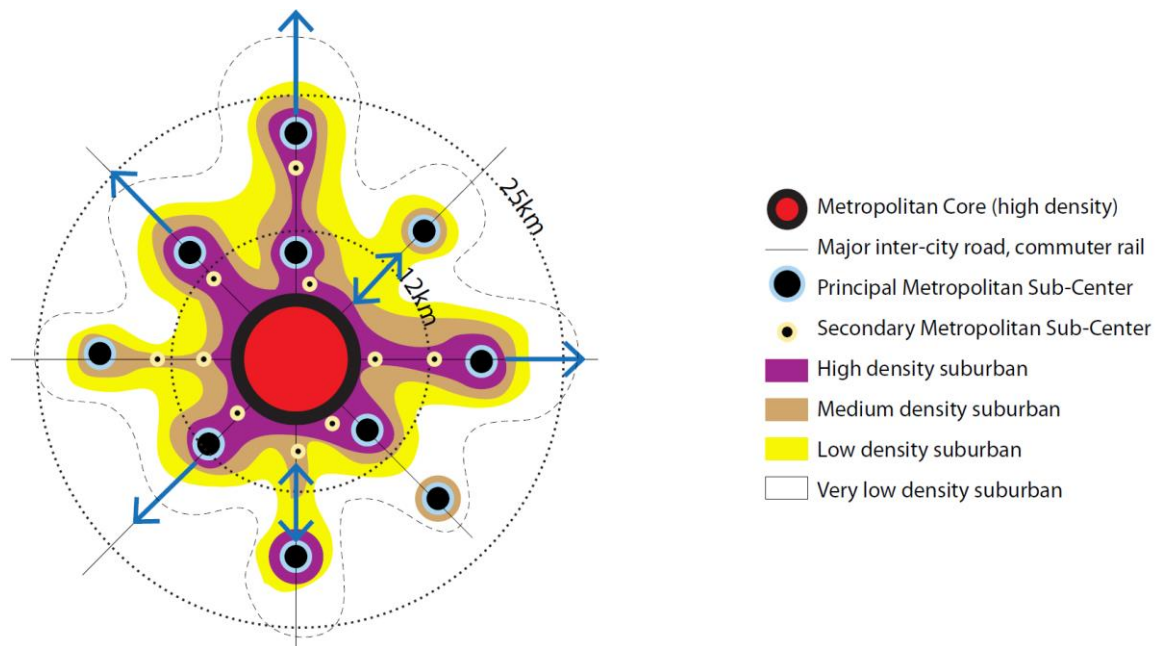


Figure 33: Traditional polycentric City model (Urban Morphology Institute, 2015)

The city of Johannesburg presently displays the inverse of this polycentric urban model with separated land uses and people living far from work opportunities (Figure 5). The metropolitan core does not perform as the strong, structuring centre it should be. High density residential areas (the ‘townships’) are separated from urban economic centres and movement structures of the city. This pattern of development results in high social, economic and environmental costs.

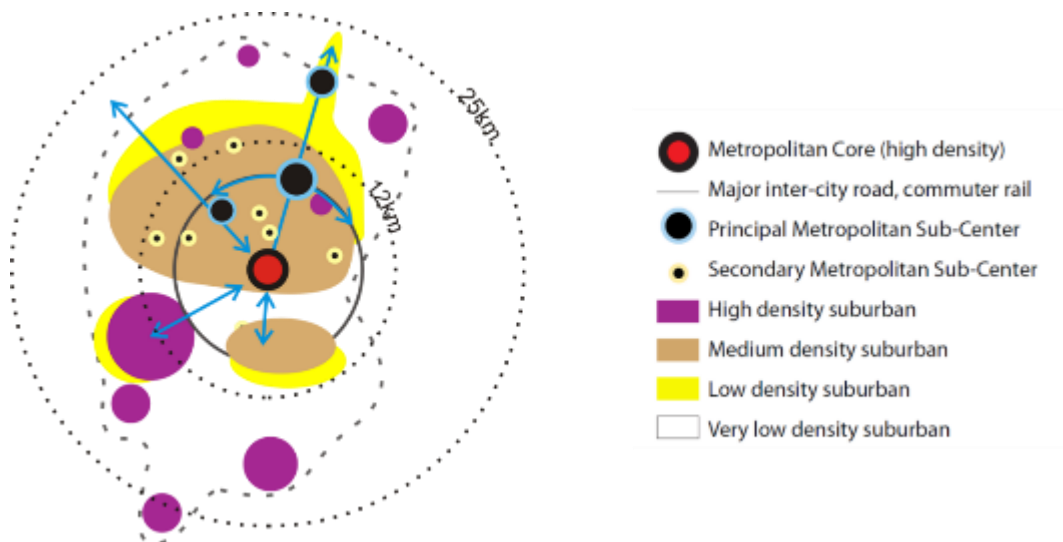


Figure 34: Johannesburg's current metropolitan structure of inverted polycentricity (UMI, 2015)

The Compact Polycentric Urban model looks to adapt the current structural reality of the city into one that is more socially, environmentally and financially sustainable, efficient and equitable. The model seeks to create a well-connected (by public transit and other transport routes) series of dense metropolitan centres and sub-centres, each immediately surrounded by high density residential and mixed-use areas, with residential densities declining with distance from these nodes or centres. Densification should also occur along defined corridors, specifically the Transit Oriented Development

and the Randburg – OR Tambo Corridor. The model looks to maximise the potential of the current nodal structure of the city, while addressing the spatial inequalities that exist.

The model is based on five broad strategies, all conceptually depicted in Figure 6 below. In no order (as they should happen concurrently) they are: First, to strengthen the Inner City as the metropolitan core of Johannesburg. This will be through intensification of housing delivery and strengthening economic activities in and around the Inner City, diversifying land uses and expanding the core south to Turffontein. Second is to introduce efficient, safe and affordable public transit systems to effectively connect the city's metropolitan core and sub-centres. Third is to densify and diversify development in defined development corridors, such as the Transit Oriented Development and the Randburg - OR Tambo corridor. Fourth is to intensify mixed use and high-density residential development in and around economic nodes in the city (including mixed use and Transit-oriented Development (TOD) nodes). Fifth, is to introduce centres of local economic activity and better services to high density, marginalised residential areas (the 'townships') to allow them to function as more integrated suburban areas. In these areas, higher intensity development should happen in and around mixed-use nodes and public transit stations. The model opposes spatial inequality and long commuting distances and promotes a denser, spatially just city, where people have easy access to jobs and city amenities.

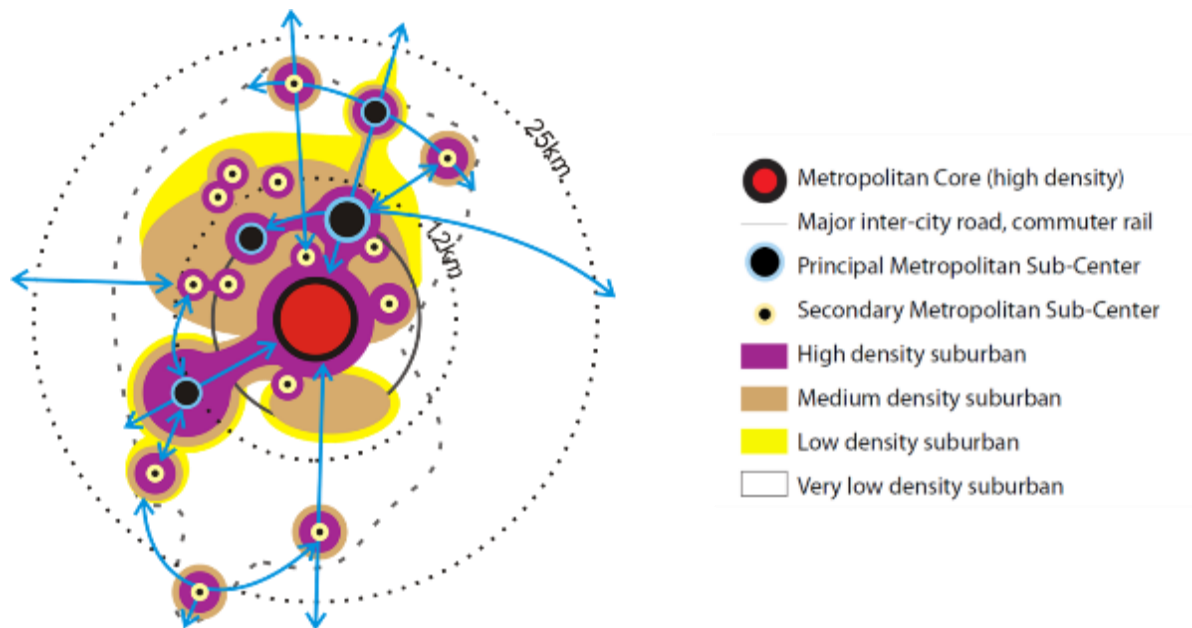


Figure 35: Johannesburg Future City Model: Compact Polycentric urban form

The future polycentric Johannesburg will bring jobs to residential areas and housing opportunities to job centres rather than merely transporting people between the two. It will create complete nodes where people can live, work and play and efficiently connected by public transport. It will bridge spatial and social barriers and build a framework for a spatially just city.

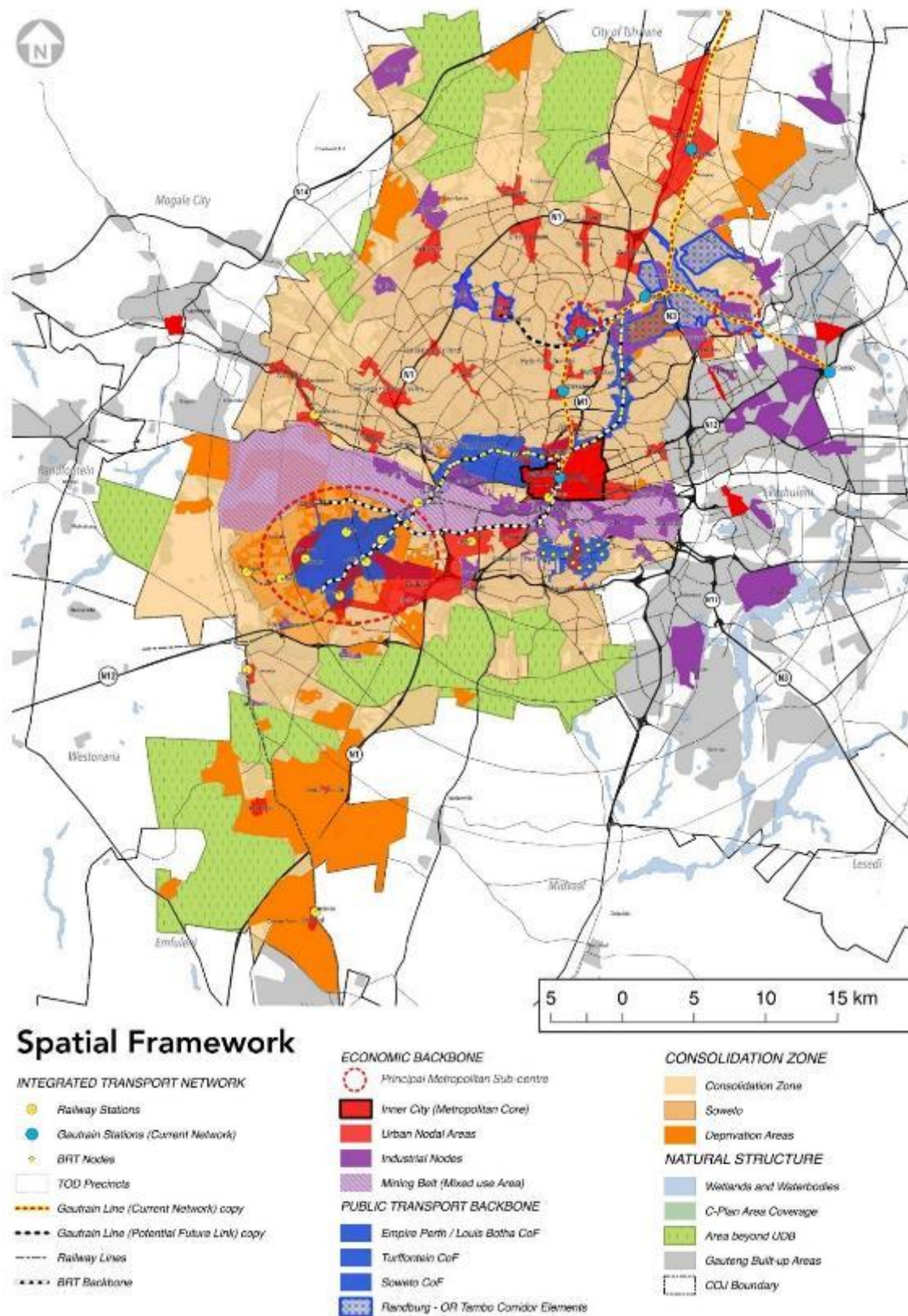


Figure 36: Spatial Development Framework

6.2 INCLUSIONARY HOUSING

The Johannesburg SDF 2040 took a bold step to call for inclusionary housing while the framework of implementation was being drafted stating:

“Until such time as the Gauteng Inclusionary Housing Bill is adopted or the proposed City of Johannesburg Inclusionary Housing Policy is drafted and adopted by council, all new residential or mixed-use developments of 10 residential units or more must include at least 20% affordable inclusionary housing.” (SDF, 2016, p. 141)

On 21 Feb 2019, Council approved the framework mentioned immediately above, titled “Inclusionary Housing Incentives, Regulations and Mechanisms”. Inclusionary Housing as introduced in this framework of is seen as a mechanism that would facilitate a move towards a more inclusive, efficient and effective City. The Framework provides requirements and conditions for inclusionary housing and details the different options available for implementing inclusionary housing. Importantly, a calculator has been developed to provide a basis for inclusionary housing proposals and negotiations between the Council and the private sector.

While the details of the framework and the calculator developed are available on the Joburg website⁵⁸ it is summarized below.

Inclusionary housing is mandatory for any development application under the jurisdiction of the City of Johannesburg Metropolitan Municipality that includes 20 dwelling units or more. Different options (and associated incentives) are given for inclusionary housing that developers may choose from. In each option, a minimum of 30% of the total units must be for inclusionary housing. Developers who fall under the 20-unit threshold may still voluntarily benefit from the incentives, subject to meeting the requirements of each option.

The four options for inclusionary housing put forward in the approved framework are summarized as follows. Further detail is available in the framework itself.

⁵⁸ <http://bit.ly/joburgIH>

OPTION	DESCRIPTION	DETAILS	INCENTIVES (SUMMARY)
OPTION 1	30% of dwelling units are	Social housing	Increase in far equal to the total % of inclusionary housing (max 50% increase) Increase in density (in DU/HA) to accommodate the extra units. Parking reduction for inclusionary units
		Or Flisp housing	
		Or housing with rental gap: R21000 per month (2018 prices)	
OPTION 2	10% of the total residential floor area is made up of small units	Maximum: 18m2	Increase is fat to accommodate the 10% floor area for IH. Increased in density (in DU/HA) to accommodate the extra units
		Maximum: 30m2	
		Average: 24m2	
OPTION 3	20% of the total residential floor area is made up of units that are 50% of the average market unit size At least 30% of total units in the development must be inclusionary housing	Maximum: 150m2	Increase in far to accommodate the 20% floor area for inclusionary housing. Increase in density (IN DU/HA) to accommodate extra units
		Maximum: 18m2	
OPTION 4	To the satisfaction (in writing) of the City Transformation and Spatial Planning, City of Johannesburg		

Table 2: Summary of Inclusionary Housing Options

6.3 NODAL REVIEW 2020

The Nodal Review was approved as an annexure (i.e. part of the SDF 2040) by council on 27 February 2020.

In 2016, the Spatial Development Framework 2040 for Johannesburg was approved. That document, and the council minutes which adopted it, called for the Nodal Review to be drafted. The SDF 2040 states:

“This SDF does not include new alterations of any nodes (district, specialist, metropolitan, local or industrial), which remain the same as the most recent boundaries approved by council... The SDF process will be followed by a Nodal Review process, in which nodal boundary changes and additions will be considered. This process will include an urban potential modelling exercise, and public participation on nodal additions and/or amendments.” (City of Johannesburg, 2016, pp. 24-25)

As such the Nodal Review aimed to:

- Reflect the policy intentions of the SDF 2040
- Reflect the intentions of SPLUMA
- Respond to current realities in the CoJ
- Have a strong foundation in evidence-based planning
- Respond to changes that have taken place since the previous nodal delineation
- Address limitations of the previous nodal definitions

The Nodal Review process has taken place in two broad parts: technical analysis/modelling and public participation. The modelling exercise was used to define the areas of greatest potential in the City for high intensity urban development forming the evidence-based planning component. The public participation aspect has taken place throughout the project. It has been used to source ideas and proposals from the public, and to participate in the debates around results and proposals. Details of the public participation and urban potential modelling exercises are available at: <http://www.bit.ly/nodal-council>

While the SDF promotes densification and diversification in well located parts of the City (including nodes, transformation areas and around public transit) some current spatial policies (including RSDFs) arguably do not promote the same ideals. This is notable in two ways. The first is that nodes are generally surrounded by low intensity development areas, which are supported by some existing policies. This is contrary to the outcomes sought in the quotes above. It is often the case that well-located residential areas (surrounding nodes) are not the subject of intensification. This results in maintaining the status quo, rather than following the transformative agenda of the SDF. The second limitation is when high intensity residential development takes place (and is promoted by policy) on the outskirts of the city. This, rather than contributing towards transformation to a compact polycentric city, sprawls the city further, compounding the current inverted polycentric structure.

While historically the City has promoted a number of nodes for development, and an urban development boundary that limits development on the periphery, the vast area in between has arguably been inconsistently treated, where high densities are allowed on the outskirts, yet prevented in some well-located parts of the city.

For this reason, and in order to sharpen the tools of the SDF, this document proposes a move away from three development zones (transformation zone [including nodes], the urban development boundary and the rest) to a “transect approach”. This is directly in line with the SDF and seeks to create a logical density gradient in the city. The approach looks to limit peripheral growth while making more land available in core areas for higher intensity growth through **re**-development.

The transect approach describes different nodes and development zones of the city, that vary in character ranging from high intensity urban cores to rural areas on the periphery (CATS, 2013). These zones promote high intensity, mixed use development in well located, walkable parts of the city with good access to public transit, and lower intensity urban form moving away from the centre. Two graphical depictions of urban transects are shown in the image below.

The approach allows for a more concrete application of the SDF 2040. This can be seen when comparing the compact polycentric model, with the actual proposed nodes and development zones in the city.

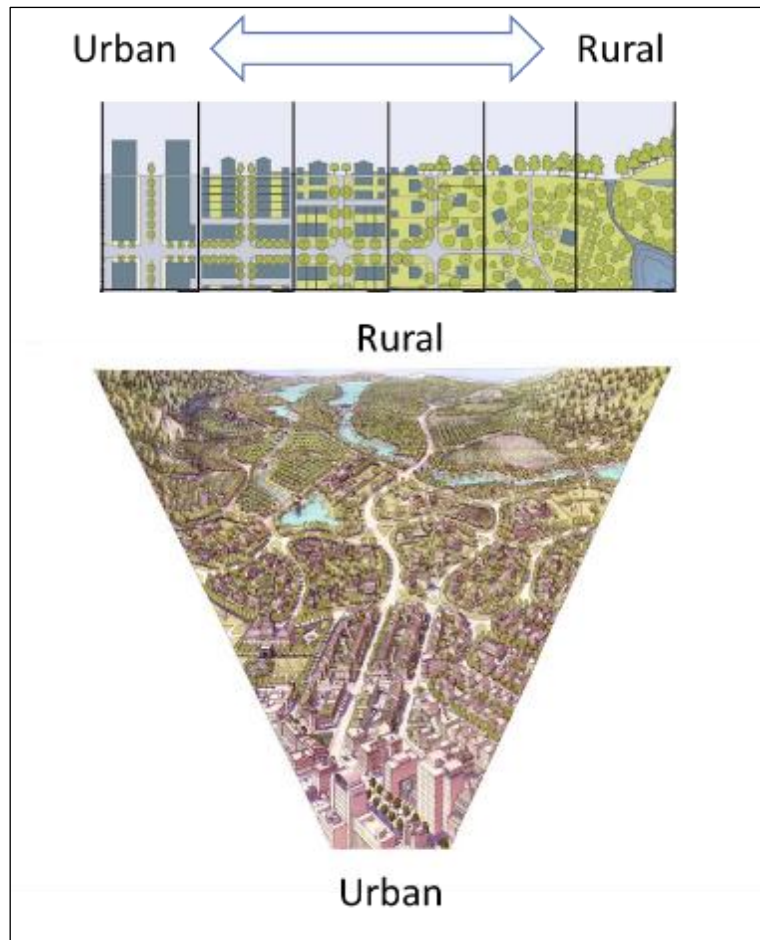


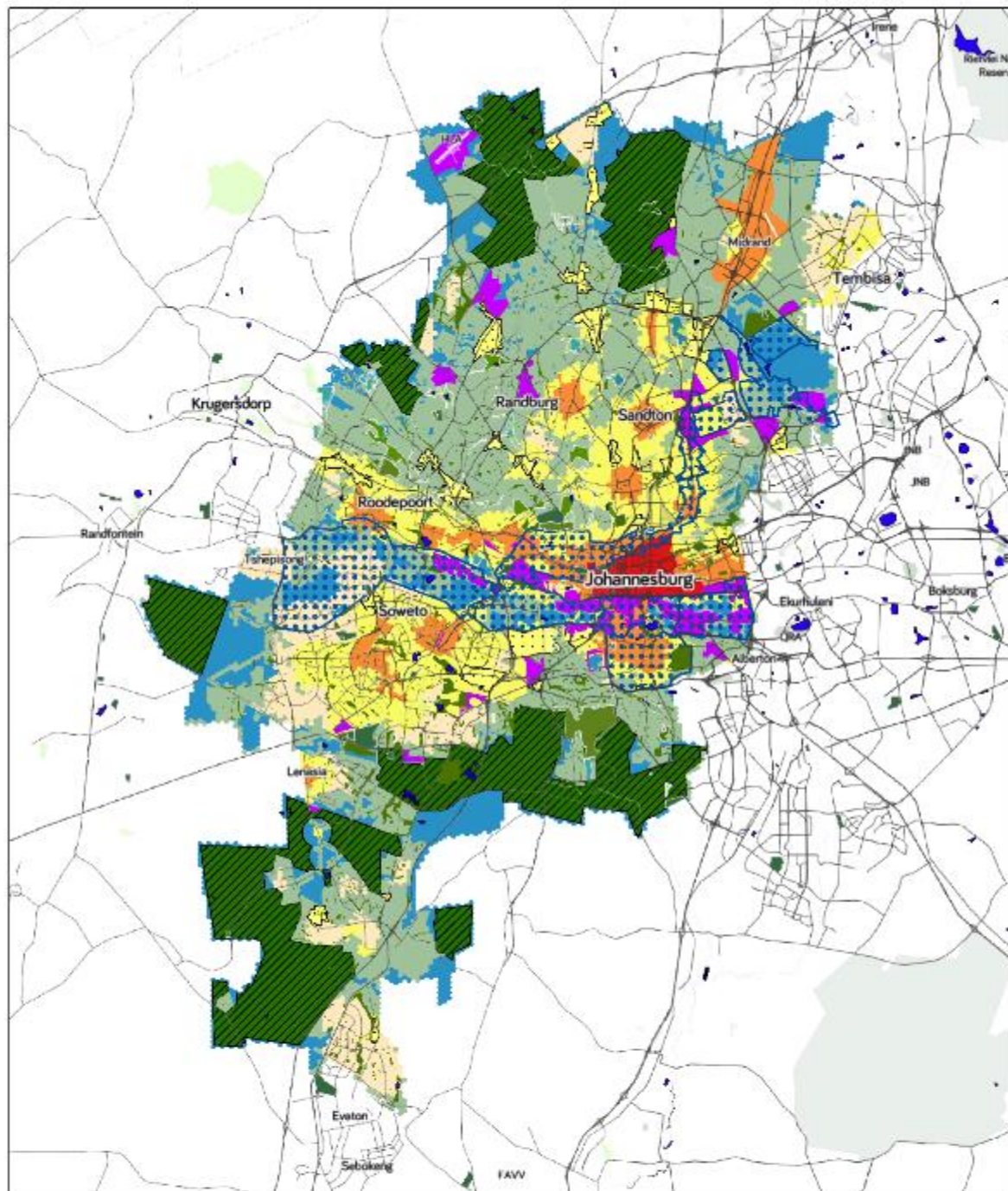
Figure 37: Graphical Examples of Urban Transects⁵⁹

The nodes and development zones depicted in this document, relate to the transect approach described above, as well as direct goals from the SDF 2040. The nodes and development zones are shown below, and more detailed maps and the development tables associated with each node and zone are available for download at: www.bit.ly/nodal-council and the detailed online mapping applications for the Nodal Review available at www.bit.ly/cojnodemap and www.bit.ly/cojdensitymap

There are seven broad nodes and zones defined, being:

1. Inner City Node
2. Metropolitan Node
3. Regional Nodes
- 4: General Urban Zone
- 4a: Local Economic Development (LED) Zone
- 5: Suburban Zone
- 6: Peri-urban Zone
- 7: Beyond the Urban Development Boundary

⁵⁹ After Duane Plater-Zyberk & Company, https://transect.org/rural_img.html



Nodes and Development Zones

Legend

City Parks/Open Space	Mining Belt SAF's
Empire Perth SAF	Randburg-OR Thambo Corridor
Louis Botha SAF	Turffontein SAF

Node/Devt. Zone

Inner City Node	LED Zone
Metropolitan Node	Sub-Urban Zone
Regional Node	Peri-Urban Zone
General Urban Zone	Beyond Urban Development Boundary
	Industrial

Figure 38: Nodes and Development Zones

6.4 RESIDENTIAL DENSITIES

The densities table from the SDF 2040 will still apply, with the boundaries of nodes and development zones updated by this document. The table below indicates how the densities table in the SDF should apply to the development zones in the Nodal Review. This section also introduces the residential densification index and associated density ranges, calculated for this Nodal Review.

Below simply indicates how the new Node and Development Zone delineations from this document, relate to the densities table from the SDF 2040.

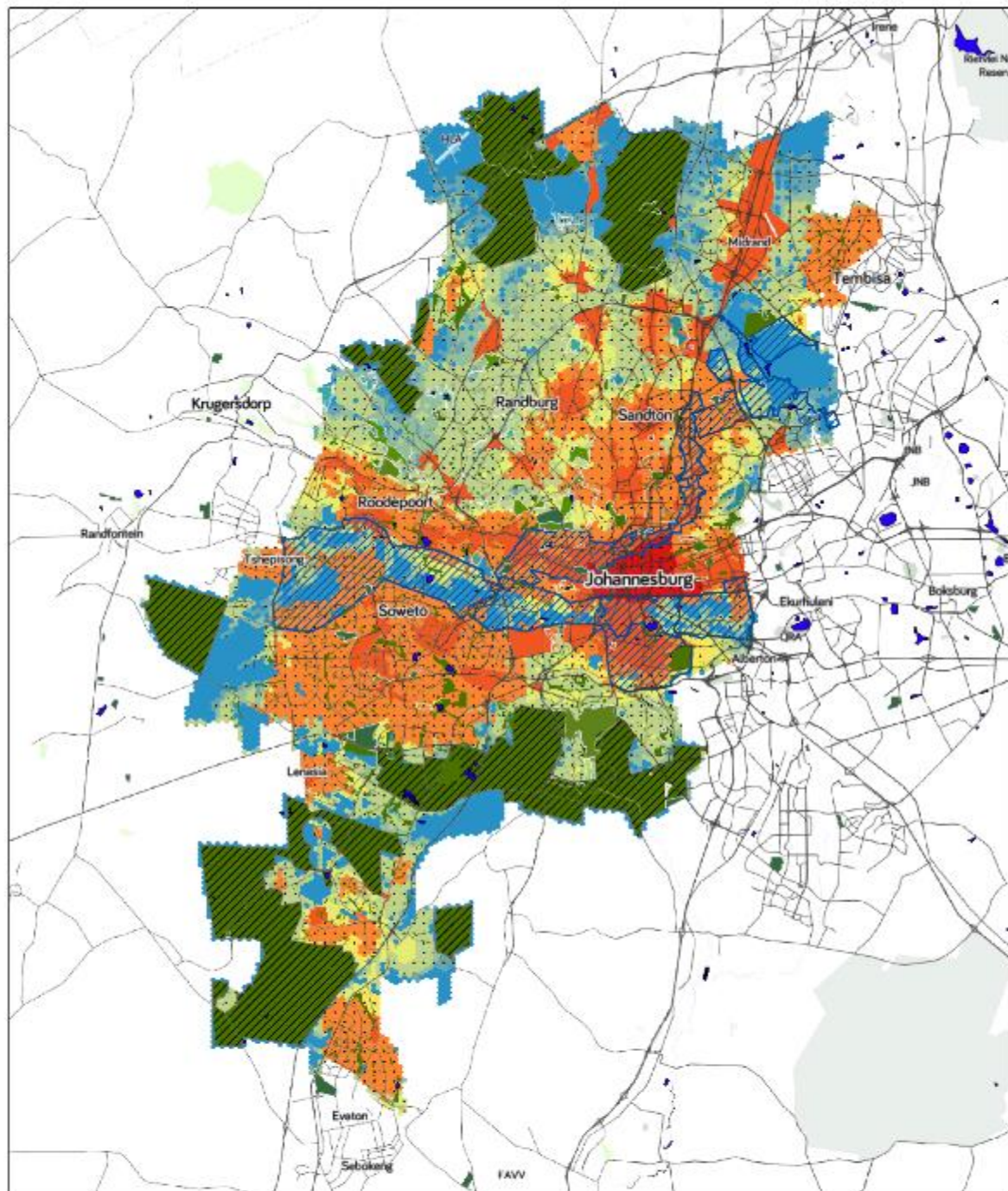
NAME	DENSITY
1: Inner City Node	As per “CBD” in the SDF 2040;
2: Metropolitan Nodes	As per “Metropolitan Nodes” in the SDF 2040
3: Regional Nodes	As per “Regional Nodes” in the SDF2040
4: General Urban Zone	As per “District/Specialist Nodes” in the SDF 2040
4a: Local Economic Development Zones	As per “District/Specialist Nodes” in the SDF 2040
5: Sub-urban Zone	As per “All existing single dwelling and low-density residential areas outside of Transformation Zone, nodes, nodal buffers (defined below) and TOD nodes” In the SDF 2040; read in conjunction with the residential density index from this document.
6: Agricultural/Peri-Urban	As per “All existing single dwelling and low-density residential areas outside of Transformation Zone, nodes, nodal buffers (defined below) and TOD nodes” In the SDF 2040; read in conjunction with the residential density index from this document.
6: Beyond the Urban Development Boundary	N/a. Densification not supported.

Table 3: Nodes and Development Zones and the SDF 2040 Density Table

Residential Density Index

As a part of this Nodal Review, along with the Nodal Review index itself, a second index was calculated for residential densification. This index is also based on urban potential: local access to amenities from schooling, to parks, public transit, healthcare and areas where the city is investing. The full explanation of the index is available at the following link: www.bit.ly/nodal-council

The map below indicates the proposed densities across the City, with more detailed maps available at: <http://www.bit.ly/nodal-council> or at www.bit.ly/cojdensitymap



Dwelling Units Per Hectare



Legend



Figure 39: Residential Densities for Nodes and Development Zones

7. ALIGNMENT TO THE INTERNATIONAL, REGIONAL, NATIONAL, PROVINCIAL AGENDA

The City of Johannesburg aims to improve inter-governmental relations with all spheres of government, international stakeholders and multi-lateral organisations. In the fulfilment of this objective, the City will work with all organised formations of local government, including SALGA and the South African Cities Network. The City of Johannesburg is working on restoring its pre-eminent role on the international stage. In doing so, the International Relations Unit strives to support the Executive Mayor to achieve this aspiration.

7.1 MANAGING INTERNATIONAL RELATIONS

The City of Johannesburg (CoJ) adopted its first International Relations (IR) Policy in 2001 (relations mostly ceremonial between 2001 and 2012). In 2012, the first IR Strategy was approved. This Strategy replaced all previous documents. The 2012 IR Strategy was reviewed in 2016 and approved May 2017. The City is in the process of reviewing the 2016 IR Strategy and the process will be completed by the end of 2021.

In delivering on its 2016 IR Strategy, the CoJ envisages the following:

“Internationalisation of Johannesburg’s local developmental agenda, while realising maximum benefit for the City’s own citizens through a strategically-aligned international relations agenda that fosters increased investment, tourism, knowledge generation, service delivery best practice, cultural exchange and city branding”

Delivery on the 2016 IR Strategy took place within the context of three layers of focus, namely:

- Priority themes (and sub-themes), such as inclusive economic growth (job & economic opportunity creation, competitiveness, conducive environment, youth, etc.), people-centred development (equality, spatial integration, inclusion, quality of life, culture, diversity), capable State and active citizenry (finance, participation, governance, ethics, etc.) and responsible consumption and production (climate change, resource utilisation, low carbon efficiencies, infrastructure optimisation, etc.)
- Geographic focal areas shift to Africa first, followed by South-South relations and lastly North-South relations
- Two execution pillars, namely “Internationalisation” and “Strategic advice and support” forms the cornerstones of the IR Strategy.

While the ‘priority themes’ and ‘geographical focal areas’ address ‘what’ the CoJ aims to achieve through IR, the ‘execution pillars’ address the ‘how’.

The emergence of the novel coronavirus (COVID-19) may be the most consequential event of the early 21st century. COVID-19 has therefore impacted the City’s International Relations operations and required that the International Relations reimagine its engagement levers with its various stakeholders. In line with the outbreak of the COVID-19 outbreak, the City has adjusted its International Relations focus accordingly as follows in its 2020/2021 IR Action Plan:

- All international travelling (out and inbound) have been curtailed in line with the President's Directive to the National Command Centre until the pandemic is under control as well as to enable appropriate safety measures to be put in place;
- The City's planned events such as diplomatic corps events and roundtables are held on virtual platforms to ensure that all contact sessions with external stakeholders continue to proceed;
- Virtual engagements and interactions such as webinars will ensure continued contact and discussions, while affording the City visibility on international platforms such as attendance at virtual Board meetings;
- International Webinars are providing an opportunity for more City Officials and political representatives to participate in activities and engagements

Global networks

The 'global networks' serve as a core enabler of internationalisation. These global networks are increasingly being recognized as presenting important opportunities for collaboration amongst cities on global platforms. They provide a means of diffusing knowledge, reproducing creativity and more importantly, actively marketing the City and providing a platform for its political leadership to reflect on and amplify the City's developmental agenda. COVID-19 has curtailed international travel; however, the City is focusing on participation in increased virtual engagements and these includes webinars, ensuring continued contact and discussions, lending the City's voice to virtual Board meetings.

Global networks are clustered as follows:

- Urban/social cluster – UCLG/UCLGA, Metropolis
- Finance/development cluster - FMDV
- Environmental cluster – C40, ICLEI
- U20

The City has also established itself as a key role player in several international forums. These are outlined below:

Metropolis: The City of Johannesburg will be undertaking the following actions:

- Ensure attendance of board meetings by the Executive Mayor for the period of 2021-2023.
- Continue to participate in technical activities
- Continue to nominate officials to attend training at Metropolis Training Institutes

The Global Fund for Cities Development (FMDV): The City has been elected to the Board in November 2019. Additionally, the City's Group Finance Department will participate as technical representative in FMDV. The City also plans to participate in activities organised by FMDV. The Executive Mayor participates in a series of short videos on the theme of "Subnational Climate Finance". This series constitutes the initial input for the launch of the Knowledge Hub on financing urban development.

United Cities and Local Governments (UCLG): The City has not been participating in any UCLG work streams for the past few years, however it is now re-positioning itself to be more active in relevant forums – both at a political and administrative level by identifying potential areas of involvement for the CoJ stakeholders.

The **C40 Cities Climate Leadership Group (C40)** is a group of 96 cities around the world that represents one twelfth of the world's population and one quarter of the global economy. The City of Johannesburg will continue to participate in C40 at a technical level. The City will also ensure the Executive Mayor's attendance (or alternative political representation) and participation at C40 events. This is in addition to ensuring that City Departments attend and participate in technical work streams and provide quarterly reports. Full time representatives of C40 has availed full time technical support to assist the CoJ with the development of a Climate Action Plan.

International Council for Local Environmental Initiatives (ICLEI): The City's departments continue to attend and participate in technical work streams and provide quarterly reports. The following activities will be undertaken by the City of Johannesburg in 2021:

- Conclusion and signing of the new Service Level Agreement;
- Conduct inception meetings for each of the work packages; and
- Agree on project plans for each work packages and budget projections.

United Cities and Local Governments of Africa (UCLG Africa): The City of Johannesburg will continue to attend ad hoc events (Ethics, TechNet, etc.) and training as scheduled by UCLGA. The City plans to participate in Afri-cities which was postponed to 2022 in Kenya.

Urban20 (U20): Italy is the new chair for 2021. The City of Johannesburg has also appointed a new Sherpa to represent it in the network. This will ensure that the City continues to participate and attend workshops and webinar events.

City-to-City Relationships

The IR Strategy provides for 3 types of City-to-City agreements. These include:

- Strategic City-to-City relationships.

This type of relationship is formalised via a Memorandum of Understanding (MOU) and Action Plan which forms the basis of an official long-term partnership. The pre-conditions are that the relationship needs to be mutually beneficial and active. This requires commitment of resources and should be structured so that the City and its citizens can draw significant benefit. Examples of current Strategic City-to-City agreements include Addis Ababa; Rio de Janeiro; Montréal, Birmingham (historic relationship) and Ramallah (solidarity relationship). A MOU with Shanghai is envisaged soon.

- Friendship agreements

This type of agreement reflects acknowledgement of a mutual connection, but do not require a significant (if any) commitment of Council resources. It may involve an exchange of information for skills-development/ delivery improvement. A Friendship agreement was signed with Windhoek in 2019.

- Project/programme collaboration agreements

Collaboration in terms of this agreement focuses on functional activities between departments/institutions. However, the agreement is characterised by a defined start and end date, a clear budget provision, driver and predetermined deliverables.

The International Relations Unit is also responsible for strategic events and activities such as the Diplomatic Corps Events and Courtesy Calls. The Diplomatic Corps Events provide opportunities for

the Mayor to brief and engage members of the Diplomatic Corps (both High Commissioners, Ambassadors and Consul-Generals that are accredited to the Republic of South Africa). These events are scheduled on a quarterly basis. Courtesy Calls provide a platform for bilateral meetings between the Mayor and High Commissioners, Ambassadors and Consul-Generals that are accredited to the Republic of South Africa. These happen on request from the Embassies but can also be requested by the Executive Mayor.

7.2 INTERGOVERNMENTAL RELATIONS (IGR)

The Constitution of the Republic of South Africa Act 108 of 1996, provides the basis for intergovernmental relations in South Africa. The system of government in South Africa comprises national, provincial and local spheres. Section 41 of the Constitution sets out the principles of co-operative government and intergovernmental relations. It provides that all spheres of government must observe and adhere to these principles and conduct their activities within the parameters of these principles. This system of government requires that cooperative governance between national, provincial and local spheres, as expressed through the discourse of intergovernmental relations, should be fostered.

The need for cooperation between levels of government find legislative expression in the Intergovernmental Relations (IGR) Framework Act of 2005 which requires that all spheres of government effectively co-ordinate, communicate, align and integrate service delivery to ensure access to services. Significantly, the Act provides a framework for national, provincial and local government, and all organs of state within those governments, to coordinate the implementation of policy and legislation, in order to ensure:

- Coherent government;
- Effective provision of services;
- Monitoring implementation of policy and legislation; and
- Realisation of national priorities.

In view of the legislative and policy imperatives, the City has adopted a coordinated process of intergovernmental relations. This ensures integrated planning so that there is effective delivery of services to residents, avoiding duplication and maximising impact.

The 2021-26 IDP is prepared in compliance with the requirements of Chapter 5, Section 25 of the Municipal Systems Act, which obligates municipal council to adopt a single, all-inclusive and strategic plan for the development of the municipality, within a prescribed period after the start of its elected term. The City accordingly considers national and provincial policy imperatives of the National Development Plan, Back to Basics Programme, Integrated Urban Development Framework, District Development Model and the Growing Gauteng Together strategy 2030.

There are also national and provincial pronouncements in terms of which the development of the IDP needs to respond and align to. In addition, the City takes careful note of statements made at national

and provincial levels that may require resource allocation towards the country's developmental trajectory if it accords with its stated mandate.

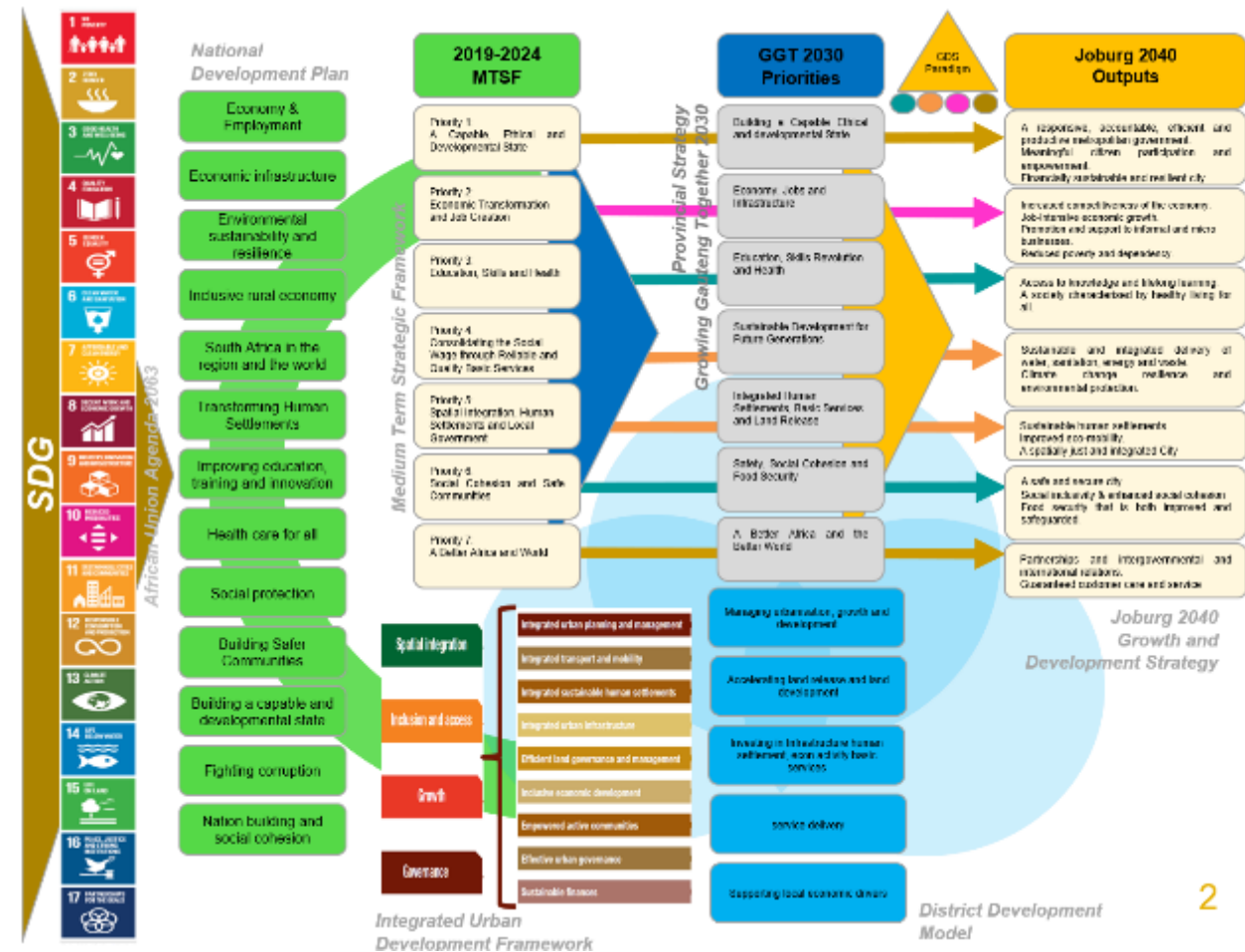


Figure 40: International, regional, national and local policy alignment

7.2.1 NATIONAL AND PROVINCIAL IMPERATIVES

National Development Plan (NDP)

The National Development Plan (NDP) 2030 serves as a blueprint to enhance the capability of the State and its leaders to solve the country's complex problems by 2030. The NDP offers a long-term development perspective and serves four broad objectives:

- Providing overarching goals for what South Africa wants to achieve by 2030.
- Building consensus on the key obstacles to achieving these goals and what needs to be done to overcome these obstacles.
- Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP.
- Creating a basis for making choices about how best to use limited resources.

The NDP highlights the need to strengthen the ability of local government to fulfil its developmental role, by focusing attention on critical priorities in the NDP that relate to the mandate of local government, such as spatial planning, infrastructure and basic services.

The NDP seeks to address the following development challenges:

- Poverty and unemployment
- Poor quality of education
- Inadequate and poor infrastructure
- Spatial divide
- Unsustainable and stagnant economy
- Poor public health system
- Poor public services
- High levels of corruption
- South Africa remains a divided society

The execution of these priorities is detailed in the various priority implementation plans which form part of the IDP.

The Back to Basics Approach

The “back to basics” approach introduced by the National Department of Cooperative Government and Traditional Authority, has ensured that municipalities are geared towards enhancing the role of developmental local government in the acceleration of basic service delivery. Therefore, focus is placed on getting the basics right, such as fixing potholes, cutting grass, attending to leaking taps and keeping the municipality clean. It also means putting measures in place to curb service failures.

Integrated Urban Development Framework

The Draft National Spatial Development Framework as well as the Integrated Urban Development Framework (IUDF 2016) recognises that the country has different types of cities and towns, which have different roles and requirements. The framework aims to steer urban growth towards a sustainable model of compact, connected and coordinated towns and cities, directed by four overall strategic goals:

- Access
- Growth
- Governance
- Spatial Transformation

To create liveable, safe, resource-efficient cities and towns that are socially integrated, economically inclusive and globally competitive, where residents actively participate in urban life.

DISTRICT DEVELOPMENT MODEL

The District Development Model (DDM) is aimed at transforming the economy and improving the quality of life of people by enhancing cooperative governance and overall state coherence and performance. It is focused on bringing about fundamental change with the following strategic goals:

- To respond strategically to the socio-economic impact of Covid-19;
- To stimulate new thinking, new socio-economic paradigms, new and bold solutions and alternatives;
- To fundamentally change conditions on the ground:
 - a. People
 - b. Economy
 - c. Space
- To develop resilience and prosperity of the Country;
- To facilitate Responsive Institutions and Change Management; and
- To embed a Programmatic Approach to Cooperative Governance.

The District Development Model (DDM) is an operational model for improving cooperative governance aimed at building a capable, ethical and developmental State. It embodies an approach by which the three spheres of government and state entities work collaboratively in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes. The DDM is an intergovernmental approach focusing on 52 district and metropolitan spaces as IGR impact zones for more effective joint planning, budgeting and implementation over multi-year planning and electoral cycles.

Although each sphere, sector or entity has its distinct constitutional powers, functions and responsibilities, they cooperate and undertake collaborative planning, budgeting and implementation processes converging developmental efforts at the district/metropolitan level. This joint work is expressed through the formulation and implementation of a “One Plan” which is a long-term strategic framework guiding investment, service delivery and development in relation to each of the district and metropolitan spaces.

The overall objectives of the DDM are listed below:

- Solve the Silos at a horizontal and vertical level.
- Maximise impact and align plans and resources at our disposal through the development of “One District, One Plan and One Budget”.
- Narrow the distance between people and government by strengthening the coordination role and capacities at the District and City levels.
- Ensure inclusivity through gender-responsive budgeting based on the needs and aspirations of our people and communities at a local level.
- Build government capacity to support to municipalities.
- Strengthen monitoring and evaluation at district and local levels.
- Implement a balanced approach towards development between urban and rural areas.
- Ensure sustainable development whilst accelerating initiatives to promote poverty eradication, employment and equality.
- Exercise oversight over budgets and projects in an accountable and transparent manner.

The DDM will be implemented through two interrelated processes to be followed by the whole of government. These processes are spatialisation and reprioritisation. Spatialisation refers to the

process of translating development priorities and objectives into spatial locations (district and metropolitan areas) manifesting in physical impacts on people's lives and the places they live in. Reprioritisation is the process of reviewing and changing plans and budgets to realise the desired physical impacts.

The DDM will be implemented therefore through the spatialisation of development priorities and objectives and the review and reprioritisation of plans, budgets and programmes by each sphere, sector department and state entity. The review and reprioritisation will improve incrementally as the DDM becomes fully institutionalised with the formulation and adoption of the One Plan Process.

The current reprioritisation is guided by the District/Metro profiling exercise and identification of gaps in current budgeting and programmes as they relate to the actual needs on the ground. Ultimately reprioritisation will be informed by the One Plans of each specific district/metro which will articulate the commonly agreed desired development outcomes and impacts.

Further, the One Plans will also contain the commitments and targets that each sphere, department and entity will contribute. This will all be informed through stakeholder, private sector and community involvement in the planning processes. Reprioritisation means undertaking a process of assessing and changing, if and where necessary, the plans, budgets and implementation programmes according to the development outcomes and impacts that are desired in each district/metropolitan space. There are several on-going opportunities for reprioritisation which ought to be undertaken so that there is constant improvement in planning, budgeting and implementation towards the desired impacts.

The DDM emphasizes the importance of joined-up governance. It also seeks to forge social compacts where a whole of government approach together with social and the private sector collaborate to forge a developmental vision and path in each of the district and metro spaces.

Gauteng perspective on the implementation of the DDM

After its announcement by the President, DDM was supported by the LG MINMEC, adopted by the President's Co-ordinating Council (PCC) and, approved by Cabinet in August 2019. Endorsed by the Premier's Co-ordinating Forum (PCF) in December 2019 and finally Gauteng's approach to DDM, which emphasizes that for DMM to succeed, the Centre of Government, in the form of OoP, GPT and CoGTA has to work together, lead, support and guide the planning and budgeting process and ensure the participation of LG and the national sphere of government, was approved by EXCO in June 2020.

The Gauteng Province has long embraced the concept of a single provincial plan that takes into account the strengths of the respective corridors whilst identifying opportunities to address the challenges in its economy. Growing Gauteng Together (GGT) 2030 as provincial policy is intended to make the Gauteng vision a reality.

The components of DDM's "One Plan" and the seven (7) priorities of GGT 2030 have a direct link thus making it easy to pursue them with one approach that responds to both. The alignment is demonstrated in the diagram below:



The GGT 2030 priorities are informed by the many studies and surveys that identify the strengths and weaknesses of the Province. Short, medium to long term plans aimed at addressing the challenges are at varying levels of progress. The MTSF as a high-level strategic document to guide the 5-year implementation, should link with the IDPs and the electoral mandates of each political term. This approach will assist in incrementally building a positive trajectory towards the achievement of DDMs vision of a 30-year planning horizon which aligns to NDPs 2030 vision. The MTSF and the IDPs need to set targets for implementation of the priorities and interventions for the 5-year period and state the Outcomes and Indicators to be monitored towards 2030.

DDM Implementation

The implementation of the DDM will be undertaken through the following key pillars/milestones:

- The development of One Plans,
- Establishment, rationalization and strengthening of coordination structures,
- The establishment of DDM Hubs,
- Spatial budgeting,
- Stabilization of local government, and
- Regulatory reforms

In Gauteng, the joint Planning platforms deployed to facilitate planning across the spheres of Government to ensure the implementation of the DDM are:

- Provincial Planning and Budgeting Technical Team that will undertake joint assessment IDPs, APPs, and Budgeting alignment as part of the implementation of the One Plans
- Enhancing Provincial Work streams & Ward Based War Rooms.
- District Command Councils
- DDM technical structures

The ultimate goal for the WBWR is to see:

- The implementation of the DDM's 'One Vision, One Plan' principle at ward level;
- an approved collaborative model for all community workers across the Gauteng Provincial Government, and the
- Integration of the Asset Based Community Development approach into the DDM.

The following are the benefits to be derived from integrating the ABCD Approach to Development into the DDM:

- The crafting of practical social contracts / social cohesion / social capital / social compact that will enable all South Africans to aim towards a higher development trajectory"
- Promoting a more proactive and empowering participatory approach that will capture citizen aspirations more meaningfully
- Building stronger and more positive civic vibrancy through other platforms for public participation in this way complement and strengthen the original intention of ward committees
- Ensuring that local initiatives, spaces and structures play a more practical and proactive role, enthruse greater involvement, help problem solve and overcome sticky challenges

The role of provincial COGTA

Provinces will play an integral role in the programmatic approach through the President's Coordinating Council (PCC) and by leading the coordination processes at the provincial level utilising the Provincial Coordinating Forum (PCF) structures and participating via Provincial DCoG in the District/Metro DDM Political and Technical Committees. Similarly, Local Government will lead at the District and Metropolitan levels by participating in the District/Metro Political and Technical Committees and working closely with the local coordinating structures (DDM Hubs) that will be established as CoGTA decentralised capacity to support and drive IGR coordination, DDM institutionalisation and joint planning processes and cooperative governance functioning.

Against this background, provincial COGTA will,

- a. Support the implementation and institutionalisation of DDM in the province and utilise it to assist the province with its coordination, support and local government oversight responsibilities;
 - b. Support the Premier's Office with cascading provincial priorities and aligning provincial sector strategies and plans towards district/metro developmental impact;
 - c. Support the Premier's Office in terms of convening PCFs, reporting to PCC, and overseeing the effective implementation of the DDM; and
 - d. Participate in the District/Metro technical committees and guide the functioning of the Hubs
- Provincial COGTA is also facilitating a process to establish DDM Champions across all provincial sector departments to ensure improved coordination of the implementation of the DDM. The DDM Champions will participate in various DDM structures and provide sector information, such as priorities, programmes, projects, budgets as part of the whole of government approach.

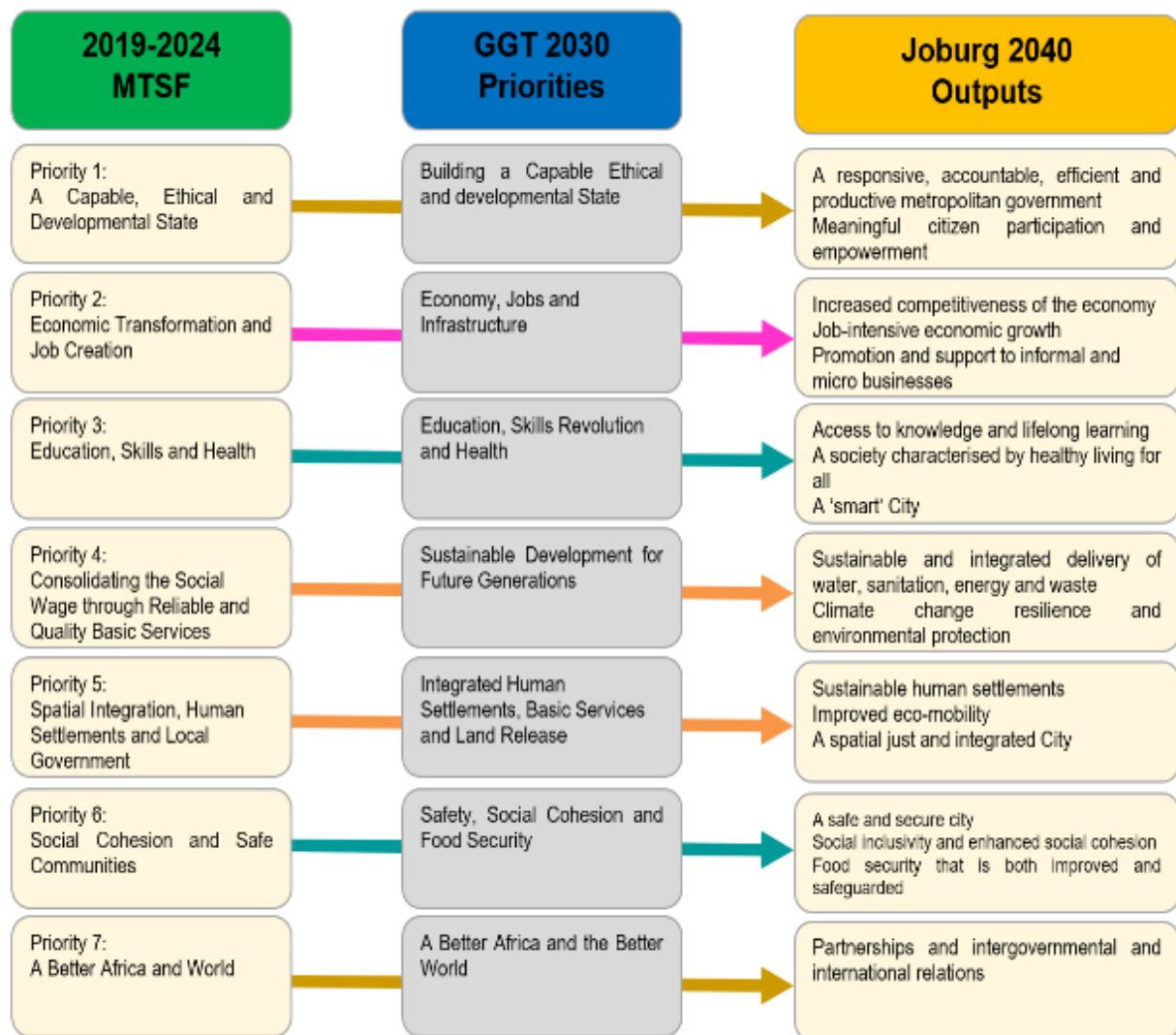


Figure 41: IGR Strategic Alignment

7.2.2 INTERGOVERNMENTAL RELATIONS IN THE TIME OF COVID 19 PANDEMIC

The advent of COVID-19 and the subsequent declaration of the state of national disaster has yielded positive results in the working together of government departments across all spheres in delivering services to the people. Local government has been central in playing a pivotal role in ensuring that citizens are protected through its administrative operations, reconfiguration of functions, redirecting of services and availing of municipal infrastructure.

Several structures have been established in order to respond and manage the spread of the virus and several initiatives have been embarked upon to ensure continuous service delivery even during this pandemic. As an acknowledged epicentre, Gauteng City Region, the provincial government and its municipalities has collaborated on responses and delivery of services as witnessed by the prominent role of the Executive Mayor alongside the Premier. Based on the current experiences the practice and discourse of intergovernmental relations will henceforth have to reassess its role and amongst others consider the following:

- Legislative review regarding municipal planning processes especially in times of disaster and/or state of emergency.
- Policy gap analysis by the spheres of government in periods of disaster.
- Propose devolutions of powers and functions from provincial to local government from lessons learnt.
- Development and/or review of service level agreements between sector departments.

7.2.3 DEVELOPMENTAL SERVICE DELIVERY MODEL

The Developmental Service Delivery (DSDM) is based on the concept that **people contribute to their own developmental destiny**. At the centre of the concept is co-production, citizens become active participants with the state in shaping the future of their own outcomes. Another central feature is that citizens become part of the service delivery process of the state and are therefore not just passive recipients of state planning and resource allocation. The key difference of the co-production model and the developmental service delivery model is that in the co-production model the community generally has skills and resources while in the developmental service delivery model there is a **deficit of skills and resources**.

DSDM promotes a holistic vision of development, and seeks to direct the focus of development thinking towards encouraging government to use the knowledge and expertise of individuals in their communities and the resources available in their environment creatively and innovatively to address their socio-economic needs – albeit from a position where there is a deficit of services and resources. The desired outcome of the Developmental Service Delivery Model is the implementation of a comprehensive, efficient, effective, quality service delivery system that contributes to a self-reliant society. The City's parallel Developmental Service Delivery Model (DSDM), Co-production, will make use of supplier development and city procurement, alongside community-driven service design, to directly build micro-economies and local value chains throughout the City, in this way laying the foundation for self-sufficiency amongst the city's many residents who are currently economically excluded. By the end of the decade, Poverty rate must be less than 30%, Human Development Index (HDI) greater than 0.80 (OECD benchmark) and Inequality less than 0.60.

7.2.4 STRATEGIC IDP COORDINATING PLATFORMS

The following are key IGR structures and fora in which the City intends to participate in in order to ensure collaboration in planning and implementation.

a) Provincial IDP Engagements – Sectoral Engagements

A provincial IDP engagement is held annually between the City and Gauteng Province to discuss plans encapsulated in the IDP and provincial sector departmental plans. This engagement ensures inter-governmental coordination to improve the implementation of projects. The engagement further provides a platform for provincial departments to provide feedback on the City's IDP for possible alignment.

The IDP provincial engagement session addresses the challenge of how the three spheres of government can jointly respond to community issues, especially given that issues raised during the

consultation process at various community sessions relate to local government, as well as provincial and national government. The City also uses the opportunity to factor in comments by provincial government into the final IDP.

b) IDP Steering Committee

The purpose of the City of Joburg's IDP Technical Steering Committee is to promote the alignment and co-ordination of planning, development priorities and strategic interventions between municipalities and sector departments. It gives municipalities an opportunity to share or present community needs, gathered during the public participation meetings conducted by municipalities, with all sector departments. The identified community needs should be incorporated into the provincial departments' Annual Performance Plans.

c) Premier's Coordinating Forum

The forum consists of the Premier, all mayors and municipal managers. The function of the forum is to discuss issues pertaining to developmental local government and other common issues between province and local government to improve service delivery.

d) MEC-MMC Fora

These forums exist within areas of joint competency between provincial departments and local government. It is an important instrument for intergovernmental coordination as it allows for the interface between provincial leaders and their local counterparts to ensure consensus on the approach to be taken in addressing issues raised by communities.

e) South African Local Government Association

The South African Local Government Association (SALGA) is an autonomous association of municipalities, with a constitutional mandate defining it as the voice and sole representative of local government. SALGA interfaces with Parliament, the National Council of Provinces (NCOP), Cabinet and provincial legislatures. The key roles of SALGA are:

- Transform the local government institution internally to ensure that it can more effectively drive delivery and development;
- Lobby, advocate and represent – Lobby, advocate, protect and represent the interests of local government at relevant structures and platforms
- Employer Body – Act as an employer body representing all municipal members and by agreement associate members
- Capacity Building – Build the capacity of the municipality as an institution as well as leadership and technical capacity of Councillors and Officials
- Advice and support – Support and advise members on a range of issues to assist effective execution of their mandate
- Strategic Profiling – Build the profile and image of local government within South Africa as well as outside the country
- Knowledge and Information Sharing – Serve as the main hub of local government knowledge and intelligence and facilitate peer learning within the sector

8. THE CITY'S GOVERNANCE MODEL

The City's governance model has two separate functions, the legislative and executive functions. The legislative function is made up of ward councillors and are proportional representatives' councillors chosen every five years during the local government elections.

The Council is led by the Council Speaker and convenes monthly meetings to discuss how best to achieve the City's long-term vision. The Speaker is supported by the Chief Whip of Council and the Chairperson of Committees. The Chief Whip of Council is responsible to build relationships among the various political parties and to ensure a well-functioning Council. The Chairperson of Committees is responsible to oversee the proper functioning of Section 79 Committees.

The Council is the body that formulates policies and oversees its implementation. Its key role is to focus on public participation and oversight on policies and the development of by-laws.

The executive work of Council is led and coordinated by the Executive Mayor, who is elected by Council to provide strategic direction for the City. The Executive Mayor is assisted by the Mayoral Committee, made up of ten Councillors (Members of the Mayoral Committee). The Members of the Mayoral Committee are responsible for individual portfolios and report directly to the Executive Mayor.

A municipal administration, headed by the City Manager and supported by an executive management team, ensures that the vision and mission of Council becomes a reality – through the delivery of services envisioned by the politicians.

The City Manager is responsible for employing staff and coordinating their efforts to implement all the programmes approved by Council. The Executive Mayor and his executive oversee the work of the City Manager, departmental heads and the Municipal Owned Entities.

The long-term Joburg 2040 GDS guides the direction of the City's work and outlines its goals and objectives. Each year, Council passes a budget and decides on development plans that fit into the Joburg 2040 strategy.

8.1 THE CITY OF JOHANNESBURG LEGISLATURE

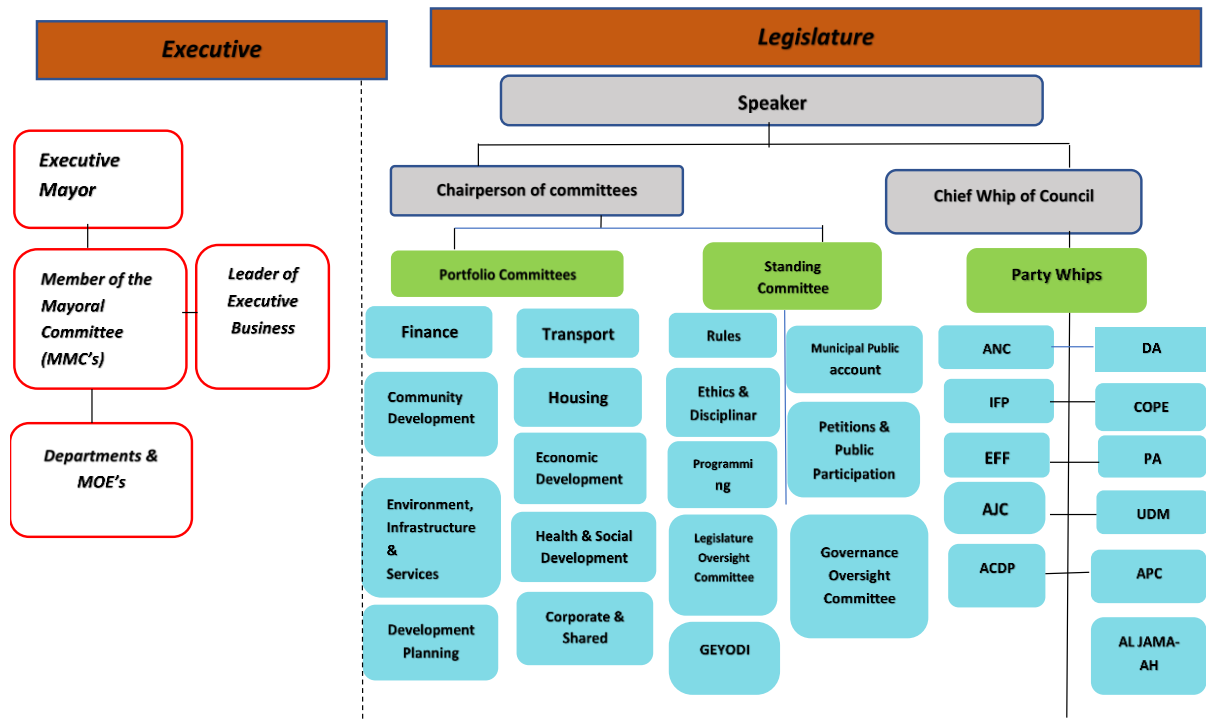
The Legislative functions focus on public participation related to Council matters through discussions, stimulates debate in multi-party portfolio committees, ensures community and stakeholder participation, and performs an oversight role on the Executive. The Executive Mayoral System is strengthened through the separation of powers and Section 79 Committees are chaired by Councillors elected by council.

An Oversight and Scrutiny Framework guide committees in terms of the oversight role they perform within the Legislature. Councillors conduct site visits to inspect projects and to perform the oversight function. Oversight reports are submitted and tabled to the Council on a quarterly basis. Other measures include the use of Oversight and Scrutiny by Councillors to hold the Executive to account,

as well as motions to ensure debate on Council issues and questions to the Executive to which responses are provided at Council meetings.

THE STRUCTURE OF COUNCIL

INSTITUTIONAL STRUCTURE OF COUNCIL AND SEPERATION OF EXECUTIVE AND LEGISLATIVE POWERS



THE SPEAKER OF COUNCIL

The Speaker is the Head of the Legislative Arm of Council and plays a leadership, coordination and management role in relation to Council meetings and Section 79 Committees. Other responsibilities of the Speaker, as legislated, includes:

- Presiding at the meetings of the Council
- Performing the duties and exercising the powers delegated to the Speaker;
- Ensuring that the Council meets at least quarterly;
- Maintaining order during meetings;
- Ensuring compliance with the Code of Conduct by Councillors, and
- Ensuring that Council meetings are conducted in accordance with the rules and orders of the Council.

The Chief Whip of Council

The Chief Whip performs a pivotal role in the overall role of governance to sustain cohesion within the Council and maintain relationships with other political parties. The Chief whip is required to:

- Ensure proper representation of all political parties in the various committees of Council;

- Maintain sound relations with the various political parties represented in Council; and
- Attend to disputes between political parties and build consensus.

The Chairperson of Committees (Chair of Chairs)

The Chair of Chairs is elected by resolution of Council. The responsibilities include overseeing and coordinating the work of all Council Committees, except those chaired by the Speaker. Presides at Council meetings when the Speaker is unable to preside.

The Chairpersons of Section 79 Portfolio Committees

Section 79 Portfolio Committees perform an oversight role by monitoring the delivery and outputs of the departments' programmes. These committees do not have any delegated decision-making powers. The functions include:

- Reviewing, monitoring and evaluating departmental policies;
- Reviewing and monitoring of city plans and budgets;
- Considering quarterly and annual departmental reports
- The Standing Committees have been established to deal with Council-Related matters. These Committees have decision-making powers as per the Terms of Reference (TOR) and are chaired by Councillors. The Section 79 Portfolio Committee Chairpersons are as follows: links between the strategy, plans and budgets of the City; and

Holding the Political Executive accountable for the performance against policies and City priorities.

COUNCILLOR	COMMITTEE
Cllr Salphinah Mulauzi	Chair of Chairs
Cllr Rudolf Knight	Oversight on Rules Committee
Cllr Gerhard Niemand	Ethics and Disciplinary Committee
Cllr Michael Mpholobosho	Housing Committee
Cllr Steve Kotze	Petitions and Public Participation Committee
Cllr Mapule Sempu	Corporate and Shared Services Committee
Cllr Matshidiso Mfikoe	Environment, Infrastructure and Services Committee
Cllr Meshack Van Wyk	Finance Committee
Cllr Franco de Lange	Economic Development Committee
Cllr Mzobanzi Ntuli	Community Development Committee
Cllr Thandi Nontenja	Municipal Public Account
Cllr Ingrid Reinten	Health and Social Development Committee
Cllr Hilton Masera	Public Safety Committee
Cllr Graham de Kock	Development Planning Committee
Cllr Tania Oldjohn	Governance Committee
Cllr Thandi Boqo	Gender, Youth and People with Disabilities
Cllr Themba Mhlongo	Oversight Committee on Legislature

Municipal Public Account (MPAC)

The Municipal Public Accounts Committee (MPAC) has been established by Council in terms of Section 79 of the Municipal Structures Act, Act 117 of 1998. The purpose of the Committee is to perform an oversight function on behalf of the Council over the executive functionaries of the Council to the extent set out herein. In doing so, its terms of reference are to:

- Consider and evaluate the Municipality's Annual Report in terms of Sections 127 & 129 of the MFMA and make recommendations to the Council;
- As an oversight committee to make recommendations to the Council when it adopts the oversight report on the annual report in terms of Section 129 of the Municipal Finance Management Act;
- Review and follow up past recommendations on the Annual Report;
- Advise Council in respect of unauthorized, irregular or fruitless and wasteful expenditure in terms of Section 32 of the MFMA as and when so requested by the Council, the Executive Mayor or Municipal Manager;
- Perform its functions taking due care to distinguish between oversight and interference in administration, as envisaged by section 173 (4) and (5) of the Municipal Finance Management Act, and item 11 of Schedule 1 of the Municipal Systems Act (Code of Conduct for Councilors);
- To perform any other oversight function as may be requested by Council from time to time;

The Secretary to Council

The Secretary to Council is the administrative head of the Legislative Arm of Council and reports functionally to the Speaker of Council and administratively to the City Manager. The Secretary to Council is responsible for leading and coordinating all functions relating to the Office of the Speaker, Office of the Chief Whip of Council, Office of the Chairpersons of Committees and offices of the opposition parties.

The Role of Boards in Municipal Entities

The City has ensured the stability of the Entity Boards and Group Advisory Committees in 2020/2021. This is done through retaining experienced members to ensure that strategic direction is uninterrupted. The City continued its developmental approach to capacitate the boards and Oversight Committees, where the annual rotation of seasoned members creates a balance and opportunity for new and less experienced individuals to serve with experienced members in the boards and committees. This creates an enormous platform for growth of young professionals. The focus on good corporate governance and activism of the shareholder has seen sustained and improved performance in the audit outcomes at a few Municipal Entities as well as at core.

The Directors are appointed in accordance with City of Johannesburg Group Policy on the Governance of the Group Advisory Committees, Municipal Entities Boards of Directors and Independent Audit Committees 2020. The Board of Directors are mandated to manage the affairs and the business of the Company in this instance the City's Entities and is accountable to the Shareholder for compliance with the applicable legal framework. The Board must further ensure that the Company complies with the provisions of the Companies Act, MFMA, the Systems Act and other applicable legislations, regulations and/or guidelines issued by the National Treasury and/or any other document or agreement governing the relationship between the parties.

The Board must be led by a chairperson, who shall be independent non-executive director duly appointed in terms of the City's Group Policy. The Chairperson of the Board of the Company together with the CEO shall be the point of contact in dealings with the shareholder unless otherwise delegated. The chairperson's responsibilities must be separate from those of management led by the CEO.

8.2 THE EXECUTIVE ARM OF COUNCIL

Executive Governance

The Executive Arm of Council is made up of the Executive Mayor, assisted by Mayoral Committee and the Leader of Executive Business.

The City's Mayoral Committee performs the elements of the Executive Mayor's powers and functions as may be designated by the Municipal Council, exercising these powers and performing associated tasks in support of the Executive Mayor. The City's Mayoral Committee ensures that service delivery takes place, including but not limited to improving efficiency, enhancing credit controls and revenue, and strengthening the administration of the Municipality. Each year, the Mayoral Committee must report on community involvement and ensure that due regard is given to public views during consultations. The Executive Mayor and the members of the committee are as follows:

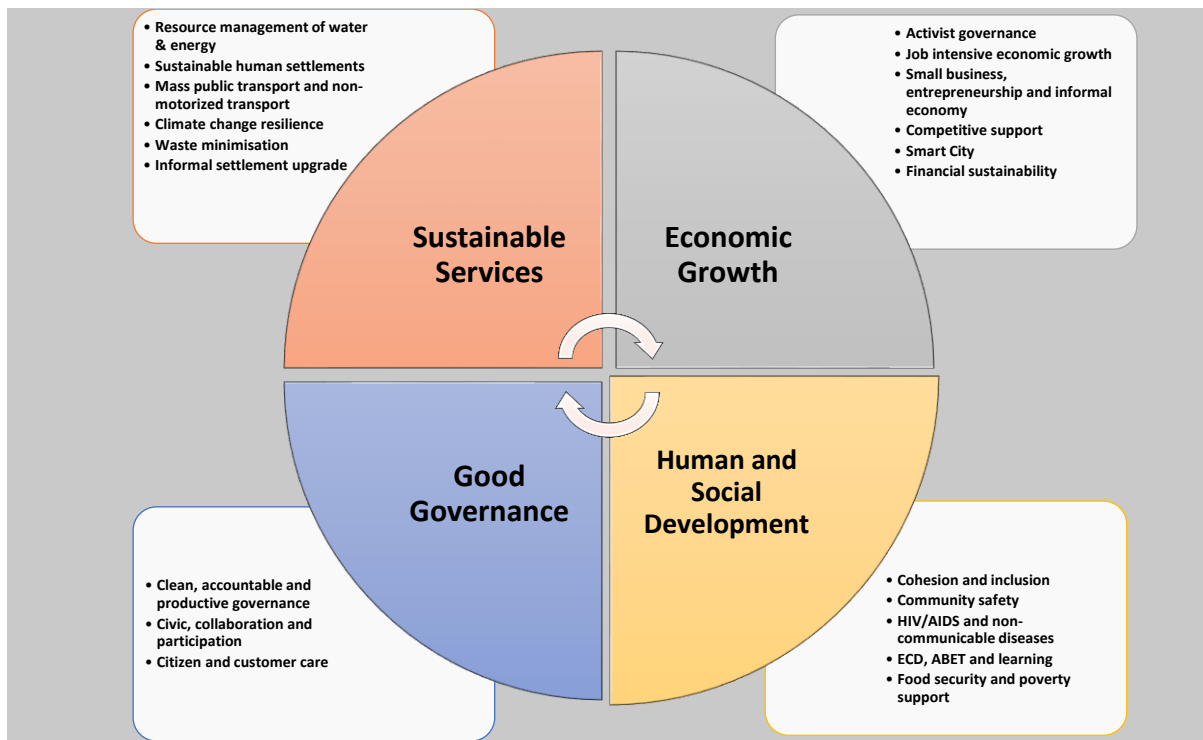
COUNCILLOR	PORTFOLIO
Cllr Geoffrey Makhubo	Executive Mayor
Cllr Jolidee Matongo	Finance
Cllr Loyiso Masuku	Corporate and Shared Services
Cllr Lawrence Khoza	Economic Development
Cllr Nonhlanhla Makhuba	Transport
Cllr Thapelo Abubakr Amad	Development Planning
Cllr Margaret Arnolds	Community Development
Cllr Mally Mokoena	Public Safety
Cllr Eunice Mgcina	Health and Social Development
Cllr Mlungisi Mabaso	Housing
Cllr Mpho Moerane	Environment, Infrastructure and Services

The Leader of Executive Business

The Governance model separates the Executive and Legislative functions from which the position of the Leader of Executive Business was created to liaise between the Legislature and the Executive. The Leader of Executive Business, Cllr. Loyiso Masuku co-ordinates all work between the Executive and the Legislative. These include by-laws, policies, reports, questions, motions, and petitions.

The City of Johannesburg Cluster System of Reporting

The Cluster System coordinates operations and transcends operational boundaries; the City adopted a cluster configuration to City departments, linked to the four pillars of Good Governance, Human and Social Development, Sustainable Services and Economic Growth. The cluster system ensures developmental continuity within the City as it strives to achieve its long-term objectives. Through the cluster system, the City has successfully coordinated its programmes around the key outcomes outlined in the 'Joburg 2040' Strategy and is continuing to integrate service delivery.



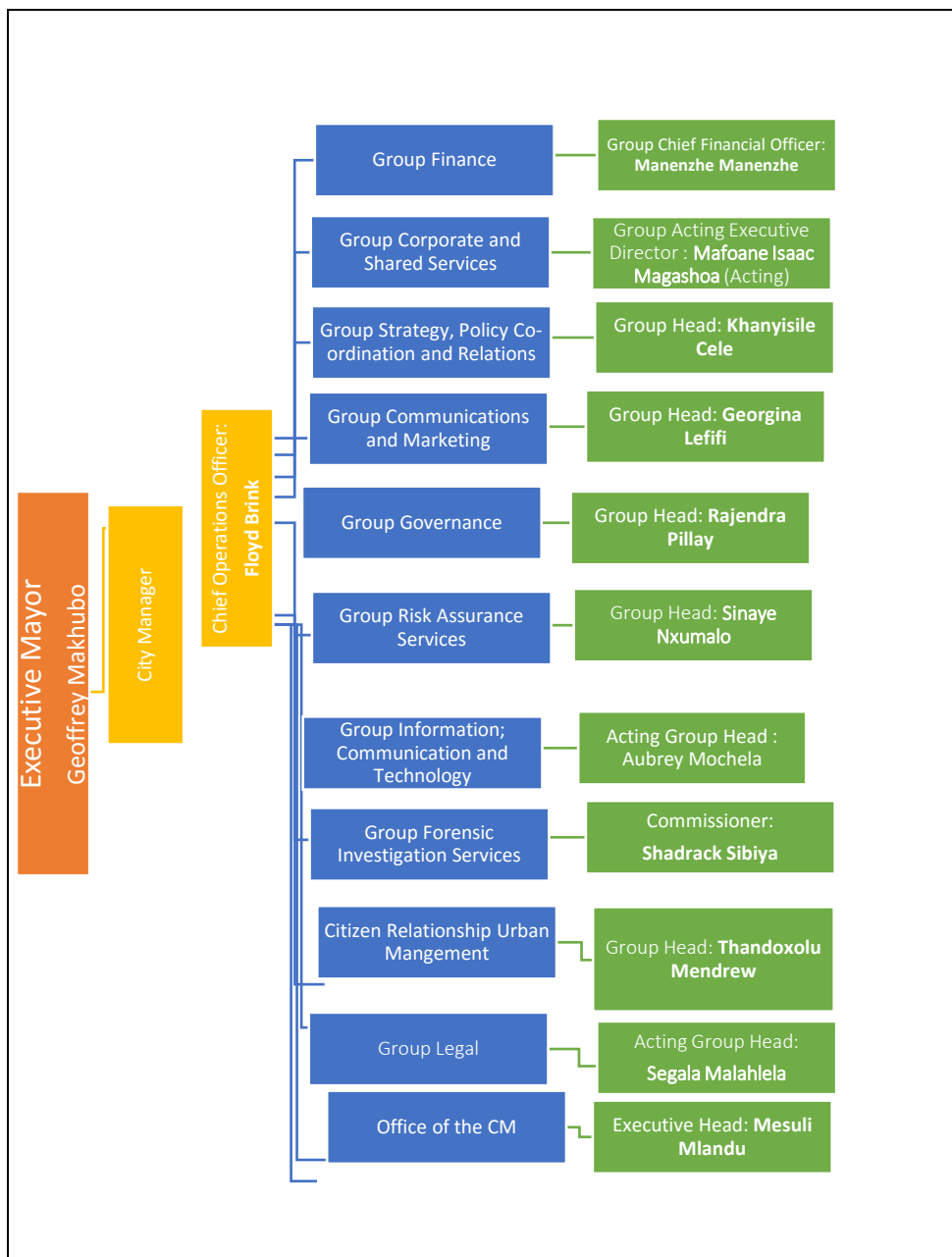
8.3 THE CITY'S ADMINISTRATION

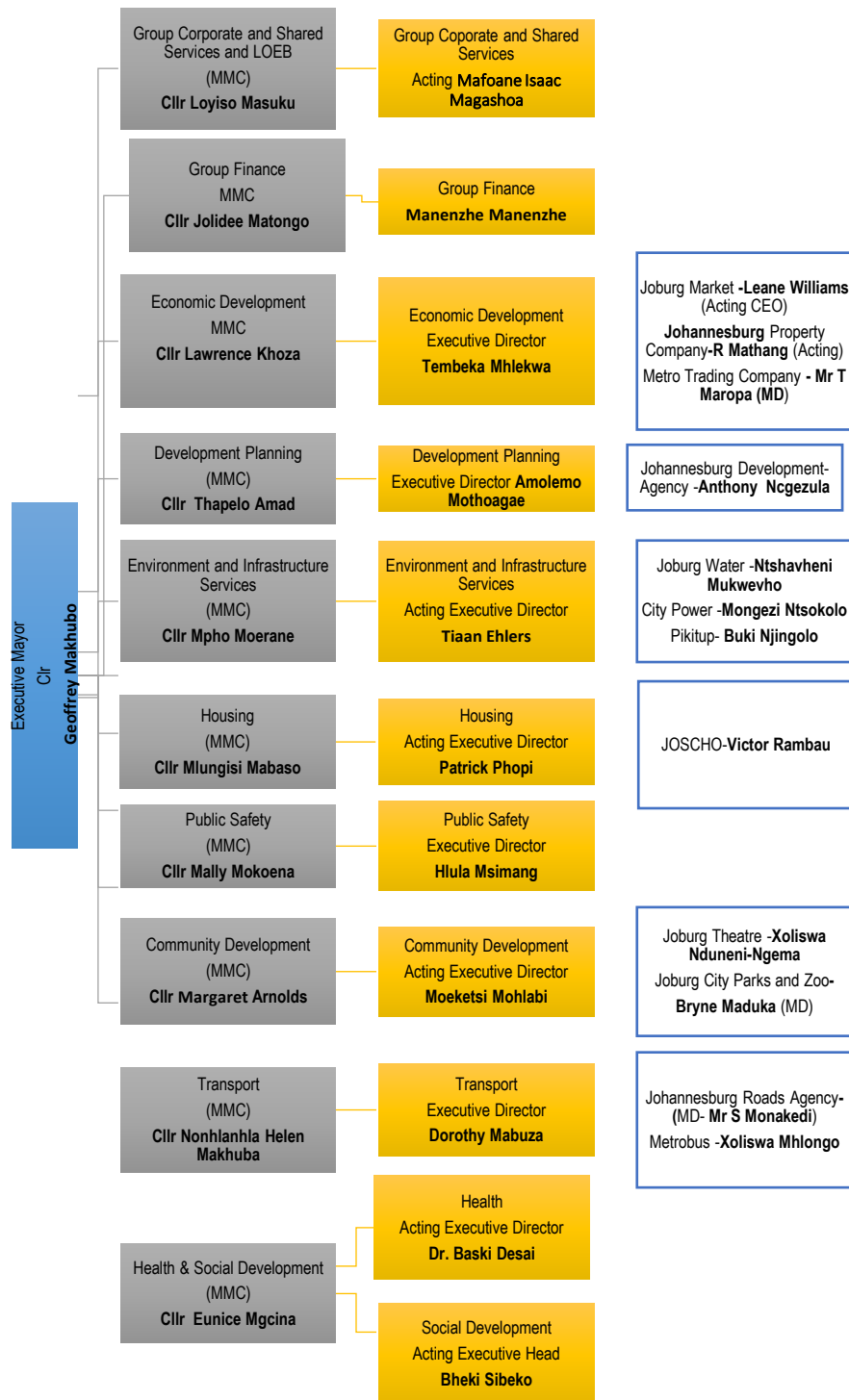
The City Manager

The City Manager is appointed by Council in terms of Section 82 of the Municipal Structures Act and is designated as the Accounting Officer and the Administrative Head of the City. He is also the Chief Information Officer of the City and is responsible for managing the Promotion of Access to Information Act (PAIA) requirements. The responsibilities of the City Manager include the management of financial affairs as the accounting officer and service delivery in the Municipality. The City Manager is assisted by the Chief Operations Officer and the various Group Executive Directors, Group Heads and Cluster Convenors, as well as the Heads of the core City Departments and Entities.

The Chief Operations Officer

The primary role of the Chief Operations Officer is to ensure services are delivered to customers and residents of the City in a customer-centric, transformative, sustainable and resilient manner to ensure that the quality of life of the City's residents is improved. The Chief Operations Officer (COO) manages all the operational departments of the City through the Delegations of Power, whereas the Governance Departments report directly to the City Manager.





Corporate Governance

In order to adequately carry out governance values, the City of Johannesburg, in line with applicable legislation and best practice, has formed independent structures that serve the objective of giving an unbiased opinion and advice to Council. These include:

- Group Audit Committee
- Group Risk Governance Committee
- Group Performance Audit Committee

Group Audit Committee

Section 166 of the Municipal Finance Management Act (MFMA) requires municipalities and municipal entities to establish audit committees to address performance management and monitoring matters. The Committee is responsible for safeguarding assets and for ensuring that controls and systems exist. The Committee is also responsible for ensuring that all financial statements and information of the municipality is compliant with the law and prescribes to accounting standards. The majority of members of the Committee must be external, independent and not involved in the City as Councillors or employees.

Group Risk Governance Committee

According to the MFMA, Sections 62 and 95, the City and its municipal entities are required to establish a system of risk management and internal control. In turn, the City must consistently ensure that it carries out its affairs in accordance with the applicable legislative requirements.

The Group Risk Governance Committee is responsible for independent oversight and appropriate advice on the risk governance practices and risk management process in the City. It further works to provide oversight over compliance governance and management in the City; and offers advice on compliance risk management.

Group Performance Audit Committee

In accordance with the provisions of Section 14(2) of the Municipal Planning and Performance Regulations, 2001, the Committee is mandated to assist the Mayoral Committee in fulfilling its oversight responsibilities. These responsibilities are to assess and oversee the collective performance of the City and its employees, including the municipal entities. The Committee reviews targets in the City's Integrated Development Plan and the Service Delivery and Budget Implementation Plan. It also provides updates on the implementation of the institutional performance. The majority of members are external, independent and are not involved in the City as Councillors or employees.

Municipal Entities

The City has thirteen (13) entities that act as service delivery agents for the City. The entities are governed through a Service Delivery Agreement and remain fully controlled by the Metropolitan Council.

ENTITY	FUNCTION
City Power	City Power is responsible for providing electricity supply that contributes to improved quality of life, educating customers about the safe use of electricity, participating in renewal projects that empower communities, and providing and maintaining public lighting to reduce crime and keep communities safe.

Johannesburg Development Agency (JDA)		JDA is responsible for stimulating and supporting area-based economic development initiatives throughout the Johannesburg metropolitan area in support of the long-term Growth and Development strategy.
Johannesburg Fresh Produce Market (JFPM)		JFPM is South Africa's major centre for the marketing of fresh produce. It is also the largest fresh produce market in Africa. The market is open to the public at wholesale prices.
Johannesburg Property Company (JPC)		JPC is responsible for property development; alienation of the Greater Johannesburg Metropolitan Council properties; property management services; and all ancillary services to the above. The company develops and manages Council-owned properties for the purpose of maximising both social and commercial opportunities for the Council in the short and longer term.
Johannesburg Housing Company (JOSHCO)	Social	JOSHCO provides and manages affordable rental housing stock for the lower income market as part of its contribution to eradicating the housing backlog.
Johannesburg Roads Agency (JRA)	Roads	JRA is the agency responsible for the design, maintenance, repair and development of Johannesburg's road network and storm water infrastructure, including bridges and culverts, traffic lights and signage.
Johannesburg Water		Johannesburg Water is mandated to provide water and sanitation services to the residents of Johannesburg. It supplies water and sanitation services to an area stretching from Orange Farm, in the south of Johannesburg, to Midrand in the north, Roodepoort in the west and Alexandra in the east. It operates in six regions with ten network depots and six wastewater treatment plants.
Johannesburg City Parks and Zoo		Johannesburg Parks and Zoo is responsible for both developing and maintaining all city parks, open spaces, cemeteries and conserved areas, but also the accommodation, enrichment, and animal husbandry and medical care of wild animals. It also offers a variety of educational and entertainment programmes.
Metrobus		Metrobus is responsible for providing customer-friendly public bus transport within greater Johannesburg.
Metropolitan Company (MTC)	Trading	MTC is responsible to manage world class, safe and eco-friendly facilities that provide development opportunities for small business operators and convenience for our passengers and consumers.
Pikitup		Pikitup Johannesburg (SOC) Ltd is responsible for keeping the city clean and preserving an attractive and hygienic environment for residents and visitors.
Joburg City Theatres		The Joburg Theatre is Africa's leading home of live entertainment, presenting world-class international and home-grown theatre. It is further responsible for providing venues where performing arts professionals and amateurs alike can showcase their work.
Joburg Tourism Company (JTC)		The role of the Johannesburg Tourism Company (JTC) was to facilitate the growth of tourism within the Johannesburg region. They were established to ensure that Johannesburg becomes a sought-after tourist destination within the Continent and use Conventions, Sport, Retail Tourism and Events as key drivers for tourism growth. The JTC is currently dormant.

8.4 CITY REGIONS

The City of Johannesburg is made up of seven regions. The regions support the City Manager through localised urban governance. The regional approach aims to co-ordinate, integrate and monitor service delivery on the ground and address blockages and challenges in a time-sensitive manner.

The Mayoral Committee exercises political oversight of the regions, and members are assigned to each region for oversight of the implementation of service provision.

PART B: STRATEGIES TO ADDRESS OUR CHALLENGES

9. THE JOBURG 2040 ROADMAP – DECADE 2

The Joburg 2040 GDS anticipates a future city that is truly resilient, sustainable and liveable. If the City hopes to create a reality that is reflective of these ideals, we must embrace a living, responsive approach – in line with the demands and imperatives of the time. In response, a conscious decision was taken to position the GDS alongside the five-year IDP, which unpacks and defines the short and medium-term operational activities necessary to give effect to each of the longer-term strategic outputs. The IDP, therefore, must serve to effectively operationalise the GDS.

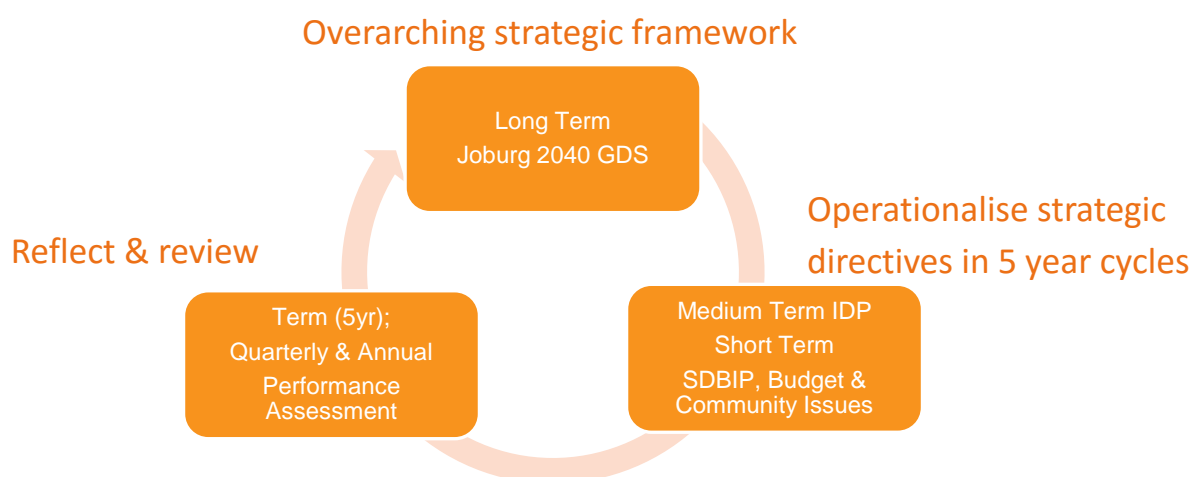


Figure 42: Implementation framework for the Joburg 2040

As such, the City's focus on 'GDS – IDP – Business Plan' alignment is an appropriate reflection of the outcomes based model, as well as an embodiment of the theory of change, where the Joburg 2040 GDS defines the long-term outcomes and associated output intervention areas, while the IDP and business plans drive progress in day to day activities and operational programmes, alongside appropriate budget allocation as part of an integrated strategic roadmap to guide the implementation of the City's long-term vision. The following section presents our roadmap for actions to be implemented over the next decade in order to realise our desired future, and indicators to chart our progress towards it.

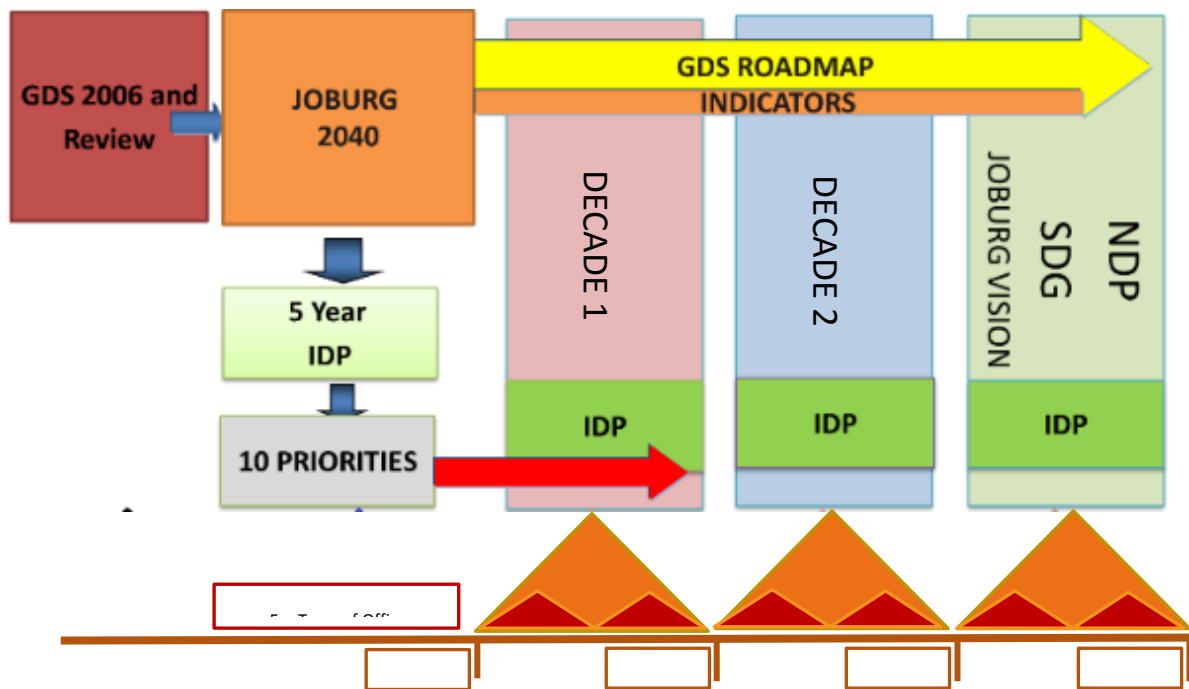


Figure 43: GDS Roadmap Overview

The GDS roadmap envisages progress unfolding according to three decades:

In decade 1 (2011-2020) the GDS strategy was initiated and institutional arrangements were established to further the Joburg 2040 vision. The focus in decade 1 was on the following:

- Getting the basics right – service delivery
- Economic transformation
- Spatial transformation
- Safeguarding our city and its people

In decade 2 (2021-2030) the City aims to accelerate implementation of the GDS strategy and create an even more responsive, future orientated city. In decade 2 the City of Johannesburg will focus on:

- Scaling up sustainable, smart practices
- Having the next generation of infrastructure established
- Supporting a diversified and accessible economy
- Scaling up innovation, mobility & integration

By decade 3 (2030-2040) much of the scaffold of the GDS strategy should be evident on the ground. Decade 3 will be about realising and consolidating the vision, with a focus on:

- Achieving the 2030 goals of the NDP and SDGs
- Being a smart world-class African city that is resilient, sustainable and liveable

9.2 OUTCOME 1: IMPROVED QUALITY OF LIFE AND DEVELOPMENT-DRIVEN RESILIENCE FOR ALL

The City envisages a future that presents significantly improved human and social development realities, through targeted focus on poverty reduction, food security, improved public safety, development initiatives that enable self-sustainability, improved health and life expectancy, and real social inclusivity. By 2040, the City aims to achieve substantially enhanced quality of life for all, with this outcome supported by the establishment of development-driven resilience.

The City will focus on driving the following outputs to advance Outcome 1 in decade 2 of the GDS

Output	Roadmap Interventions	Indicator Baseline	End of Term Target	2030 Target
Reduce poverty and increase productivity	<ul style="list-style-type: none"> Integrated social support database (all spheres of government). Developmental Service Delivery Model as preferred model for service delivery rollout. Social support to those below the poverty line/minimum living level – one integrated transformed, social support package. Single window services – increase registration rate & sustainable job placements under exit strategy. Create systems for citizens to address their own development and self-sustainability, including public-community partnerships & volunteerism. 	Poverty rate: 50.8% Source: IHS Markit 2021	40%	30%
Food security that is both improved and safeguarded	<ul style="list-style-type: none"> Improve access to safe and nutritious food for all, as a function of reduced poverty and dependency. Support township food economies, including integrating food security planning into urban planning. Support producers to connect to markets and sell directly to consumers. Develop a sustainable, commercially viable, productive and nutritious urban agriculture sector. Ensure supply is secured against risks of climate change and rising costs of production & transportation. 	Food access inadequacy: 14.7% Source: GHS Metros 2019	10%	5%
Access to knowledge and lifelong learning	<ul style="list-style-type: none"> Equip facilities (clinics, hostels, student villages, old age homes and public parks) with free Wi-Fi to support lifelong learning, education and upskilling. Advance literacy, numeracy and digital literacy through City library programmes. Advance partnerships to support post-school systems of education and up-skilling in line with 4IR. 	Number of CoJ facilities with free public Wi-Fi: 2200 Source: 5 Year IDP Corporate	10 000	20 000

	<ul style="list-style-type: none"> Maintain and advance access to Early Childhood Development. 	Scorecard 2021/26		
A society characterised by healthy living for all	<ul style="list-style-type: none"> Increase vaccination rollout and/or initiation of treatment for current and future pandemics. Strengthen the health system effectiveness by focusing on smart, re-engineering of primary health care & improving patient care and satisfaction levels. Increase antenatal 1st visit before 20 weeks (early booking) rate and promoting regular health check-ups for children. Increase HIV testing to create awareness of status and ensure responsiveness and ART roll-out to HIV positive people (including children). Increase access to information and facilities promoting healthy living and healthy lifestyles. 	Rollout of COVID-19 vaccination nationally: 0.18% of population (107 054 at 8 March 2021) Source: National Department of Health	2021 Target = 67% of population	
		% Immunization coverage under 1 year: 85% Source: Health dept	90%	95%
		% of people living with HIV remaining on ART: 90% of People living with HIV (PLHIV) Source: Health dept	95% of People living with HIV (PLHIV)	95% of PLHIV
A safe and secure city	<ul style="list-style-type: none"> Collaborative and community-based policing approach to safety. Trustworthy, accountable and effective police force. Protected, safe and inviting urban environments shaped through well-lit spaces and innovative technologies. A society that respects and abides by the law. An informed and relevant approach to disaster preparedness to deal with any unforeseen situation/threat. 	Overall Crime Index: 114 per 100 000 Source: IHS Markit 2020	113 per 100 000	98 per 100 000
A city characterised by social inclusivity	<ul style="list-style-type: none"> Acknowledge diversity, promoting a sense of belonging and inclusive cultural spaces. 	% who feel that most people in	30%	47%

and enhanced social cohesion	<ul style="list-style-type: none"> • Inclusive political messaging directed at all who live in the City promoting social solidarity. • Deeply entrenched new social compact between government and citizens – linked to co-designed services. • Regional central public spaces and places expressing cultural vibrancy. • Cultural hubs across region – Intergenerational, focus on quality of content produced, skills transfer. • Sports/activity zones throughout the city/region. • No racial, cultural, ethnic, xenophobic incidences. • Mix of annual large events and programmes to promote cohesion. • In addition to existing participation channels, enhance digital engagement between communities and CoJ as a means to include marginalized voices. 	their community can be trusted: 27% Source: QoL 2017/18		
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9.2 OUTCOME 2: PROVIDE A RESILIENT, LIVEABLE, SUSTAINABLE URBAN ENVIRONMENT – UNDERPINNED BY SMART INFRASTRUCTURE SUPPORTIVE OF A LOW-CARBON ECONOMY

The City plans to lead in the establishment of sustainable and eco-efficient infrastructure solutions (e.g. housing, eco-mobility, energy, water, waste, sanitation and information and communications technology), to create a landscape that is liveable, environmentally resilient, sustainable, and supportive of low-carbon economy initiatives. As the City continues to develop, it faces the challenge of ensuring growth does not outstrip the City's ability to protect the carrying capacity of the natural environment. The City will mainstream climate change resilience, protect our scarce natural resources and embrace renewable, green solutions while delivering on core municipal services that are supported by well-maintained infrastructure networks, both new and existing.

The City will focus on driving the following outputs to advance Outcome 2 in decade 2 of the GDS

Output	Roadmap Interventions	Indicator Baseline	End of Term Target	2030 Target
Sustainable and integrated delivery of water, including water security	<ul style="list-style-type: none"> • All users should have 100% access to sustainable water sources which are affordable. • Upscale demand side management (DSM) measures and reduce non-revenue water losses to ensure 	% household access to water:	100% ⁶¹	100% ⁶²

⁶¹ Households with the main source of drinking water piped (tap) water inside yard or better

⁶² Households with the main source of drinking water piped (tap) water inside dwelling/institution

	<p>decreased water utilisation per capita per day.</p> <ul style="list-style-type: none"> • Smart water systems and networks (water source, treatment plants and distribution networks). • All new developments to abide by water harvesting regulations and upscale the augmented water supply through water recycling for potable and non-potable use. • Continue to support natural environment, healthy rivers and wetlands. • Integrated Drought Management Plan for Johannesburg. 	<p>99.2%⁶⁰ Source: GHS Metros 2019</p>		
Sustainable and integrated delivery of sanitation	<ul style="list-style-type: none"> • 100% access to sanitation in households reached and sustained. • Installation of next generation non-waterborne sanitation systems. • Deployment of environmental health and building inspectors. • Adoption of appropriate policies and processes in housing development and urban planning. • Projects to reuse water to incentivise better wastewater management. • Integrated water management capacity. • Maintenance/upgrading of stormwater systems, including Sustainable Urban Drainage System (SUDS) and improved stormwater harvesting for industrial use. • Smart water systems and networks (water source, treatment plants and distribution networks). 	<p>% household access to improved sanitation</p> <p>94.1%⁶³ Source: GHS Metros 2019</p>	94.72% ⁶⁴	99% ⁶⁵
Sustainable and integrated delivery of energy, including efficiency	<ul style="list-style-type: none"> • Diversify the energy mix, with the objective that 50% will come from renewable sources (solar, natural gas, hydrogen and nuclear). • Increase capacity and affordability through own generation and partnerships with Independent Power Producers (IPPs). • Enhance renewable small-scale embedded generation/ co- 	<p>% household access mains electricity:</p> <p>70.8%⁶⁶ Source: GHS Metros 2019</p>	71.4%	95% ⁶⁷

⁶⁰ Households with the main source of drinking water piped (tap) water on community stand: distance less than 200m from dwelling or better

⁶³ Households with access to improved sanitation facilities (ventilated improved pit latrine (VIP)) or better

⁶⁴ Households with access to improved sanitation facilities (ventilated improved pit latrine (VIP)) or better

⁶⁵ Households using a flush toilet (with septic tank) or better

⁶⁶ Households with access to electricity as per MFMA Circular 88 indicator (associated with mains electricity). Mains electricity refers to the legal access to electricity using pre- or post-paid meters, or through an agreement with landlords

⁶⁷ Households with access to mains electricity or energy from a renewable source

	<p>production with communities as well as business and industry.</p> <ul style="list-style-type: none"> • Smart energy systems and networks in place including public lighting/traffic signals, off grid energy sources for informal settlements & natural gas as preferred energy source for subsidised energy. • Planning considerations for powering 5G and electric vehicles (EV) and energy storage. • Influence and contribute to the next IRP of the Country. 			
Sustainable and integrated delivery of waste removal, including reduction	<ul style="list-style-type: none"> • Ensure responsive and sustainable waste collection service. • Increase waste recycling rate and reduce waste disposal by landfill. • Continue and upscale the generation of energy from waste. • Economic value of waste fully optimised as a contribution to jobs /GDP. • Eradicate illegal dumping and littering. • Technologically enhance waste disposal. • Continue education and awareness to improve change behaviour. 	<p>% household access to weekly refuse collection:</p> <p>85.2% Source: GHS Metros 2019</p>	97%	99%
Improved Eco-mobility	<ul style="list-style-type: none"> • Establish an integrated, regional transport network connected to major economic nodes. <ul style="list-style-type: none"> ○ Efficient, affordable, low-carbon public transport systems; ○ Safe, inter-connected pedestrian systems that integrate with public transport systems; ○ Incorporate taxi operators into integrated local transport systems; • Accelerate the shift to low-carbon vehicles. • Re-fleet of City's fleet with green buses. • Mixed land use across the City – enabling walking and cycling from home to work/school • Smart transport systems • Strategically located Hubs and Terminals • Manage the road network efficiently to improve safety and support a gradual reduction in car 		Improve mobility, reduce congestion and realise spatial transformation in line with the Integrated Transport Network Plan (IPTN)	Improve mobility, reduce congestion and realise spatial transformation in line with the Integrated Transport Network Plan (IPTN)

	dependence. Make it easier to drive less.			
Sustainable human settlements	<ul style="list-style-type: none"> No new informal settlements - prioritise the upgrading of existing informal settlements. Efficient land utilization, advancing spatial transformation. Commitment to densification in targeted nodes and inclusionary housing models. Expand the supply and range of housing, including affordable units and Serviced sites, to meet the needs of low-income, moderate-income, middle-income, and special needs individuals. Rezone/redevelop existing buildings for residential use. Provide safe spaces and shelters for the homelessness. Achieve major concentrations of jobs and housing, which can be easily accessed from nearby neighbourhoods and communities, and are linked by a highly efficient, high-capacity transportation network. 	<p>% of households with formal shelter:</p> <p>80.2%</p> <p>Source: GHS Metros 2019</p>	95%	96%
Climate change resilience and environmental protection	<ul style="list-style-type: none"> Support and contribute towards global agreements and compacts to reduce temperature rise. Monitor, report, create public awareness and act to reduce GHG emissions and enhance air quality. Embrace innovative green practices and technologies. Implement interventions for both climate change adaptation and mitigation across all delivery areas Strong enforcement of environmental standards. 50% of all citywide buildings to be retrofitted. Effective disaster preparedness systems in place. Maintain biodiversity and ecological protection areas. Accelerate renewable energy uptake. Promote non-motorise transport infrastructure and mass transport systems. Promote waste diversion, landfill gas capture, and waste-water treatment technologies. Technology supportive of a low carbon economy mainstreamed. 	<p>Monitoring GHG emissions reduction (MtCO₂e per year):</p> <p>20.9 MtCO₂e</p> <p>Source: 2016 CoJ GHG Inventory, EISD 2020</p>	28% below business-as-usual (BAU) scenario by 2030	43% below BAU scenario by 2030

	<ul style="list-style-type: none"> • Retain, conserve, expand and protect environmental assets, including greening. • Improve water quality and integrity of watercourses, wetlands. • Develop and create innovative green practices and technologies to support resource management and improve efficiencies. • A low carbon environment including society, business etc. • Sustainable resource management. • Sustainable and equitable sharing of Ecosystem Goods and Services across the City. 			
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9.3 OUTCOME 3: AN INCLUSIVE, JOB-INTENSIVE, RESILIENT, COMPETITIVE AND SMART ECONOMY THAT HARNESSSES THE POTENTIAL OF CITIZENS

The City of Johannesburg will focus on supporting economic recovery and the creation of an even more competitive, 'smart' and resilient city economy, when measured in relation to national, continent and global performance. The City will promote economic growth and sustainability through the meaningful mobilisation of all who work and live here, and through collaborating with others to build job-intensive long-term growth and prosperity, from which all can benefit.

The City will focus on driving the following outputs to advance Outcome 3 in decade 2 of the GDS

Output	Roadmap Interventions	Indicator Baseline	End of Term Target	2030 Target
Job-intensive economic growth	<ul style="list-style-type: none"> • Promote economic recovery in response to COVID-19 and trend of declining economic growth. • Re-prioritization of target sectors: Industrial Park revitalization, Agri Food, local SMMEs and Township Economy revitalization. • Youth focused job absorption, upskilling and reskilling aligned to 4IR. • Strengthen partnerships with the private sector. • Support employment creation through public investment in infrastructure, including green and circular economies. • Facilitate the creation of new, innovative industries to create jobs and diversify the economy. • Bridge skills gap through partnerships with institutions of higher learning and the private sector, encouraging relevant 	Unemployment Rate: 35.1% Source: QLFS Q4 2020	<15%	<10%

	<p>skills contributing to the economy and innovative practices.</p> <ul style="list-style-type: none"> • Enhance access to information, opportunities, economic infrastructure and business skills transfer • Optimise innovation and entrepreneurship practices and increase free Wi-Fi rollout to address digital divide. 			
Promotion and support to informal and micro businesses	<ul style="list-style-type: none"> • Provide support to SMMEs through a basket of services including inter alia business registration and compliance, business training, business planning and market research, back office support: accounting, legal, advice and mentorship, tendering assistance, and co-working spaces and small offices. • Prioritise doing business with micro and small entrepreneurs, particularly small sized entrepreneurs who succeed in employing at least 20 employees within a five-year period. • Developmental approach to spatial policy regarding the promotion of mixed-used space and recognition of the informal sector as a contributor to the economy. • Developmental approach to informality to be practiced by City structures, especially with regards to health and safety practices, including enabling regulations, policies and by-laws. • Facilitate formal-informal partnerships and financial services to benefit informal, micro, small and start-up enterprises. • Work with the informal sector to improve their working conditions and social protections, and to encourage formalisation where appropriate. • Use digital technologies to develop new workspaces and jobs in township areas. 	<p>Number of SMMEs supported by the City:</p> <p>52 330</p> <p>Source: Department of Economic Development 2021</p>	87 546	100 400
Increased competitiveness of the economy	<ul style="list-style-type: none"> • Encourage Johannesburg to be Africa's financial and technological nerve centre and pre-eminent hub for innovation, research and development. • Provide uninterrupted services and supportive infrastructure for business services, including 4IR technology. • Lower costs of infrastructure and cost of doing business through spatial-economic linkages. • Improve global ranking of Doing Business by improving permit processing, registration, and access to services. 	GVA growth:	>4%	>7%
		<p>-5.6%</p> <p>Source: I.H.S Markit 2021, reporting 2020 figures</p>		
		Ease of doing business ranking:	65/190	50/190
		<p>84/190</p> <p>Source: World Bank 2020,</p>		

	<ul style="list-style-type: none"> • Creating an online investor portal to improve interactions between business and economic development and development planning. • Support business retention and expansions in the city, including development of an incentive policy for businesses. • Encourage technology and 4IR skills to drive the future of work. 	Doing Business ranking		
A spatially just and integrated City	<ul style="list-style-type: none"> • Ensure that infrastructure investment is directed to areas with the highest potential to positively impact on the development trajectory of the city as defined in the SDF. • Promote the location of economic opportunities close to where the majority of the population live. • Promote mixed use development. • Promote a logical and just density gradient throughout the city. 		Promote density and mixed land use patterns in line with the SDF and Nodal Review	Promote density and mixed land use patterns in line with the SDF and Nodal Review

9.4 OUTCOME 4: A HIGH PERFORMING, SMART METROPOLITAN GOVERNMENT THAT PRO-ACTIVELY CONTRIBUTES TO AND BUILDS A SUSTAINABLE, SOCIALLY INCLUSIVE, LOCALLY INTEGRATED AND GLOBALLY COMPETITIVE GAUTENG CITY REGION

The City envisages a future where it will focus on driving a caring, responsive, efficient and progressive service delivery and developmental approach through partnerships within the Gauteng City region (GCR) and within its own metropolitan space, to enable both to reach their full potential as integrated and vibrant spaces.

The City will focus on driving the following outputs to advance Outcome 4 in decade 2 of the GDS

Output	Roadmap Interventions	Indicator Baseline	End of Term Target	2030 Target
Partnerships, intergovernmental and international relations	<ul style="list-style-type: none"> • Enhance integrated spatial planning, infrastructure investment, budgeting, implementation and coordination in the GCR, through <ul style="list-style-type: none"> ○ Effectively integrated masterplans; ○ Delivery of strategic cross-boundary mega-projects; ○ Integrated data sharing and modelling tools; ○ Development of a Strategic Infrastructure Asset Management Plan and 	New	100% Institutionalisation of the District Development Model One Plan development & implementation	100% Sustainable implementation of the District Development Model One Plan implementation &

	<p>associated Capital Expenditure Framework</p> <ul style="list-style-type: none"> • Apply an environmentally sustainable, infrastructure-led growth approach that enhances the socio-economic realities of residents in Johannesburg and the Gauteng City Region. • Ensure a coherent, harmonious and enabling policy environment to welcome and strengthen public private partnerships and partnerships with communities and citizens. • Be an active member of international networks and contribute to global agendas and partnerships aligned to the objectives of the SDGs, Africa 2063, NDP, GGT2030, and GDS 			monitoring
A responsive, accountable, efficient and productive metropolitan government	<ul style="list-style-type: none"> • Institute workforce planning framework to ensure that, even in times of crisis and reduced staff compliment, the right skills and systems are in place to remain efficient and responsive to the needs of the community. • Ensure highly skilled, motivated and ethical workforce at all levels • An institution that adopts to the aspirations of the citizenry. • Publicly communicate project/ service delivery highlights and successes to the Joburg community. • Zero corruption. • Increase the satisfaction level associated with local government. • Develop the IIOC as the brain of the Smart City. • Streamline, e-government with virtual offices and minimum red-tape. • Effectively respond to any AG findings and ensure clean audit year on year. • Enhance the transparency of the institution. • Enhance institutional productivity and performance. • Embrace smart management, compliance, oversight and reporting systems within the institution. • Enhance information and data sharing internally (within the institution) as well as externally (connecting citizens and the City and other external partners). 	% achievement of SDBIP/ IDP targets: 73% of 2016/21 IDP Source: M&E, 5 Year Integrated Development Plan Analysis	85%	100%
		% of fraud, corruption, theft, maladministration cases resolved: 59% resolved 41% carried over Source: GFIS 2019/20 annual reporting	95% resolved	100% resolved
Financially sustainable and resilient city	<ul style="list-style-type: none"> • Smart financial systems and practices entrenched, including long-term financial modelling, predictive analysis and risk detection 	Financial Ratios: Acid test 1.07	>1	>1

	<ul style="list-style-type: none"> Identify revenue leakages and implement proactive solutions alongside disciplined expenditure management Prioritise investment that improves the socio-economic conditions of deprived communities, while providing a conducive environment for growth and investment Enhance revenue collection Operationalise new sustainable sale-of-services business models, and innovative mechanisms/ revenue streams to grow the budget 	Source: I.H.S Markit 2021, reporting 2020 figures		
Meaningful citizen participation and empowerment	<ul style="list-style-type: none"> Work with and promote education initiatives encouraging residents to transform communities through multi-level partnerships and local co-production approaches, particularly around the sustainable delivery of services. Enhance communication strategies, awareness of participatory processes, effective feedback and ensure residents see the results of their input (even if it is not possible to realise/implement in the current cycle) Promote citizen participation in forums such as Integrated Development Plans, Ward Committees and Community Policing Forums. Delivery of a more effective Ward Committee System and the Asset-Based Community Development (ABCD) model. Utilising community empowerment projects and e-participation techniques for greater urban management. Input from participatory processes routed effectively within the Institution and CoJ policy environment. Use Smart tools, including targeted localised strategies and advances in ICT to enhance inclusive, efficient and effective engagement between all citizens and the City 	Quality of Life Index: 6.34 Source: GCRO bi-annual QoL 2017/18	>6.5	7.00
Guaranteed customer and citizen care and service	<ul style="list-style-type: none"> Consistently meet or exceed set service level standards Empower residents to instantly interact with the City whenever convenient (even after hours) through a seamless e-service platform - log issues, pay bills, do business, receive and communicate information Upskill and capacitate CoJ staff institution-wide – well-trained, dedicated civil servants who are supported with smart, efficient technologies to route queries effectively and serve residents in a more caring manner 	Customer Satisfaction Index: 59%* Source: Bi-annual Customer Satisfaction Survey; *2019/20 Polling Survey	63%	65%

9.5CROSS-CUTTING OUTPUT: A ‘SMART’ CITY OF JOHANNESBURG, THAT IS ABLE TO DELIVER QUALITY SERVICES TO CITIZENS IN AN EFFICIENT AND RELIABLE MANNER

Output	Roadmap Interventions
Smart City	<ul style="list-style-type: none"> • Smart design, planning and innovation should find expression and be operationalised across all outcomes and outputs. • CoJ Smart City Pillars: <ul style="list-style-type: none"> ○ Smart Citizen ○ Smart Services ○ A Safe City ○ Liveable, Sustainable and Resilient City ○ Connected, Intelligent City ○ Smart Governance ○ Smart Institution ○ Smart, Digital Economy

9.6 DRIVING IDP 2021/26 IMPLEMENTATION: THE IDP RESILIENCE MODEL

The IDP Resilience Model illustrates the critical steps to guide the implementation of the City's 2021/26 IDP and Growth and Development Strategy. It allows for strategic choices to be made with a pre-determined route in place. The model intends to make implementation of the IDP flexible and scalable, reflecting the degree of urgency, complexity, innovation and sensitivity associated with long-term policy measures expressed in the GDS.

The IDP Resilience Model was developed to unpack the GDS into realistic and achievable targets. In Decade 2 the City will REALISE and CONSOLIDATE important work undertaken. The long-term Outcomes will be achieved, and the next phase of long-term strategy planning will commence. The goals of a more sustainable, liveable and resilient city would have been achieved, and importantly the City would have made considerable progress in realising the 2040 Vision.

The *current* steps critical achieving this are detailed below.

Step 1 – GDS Review, Launch and Mainstreaming – this step commences with the launch of the revised GDS at the start of the Term of Office. The GDS provides the basis for strategic choices to be made and re-affirmed Joburg's commitment to proactively contributing to a developmental agenda underpinned by the strategic intention of Joburg 2040.

Step 2 – Institutional reorientation – the institutional review will re-orientate the institution in line with the intentions of the GDS.

Step 3 – Cluster arrangement and organisation – the cluster arrangement according to the four Outcomes of the GDS will give implementation force to the IDP and GDS by emphasising an integrated and cross-cutting approach to delivering of the Vision of Joburg 2040

Step 4 – Prioritisation and critical programmatic choices – Priorities give force to critical programmes that would make a lasting impact in terms of the strategic direction of the City.

Step 5 - IDP implementation – Whilst implementation of the IDP continues as the GDS process developed, the 2021/26 IDP indicates the shifting nature of the strategic approach to implementation.

After reviewing the decade from 2011-2021, high level focus areas per remaining decade were identified. Decade 1 (2011-2020) focused on scaling up service delivery, initiating smart practices, preparing for new growth, accommodating urbanisation and the safeguarding of Johannesburg and its people. Decade 2 (2020-2030) will concentrate on accelerating implementation and the scaling up of smart practices as it ties into the goals and expectations of the NDP Vision 2030. In decade 3 (2030-2040) the City will realise its goal of being a smart, world-class African city that is resilient, sustainable and liveable.

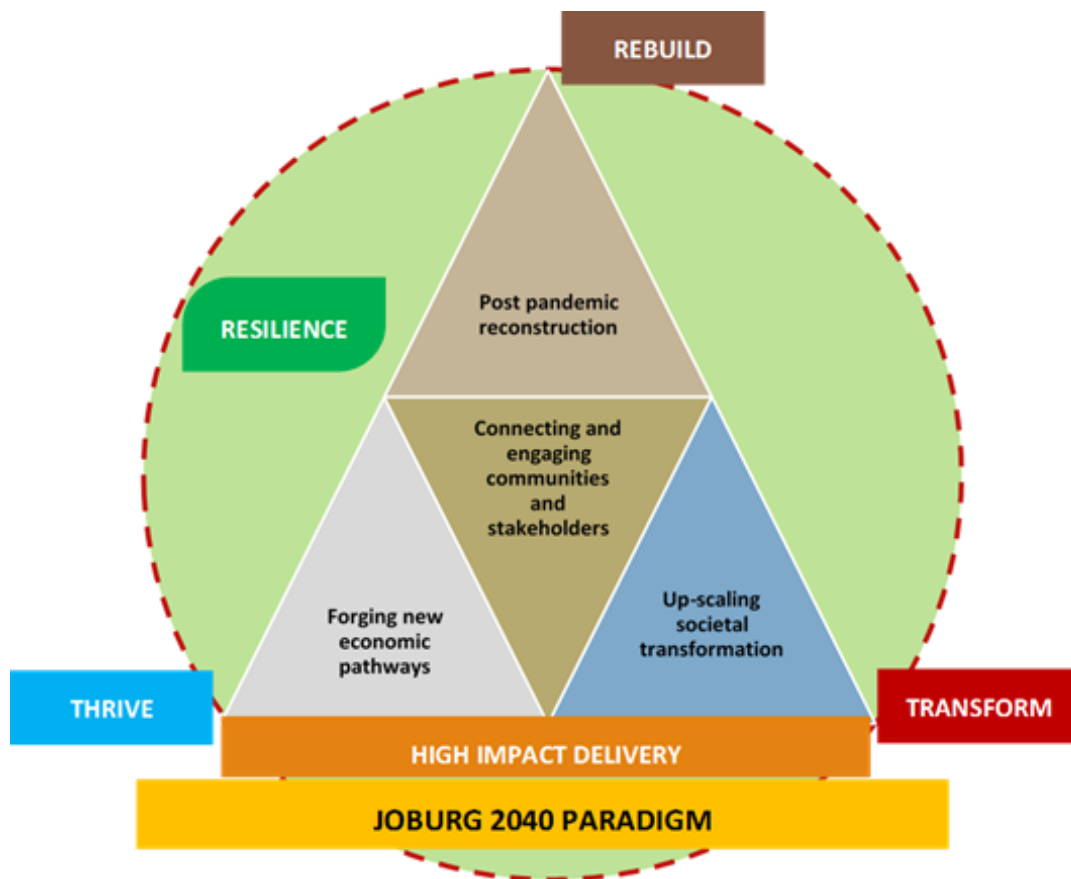


Figure xx The IDP Resilience Model

In **Rebuilding a Resilient Joburg** this five-year IDP is centred on the following theme as captured in the IDP **Resilience Model** below:

- **Post pandemic reconstruction**
- **Forging new economic pathways**
- **Up-scaling societal transformation**
- **Connecting and engaging communities and stakeholders**

In terms of **post pandemic reconstruction**, this ideal is supported by outcome 2 of the GDS which intends to create a “A resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low-carbon economy ” Johannesburg must make bold choices to protect our water, air, and soil and to manage our waste through next generation infrastructure. Johannesburg will be served by infrastructure that is environmentally sustainable and that supports an economy that does not depend on coal-powered electricity and non-renewable fossil fuels. New ways of managing water, energy, waste, transport and housing, and new ways of addressing the risks of climate change are required to realize this ideal. This ideal is premised on the fact that the City will manage resources carefully. It will ensure its actions minimize harm to the environment. It will deliver realistic services with appropriate infrastructure. Residents, in turn, will change their patterns of using water and energy to conserve precious resources and will help to build a better post-pandemic environment.

Forging new economic pathways supports Outcome 3 of the GDS of “an inclusive, job-intensive, resilient and competitive, smart economy that harnesses the potential of citizens” implies that the economy of the Johannesburg will be productive, competitive and innovative. It will be a sought-after place in the country and

globally for sustainable private investment, will be attractive to commercial enterprise, and will offer a diverse range of well-regulated and supported small business and trading opportunities. The ideal is premised on the fact that the city uses resources intensively to fuel economic development. Vibrant economic investment will focus on intensive job creation. All will benefit from long-term growth and prosperity built on effective, well-functioning infrastructure, information technology and communication networks.

In terms of **upscaling societal transformation**, this supports Outcome 1 of the GDS an “improved quality of life and development-driven resilience for all.” A post pandemic approach seeks to ensure that the City must provide the platform and conditions necessary to aid individuals and communities to move out of poverty, to a situation where they are able to improve the quality of their own lives. The City’s human and social development projects will target Johannesburg’s most deprived areas with next generation infrastructure, for maximum impact. A wide and supportive social safety net will provide individuals and communities with short-term relief, positioning them to independently care for themselves. This theme is premised on a vision of an inclusive city within which all residents are offered improved life chances and opportunities following the COVID-19 pandemic. In building resilience, it ensures that the city’s residents would benefit from improved socio-economic conditions, well-being and life expectancy. Support from the City will enable people to make independent decisions and take care of themselves and their households.

In terms of **Connecting and engaging communities and stakeholders**, this theme is supported by Outcome 4 of the GDS of “a high-performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region (GCR)” good governance requires an efficient administration, but also respect for the rule of law, accountability, accessibility, transparency, predictability, inclusivity, equity and participation. Through this theme, the City envisages a future where it will drive a caring, responsive, efficient institution focusing on progressive service delivery to enable Johannesburg’s communities to reach their full potential as integrated and vibrant spaces. This theme supports the GDS output of meaningful citizen participation and empowerment with the intention to strengthen public participation and access to government information. A strategic impact will be achieved through cross-cutting approaches to stimulate behavioural change. The City will ensure customers and citizens feel acknowledged, through a refined, shared and comprehensive customer care approach that puts people first.

The table below provides a summary of the key issues that each theme expects to achieve and the five-year impact-based targets to achieve a resilient Joburg.

Post pandemic reconstruction	Forging new economic pathways	Up-scaling societal transformation	Connecting and engaging communities and stakeholders
<ul style="list-style-type: none"> •New generation infrastructure •Health •Food security •Smart Technology adoption •Visible and accelerated service delivery •City safety and disaster preparedness 	<ul style="list-style-type: none"> •Adoption of 4IR, AI and intelligent systems •Conducive environment •Employment creation, •Support to enterprises •Next generation skills development •Pursuing global economic competitiveness 	<ul style="list-style-type: none"> •Addressing poverty •Inequality •Access, to services housing, transport •Socio-economic support systems •Social cohesion •Addressing GBV and substance abuse 	<ul style="list-style-type: none"> •Community Based Planning •Co-production of service delivery •Smart communication and engagement •One Plan, One Vision - DDM implementation •Partnerships and alliance-building
Post pandemic reconstruction	Forging new economic pathways	Up-scaling societal transformation	Connecting and engaging communities and stakeholders
<ul style="list-style-type: none"> •90% Immunization coverage under 1 year •10% inadequate food access •100% household access to water •95% household access to improved sanitation •75% household access to legal electricity •97% household access to weekly refuse collection •10 000 Wi-Fi Hotspots rolled out across the City •113/100 000 Overall crime Index 	<ul style="list-style-type: none"> •4% GDP growth •15% unemployment rate •87 546 SMMEs provided with support •65/190 ease of doing business ranking 	<ul style="list-style-type: none"> •0.75 Human Development Index •40% poverty rate •0.60 Gini-coefficient •3 deprived areas developed •60 du/ha residential density and mixed land use within Inner City node 	<ul style="list-style-type: none"> •30% of residents engaged in consultative/ participatory processes •10% of residents involved in co-production projects •70% score on Communication & Participation Satisfaction Index •100% institutionalisation of the DDM One Plan (development & implementation) •3 global networks

PART C: PRIORITY IMPLEMENTATION PLAN

10. GOOD GOVERNANCE

The GDS identifies good governance as a key principle for the attainment of Vision 2040. It is this principle that lays the foundation for outcome 4, which focuses on creating a high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region (GCR). Good governance requires an efficient administration, but also respect for the rule of law, accountability, accessibility, transparency, predictability, inclusivity, equity and participation. Furthermore, citizen participation is central to good governance principles. For this reason, it is important for the City to create innovative mechanisms that enable meaningful citizen participation. It is through communication that democratic process will be achieved, and the developmental agenda attained. The City has identified combating corruption; fraud and maladministration and other institutional priorities and is fundamental in promoting good governance

10.1 PREVENT, INVESTIGATE, DETECT AND RESOLVE CASES OF FRAUD & CORRUPTION, THEFT OF CITY'S ASSETS, HIJACKED PROPERTIES, MALADMINISTRATION, BREACH OF SECURITY

The City through the work of GFIS continues to implement its mandate in support of the City's priorities. This mandate is in line with community needs, improves accountability and provision of timely feedback on the cases reported and their resolutions.

GFIS will continue to manage the Anti-Fraud and Corruption hotline 0800 00 2587 in order to encourage communities; officials and other relevant stakeholders to report cases on a 24/7 basis. Other mechanisms of reporting cases include walk-ins, email, twitter and Facebook.

The outreach programme will continue to educate communities about services rendered by GFIS.

The Forensic Integrated Information Management Centre "War Room" concept is the nerve and monitoring centre of all activities taking place within the City. This project is intelligence driven and it will save the City millions of Rands. It is envisaged that this Centre will continue to be the forensic hub.

The cyber-crime incident that took place within the City has necessitated that proper systems must be put in place in order to protect its citizens and state information against criminals. This will be done through an integrated approach where different skills are required to provide solutions to combat this crime.

Property Hijacking crimes continues to become complex in their nature and this requires different actions to be undertaken by multi-disciplinary teams within and outside the City in order to reduce this crime. The City will continue to prioritise this type of investigations by implementing suitable interventions.

GFIS will continue with the monitoring of the implementation of the recommendations emanating from all the completed investigations. This monitoring will assist in the recovery of losses by the City in order to improve revenue collection. Furthermore, the working relations with the key

stakeholders such National Prosecuting Authority (NPA), Asset Forfeiture Unit (AFU); South African Police Service (SAPS), Johannesburg Metropolitan Police Department (JMPD), as well as other relevant key players will contribute to improved service delivery.

These good working relationships are ongoing and will be strengthened through the signing of Memorandums of Understanding and will clearly identify the different roles and responsibilities of the role players. GFIS will also engage with internal and external stakeholders through stakeholder engagements forums.

The rollout of the Minimum Information Security Standards programme will continue to be implemented and this programme will ensure that the City's information is protected from:

- Unauthorised access, utilisation, disclosure, disruption, modification, perusal, inspection, recording or destruction.
- An array of adversaries seeks such information at all costs – these include Foreign Intelligence Services (FIS) - espionage, terrorist groupings, saboteurs, criminal syndicates, etc.
- Classification is needed to secure and promote South Africa's national interests and to protect national security.
- To maintain and protect the integrity, confidentiality and ensure availability of information to the right people when needed.

10.2 PROFESSIONALIZATION OF LOCAL GOVERNMENT: SKILLS AUDIT

A Government of Local Unity that seeks to improve service delivery must equip its workforce with adequate skills and competence to do their job. The skills audit is a process to understand the existing competencies in the City, skills mismatch and gaps in order to address identified competency gaps through various training interventions. The audit is done to determine training needs to enable the City to improve its skills and knowledge. The outcome of the skills audit exercise informs a skills gaps analysis. This information will allow the City to improve skills by providing the appropriate training and development to employees.

The skills audit exercise is an IDP imperative and is undertaken in a phased approach to ensure that the City Group employees have the relevant skills to fulfill their roles and responsibilities. Skills audits have been done for the City Group employees as follows:

- a. In the 2017 - 2018 financial year all level 2 employees were assessed through psychometric assessments as per the skills development legislation and municipal staff regulations.
- b. In the 2017 - 2018 financial year all level 3 and 4 employees were assessed through psychometric assessments as per the skills development legislation and municipal staff regulations.
- c. In the 2018 - 2019 financial year all level 5 and 6 employees were assessed through a 360-degree assessment, as the emphasis was more on functional competencies.
- d. In the 2019 - 2020 and 2020 - 2021 financial years a 180-degree skills audit will be conducted for all City Group employees on level 7 and 8. The skills audit will be done over a period of two

(2) financial years, due to the large number of City Group employees on level 7 and 8 and budgetary requirements and completed at the end of 2021/22.

- e. In the 2018 - 2019 financial year 50% of level 3 and 4 employees that were in scope underwent an intervention “Coaching for Organisational Performance” through the University of Cape Town Business School in Sandton. The graduations were held on 14th February 2020.
- f. The remaining 50% of level 3 and level 4 are still to undergo the same intervention, budget permitting.
- g. All employees from level 5 and below will access the skills audit interventions through the respective departmental Performance Management discussions with their supervisors and agreed upon Individual Learning Plans (ILPs).
- h. The department will continue to offer cross cutting skills intervention for Core employees.

10.3 EMPLOYMENT EQUITY

The City is committed to the elimination of all forms of unfair discrimination, be it direct or indirect, in relation to policies, practices, and conditions of employment and labour practices, so that the City creates a fair and a conducive favourable working environment in line with Section 6 of the Employment Equity Act 55, of 1998 in order to eliminate unfair discrimination to all employees in relation to race, religion, gender and any arbitrary reasons. Employment Equity promotes for an equitable representation of the designated groups in all categories in the workforce of the designated employer. This will be obtained through the setting of specific and realistic targets. Targets are determined, as far as possible, with reference to the current underrepresentation on the specific occupational levels and preference is given to the suitably qualified Employment Equity targeted people available in those sections of the labour market.

The City acknowledges that the effectiveness of any organisation depends on the effectiveness of its employees to treat each other with due consideration, tolerance and fairness. The City must therefore become an institution that reflects the diversity of South African society, contributing to maximising the human resource potential of all our people for effective services. The City believes that employment equity is not just a legal compliance but is a strategic business and social imperative.

There has been a significant decrease of the disability staff compliment within the City, a challenge that shall require a collective effort of all departments within the City. As at June 2020, a 128 staff with disabilities are reflected in the City’s workforce against 19657 total staff compliment. This amount to 0.65% in comparison to the 2% minimum disability target (countrywide) set by the Department of Employment and Labour. The display of disability targets on the City’s job advertisement is implemented as one of the Affirmative Action measures to ensure improvement on this area. Other interventions include but not limited to; partnership with other organisations to place disability learners in the City as part of creating a pool of suitably qualified disability candidates for recruitment purposes. The fundamental redress on this challenge is willingness and intent by all senior managers to employ People with Disabilities in the City.

The commitment and visible leadership shown by senior managers shall enhance the City culture towards the implementation of its transformational agenda i.e. Employment Equity, Gender and Disability. These are values which form an integral part of the City’s strategy, priorities and performance appraisal processes. The department continues to be instrumental in ensuring that

appointments are in line with Employment Equity targets. This is evidenced by the 87.26% compliance rate in 2017/18 on the Employment Equity targets as contained in the Employment Equity Plan against the targeted figure of 86%. A five-year Employment Equity plan was approved in June 2019.

The following are EE, Gender and Disability activities which were successfully implemented in the second quarter of 2020/21 as per the approved EE Action Plan:

- ✓ EE, Gender and Disability target setting and monitoring (117 Request to Circularize and 89 Motivation to appoint reports were signed off);
- ✓ Review of the City's Numerical Targets-Amended 2019-2024 CoJ Plan was signed by the CM on 04 November 2020;
- ✓ Development and submission of the 2020 EE Annual Report and consultation was successfully done on 17 December 2020;
- ✓ Approval of the 2020-2023 Disability Recruitment Strategy;
- ✓ Disability verification and Disability Database Development will be in the third quarter of 2020/21;
- ✓ Sexual Harassment workshops hosted in Region A, Health (12 & 13 November 2020) and Region D, JMPD (18 November /2020) ;
- ✓ Central EE & SD Forum was held successfully
- ✓ Hosting of the National Disability Day and the 16th Days of Activism on the 03rd and 10th of December 2020 respectively; and
- ✓ Gender Steering Committee now merged with the Citywide GEYODI structure as per the revised terms of reference signed by the City Manager- hosted on the 9th of December 2020.

The CoJ Disability Percentage is 0.64% at second quarter of 2020/21 and the City Manager has approved the 2020-2023 Disability Recruitment Strategy aimed at enhancing the attraction of Person with Disabilities into the City's workforce in line with the minimum 2 percent quota set by the Department of Employment and Labour. The strategy will also give an opportunity to target external PWDs for both internal and external positions as a way of giving them preference. It also addresses the adjustment of certain non-inherent job requirement to reasonable accommodate PWD targeted groups.

The COJ core Employment Equity status at second quarter 2020/21 is set out below:

Occupational Levels (below EAP row)	Male				Female				Foreigner	
	A	C	I	W	A	C	I	W	M	F
EAP	45.0 %	1.7%	2.1%	7.0%	35.9 %	1.6%	1.1%	5.7%	0.0%	0.0%
Top Management (Level 1-2)	45.3%	1.3%	1.9%	7.4%	35.7%	1.3%	1.0%	6.1%	0.0%	0.0%
Senior Management	38.5%	7.7%	15.4%	0.0%	38.5%	0.0%	0.0%	0.0%	0.0%	0.0%

(level 3-4)										
Professional Qualified (Level 5-6)	46.2%	3.4%	3.7%	6.4%	29.7%	2.2%	2.2%	5.4%	0.4%	0.4%
Skilled Technical (Level 7-8)	43.8%	2.2%	2.3%	7.1%	34.0%	2.3%	1.6%	6.1%	0.3%	0.3%
Semi-Skilled (Level 9-10)	49.1%	2.1%	0.6%	1.9%	41.8%	1.8%	0.6%	1.9%	0.02 %	0.03 %
Unskilled (Level 11)	40.2%	2.4%	0.6%	1.0%	50.2%	2.5%	0.8%	2.5%	0.0%	0.0%
Temporary	64.3%	0.4%	0.0%	0.0%	34.4%	0.7%	0.0%	0.0%	0.04 %	0.0%

10.4 ELECTRONIC HR SERVICES

In order to ensure efficient administration, the department will introduce e-Leave, which will initially focus on certain categories of leave. This will alleviate the amount of paper generated in the City and will contribute to a paperless environment. Work on this project commenced in 2018/19. With effect from October 2018, CoJ Core Administration employees can access their payslips electronically. This is yet another step in creating a professional, administratively efficient work environment. The CoJ has further realised significant savings from costs related to printing payslips. The availability of payslips electronically has also alleviated other logistical challenges related to the timeous delivery of payslips to all employees.

The City has embarked on a project to introduce e-Recruitment in the CoJ. The CoJ Group largely currently uses manual recruitment and selection processes which are cumbersome, laborious, time-consuming and inefficient. It is envisaged that the new system will interface with the existing SAP software. The system will do the following, among others:

- Register applicants' profiles;
- Provide pre-screening process;
- Reduce turn-around time in recruitment process;
- Provide long list; and
- Acknowledgement of receipt.

The system will benefit the CoJ as follows, among others:

- Digitise the recruitment process and contribute to a paperless environment;
- Reduce turnaround times in recruitment process;
- Contribute towards a Smart City; and
- Reporting capability in order for the business to measure various HR strategic objectives i.e. internal promotions, employment equity, turn-around times etc.

The abovementioned e-Service interventions are in line with the Smart City Strategy as a building block towards the 4th Industrial Revolution. The overarching objectives for the above programmes are to achieve the following:

- Enhanced institutionalised technological competency;
- Increased service delivery efficiency and productivity.
- Contribute to improved productivity through resource optimisation.

Filling of Critical Vacancies

The vacancy rate at top management level at 31 December 2020 was 24% and at senior management level 7% respectively. The overall vacancy rate is at 4%. These figures are reflective as at 31 December 2020, which is the end of quarter 2 with further details below:

Vacancy Rate as at 31 December 2020

Categories	Employee Numbers								Total Employees	Vacancies	Total Establishment	Vacancy Rate ⁶⁸
	Male				Female							
	A	C	I	W	A	C	I	W				
Top Management	11	1	2		10	2			26	8	34	24%
Snr Management	357	21	27	42	228	15	19	36	745	59	804	7%
Professional & Mid Management	1 007	51	54	188	848	43	32	102	2 325	116	2 441	5%
Skilled & Jnr Management	6 061	278	89	332	4 795	214	83	230	12 082	535	12 617	4%
Semi-skilled	3 638	153	24	57	2 525	122	26	105	6 650	445	7 095	6%
Unskilled	8 198	68	22	17	6 550	91	8	5	14 959	296	15 255	2%
Temps	255	17	5	3	248	22	4	13	567	33	600	6%
Unknown Occupational levels (JDA, City Power & MTC)	2	3			1				6	15	21	71%
Grand Total	19 529	592	223	639	15 205	509	172	491	37 360	1 507	38 867	4%

Annotation

- Top Management is level 1 and 2
- Senior Management is level 3 and 4
- Professionally qualified and experienced specialists and mid-management level 5 and 6
- Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents' level 7 and 8
- Semiskilled and discretionary decision-making level 9 and 10
- Unskilled and defined decision-making level 11

A = African
C = Coloured
I = Indian
W = White

The Vacancy Rate is measured against the Department of Public Service and Administration recommendation, which is less than 10%.

10.5 MANAGING RISK IN THE CITY OF JOBURG

Municipalities are bound by their Constitutional mandate to provide services or products to the residents that they serve. No municipality has the luxury of functioning in a risk-free environment and municipalities are especially vulnerable to risks associated with fulfilling their mandates as service delivery focal point. Risk management is a valuable management tool which increases a municipality's

⁶⁸ Vacancy Rate = Total Vacancies / Total Staff Establishment * 100

prospects of success through minimising negative outcomes and optimizing opportunities. Local and international trends confirm that risk management is a strategic imperative rather than an option within high performing municipalities.

Risk Management is a legislative requirement for all municipalities as articulated in section 62(1)(c)(i) of the Municipal Finance Management Act No. 56 of 2003 which states that the Accounting Officer should ensure that the “municipality has and maintains effective, efficient and transparent systems – of financial and risk management and internal control...” In compliance with this requirement and best practice, the City has developed and implements Enterprise Risk Management to ensure that the organisation is able to manage and mitigate risks it is faced with.

Enterprise Risk Management (ERM) is a process of identifying and addressing methodically the potential events that could prevent the City from providing effective and efficient services to the residents of the City. The ERM process is applied at strategy setting and across the City’s structures. The fundamental elements of ERM are the assessment of significant risks and the implementation of suitable risk responses. Risk responses include acceptance or tolerance of a risk; avoidance or termination of a risk; risk transfer or sharing via insurance, a joint venture or other arrangement; and reduction or mitigation of risk via internal control procedures or other risk prevention activities. So, in essence ERM is concerned with the achievement of the mayoral priorities of the term, Integrated Development Plan and the 2040 Growth and Development Strategy. The City recognizes that ERM is an essential element of the strategic management of any organisation and should be embedded in the ongoing activities of the business.

The City Manager has delegated the risk management function to the City’s Group Risk and Assurance Services Department which is responsible for developing and implementing an effective and efficient system of risk management. The Group Risk Unit’s core functions are outlined below:

- Enterprise Risk Management Services
- Risk Control and Loss Control
- Risk Finance (Insurance)

ERM Services

The City of Johannesburg has in place a Group Risk Management Framework that is aligned to the best practice frameworks (ISO 31000 Risk Management and COSO Enterprise Risk Management) as well as the Local Government Risk Management Framework. The high-level risk management process adopted in the City is as follows:



The City's Risk Universe includes over 300 Risk Registers that informs the "City-Wide Strategic Risk Register" that contains the City's Top Strategic Risks which are aligned to the Mayoral Priorities. To assist the organisation in achieving its objectives and deliver on key commitments, the Group Risk Function develops an Annual Risk Implementation Plan which guides risk management activities across the City. Some of the key activities are:

- Annual Strategic and Operational Risk Assessments,
- Quarterly Risk Monitoring and Reporting, and
- Risk Management Training and Awareness.

The well-structured and adequately resourced ERM process will bear the following benefits for the City:

- More sustainable and reliable delivery of services.
- Informed decisions underpinned by appropriate rigour and analysis.
- Innovation.
- Reduction of waste (i.e. wasted resources, such as time and money).
- Prevention of fraud and corruption, unauthorised, irregular, fruitless, and wasteful expenditure.
- Better value for money through more efficient and effective use of resources; and
- Better outputs and outcomes through improved project and program management.

Risk Control and Loss Control (Business Continuity Management)

Business Continuity Management (BCM) is a holistic management process that identifies potential threats to the City and impact to business operations should those threats be realized. The BCM provides a framework for building the City's resilience with capability of an effective response that safeguard the interests of its key stakeholders, reputation, brand and value-creating activities. Therefore, the BCM Framework forms an integral part of the City's approach to effective risk management, and it also defines the BCM methodology and continuity process for managing disruption-related risks.

The City has an approved BCM framework that is aligned to the requirements of International Organization for Standardization (ISO 22301) and other BCM Legislatives Framework such as Municipal Finance Management Act No 56 of 2003, Municipal Systems Act No 32 of 2000, as amended and Disaster Management Act 57 of 2002.

Business Continuity Plans are developed for COJ Core Departments and Municipal Entities to ensure unsure continuation of service delivery to the COJ citizen in case of an incident.

The Process below is used to develop Business Continuity Plans in the City of Johannesburg:



Risk Finance (Insurance)

Risk Finance refers to the insuring the City for major perils such as Assets, Liabilities, etc., and the applicable insurance claims registered. The insurance portfolio of the City of Johannesburg is categorized into Non-motor (Assets and liabilities) and Motor Fleet (Motor related). To this end, the City utilizes the services of insurance brokers procured periodically for a period of three years for both.

During the 2018/19, the insurance covers across the major classes of risks experienced a spike in claims and consequently the increased premiums in the financial years that followed. The premium increases were in the most in excess of 20% for the ensuing year 2019/20 but this was not unique to the City but an insurance market experience.

The City has over the past 3 years seen a sharp spike in liabilities insurance claims as more and more people lawyers have identified the City as their potential “soft” target for alleged negligence. The City continues minimize the potential of such losses as this causes a strain on resources that could be directed at service delivery.

11. FINANCIAL SUSTAINABILITY

The priority of financial sustainability focuses on driving financial stabilisation and long-term financial sustainability for the City. However bolder intervention on this priority must be undertaken given possible declining revenues as a result of the COVID-19 impact. Weak economic growth, the recent downgrade of the sovereign and the City's respective credit ratings by Moody's to sub-investment grade, and the devastating economic impact of the coronavirus have caused tectonic shifts in the macroeconomic environment. To mitigate against these shifts permanently, placing the City on the back foot, there has been a concomitant reprioritization process to elevate financial sustainability as the key pillar of the City's success.

The current economic environment reflects weak economic growth, deteriorating public finances, power shortages and unemployment remain key macro-economic challenges facing South Africa over the medium term. In March 2020, Statistic South Africa released the figures which confirmed that the country had fallen into a recession in the second half of 2019, with third quarter growth having contracted by 0.8 percent, which was followed by a 1.4 percent contraction in the fourth quarter. The key contributors to the economy falling into recession were noted by Statistics South Africa as being the impact on the economy of the pronounced and continued load shedding by Eskom, weakening of domestic consumption, and contraction of key sectors of the economy that have a potential to absorb labour. Furthermore, some of the country's biggest corporates have announced plans to reduce their labour force in the form of either retrenchments, closing key divisions or right sizing of their operations. In certain cases, such scale of rationalisation had been so wide that it threatens regional economies.

This all happens when the national government has no fiscal space to maneuver. Similarly national government, building from the previous efforts to reduce R30 billion in the wage bill over the medium term, through the Budget Speech of further proposed renewed measures to manage the ever increasing public sector wage bill by proposing a R160 billion reduction over the medium term, and the restructuring of the failing state entities. These in themselves illustrates that growth in employee related costs are outpacing expenditure growth in key service delivery areas, which leaves local government in a highly vulnerable position due to the ongoing financial mismanagement challenges faced by a multitude of municipalities. Evidence of this is seen in the proportional reduction of allocations to local government as a percentage of the consolidated national budget

Domestic consumption has not risen to levels high enough to support economic stability. In certain cases, the impact of these developments has not been fully transmitted into the South African economic system, and responses remain sporadic and uncoordinated. The upsurge of poverty and hunger in the sub-Saharan regions, climate volatility, and decline of the agricultural sector contribution mean basic necessities are imported and regional trade is limited. The country has been battling with unemployment, inequalities' and poverty that have not subsided since the dawn of democracy in 1994.

The economy is predicated to need in excess of 3% growth annually to make a meaningful impact. South Africa's economy has not expanded beyond 2% since 2013, and the levels of unemployment

both on a broad and narrow definition of employment had remained close to 30%. Under-performance has compromised the key fiscal indicators such as debt to Gross Domestic Product, cost of debt to Gross Domestic Product, and resulted in the incident of taxation falling on almost the same category of citizens. There is pressure to move away from consumption spending towards the promotion of growth supporting infrastructure. Economic institutions the International Monetary Fund, the South African Reserve Bank and National Treasury itself have repeatedly revised downwards the country's growth forecasts to levels not greater than 1% in 2020.

Gauteng as a province in South Africa experiences inward migrations that continue to put pressure on industrious provinces such as Gauteng, and Western Cape. These two provinces have relative above average population growth, and high levels of recorded sometimes migrants due to the instability of neighbouring economies, and weak neighbouring provincial economies. Further to that, growth in household expenditure has slowed significantly, a benefit that has been matched by moderate interest rates that has been enjoyed by the economy.

There has been an acknowledgement through various forums, that the country's national debt trajectory is becoming un-sustainable. Growth of wages in public sector, weak consumption in the economy, and changes in business profitability are recognized as causes of reduced tax receipts. This is paired with recorded poor performance of state-owned entities such as Eskom, South African Airways, and Denel.

While the government is committed to strengthening financial governance in these institutions, the impact of weak domestic consumption and economic growth is felt through the general underperformance of the economy, and reduced output in key sectors. A characteristic of both cyclical and involuntary unemployment remains dominant and account for the continued unemployment of youth. In the 2020 national government budget, the national government has taken the pressure off the consumers by containing tax increases and offering measures to improve the purchasing power of the workers.

In terms of this context, the City focus will be on ongoing delivery of basic services and ensure the funding of key initiatives that targets the realisation of the GDS 2040 vision. One such initiative is the City's planned capital infrastructure investment programme. It is envisaged that this will assist to re-enforce the necessary foundation for the spatial transformation of Johannesburg. This is a step towards the establishment of a more inclusive, liveable and sustainable City for all. The fundamental principles that the City views as underpinning the achievement of this priority include a focus on:

- optimising the use of the City's resources;
- improved productivity (including doing more with less and managing human resources efficiently);
- ensuring a customer centric approach; and stabilisation of the City's revenue base.
- Sustaining healthy financial ratios and guarding the City's status
- The revision and implementation of the City's Financial Development Plan

11.1 PROBLEM STATEMENT

The City of Johannesburg is facing a multitude of challenges when it comes to its financial sustainability. The Auditor-General (AG), in its most recent audit of the City, has made concerning

observations on key matters which will have an impact on the City's ability to continuously deliver services to its residents in a sustainable manner. Whilst there have been marked improvements in the surplus and the liquidity position of the City between 2017/18 and 2018/19, there remains a risk that these gains will be undone if there are no concomitant efforts to address the root cause of the decline in the City's finances seen from end 2015/16. Addressing these shortcomings adequately comes with a high degree of internal conflict. On the one hand, there is natural pressure to paint the City in its best light in order to attract investment and to be able to raise funding from banking institutions and investors, whilst also keeping credit rating agencies satisfied that the City is not facing a fiscal cliff. On the other hand, the City knows very well that it cannot be business as usual when it comes to managing its' finances. Unless some drastic steps are taken and specific interventions put in place, the City is bound to experience fiscal slippage and will find its' finances hanging on a cliff. In crafting the problem statement where the finances of the City are concerned, particular emphasis is placed on key interventions required to deal with the problems experienced at their root cause. These are outlined in more detail below.

i. Deterioration in quality of expenditure

The City has consistently seen the quality of its expenditure deteriorate since 2016. This is both within the context of the ratio of capital expenditure to operational expenditure ratio, as well as in the composition of service delivery related spending versus non-service delivery spending in its operating expenditure. Simply translated, this means that there is a crowding out effect of capital expenditure in favour of operating expenditure. In order for the City to sustain its ability to deliver basic services to its citizens, capital expenditure and other key service delivery orientated spending must be prioritized as a general rule.

The Capex to Opex ratio peaked at a percentage ratio of 22:78 in 2014/15 after a deliberate decision was made to ramp up capital expenditure to address infrastructure backlogs the City continues to face. In the years after this, there has been a steady decline in this ratio to 13:77 in 2017/18, which was followed by a slight improvement to 14:86 in 2018/19. Modeling work done by Group Finance indicates that the ratio of Capex to Opex will be 12:88 in 2019/20 and deteriorating steadily over the next ten years to 10:90.

What is of more concern is that the allocations made in favour of operating expenditure have not been directed towards service delivery initiatives. Instead, these have been allocated towards consumption related expenditure, which has no, or very little, impact on service delivery. Evidence of this is seen in the deterioration of the employee costs to overall operating expenditure ratio. This ratio is amongst eight ratios which National Treasury, credit rating agencies and investors monitor very closely on an ongoing basis. This ratio has crept up from 24 percent in 2015/16 to 27 percent in 2018/19.

This is because of policy decisions made, mainly the insourcing of previously contracted workers such as security guards and cleaners. Whilst National Treasury provides for an allowance of employee related costs to general operating expenditure of 25 percent to 40 percent, for the most part, the City had previously maintained this ratio at sub 25 percent. The continued deterioration in this ratio will lead to further crowding out effect of service delivery expenditure in favour of non-service delivery expenditure.

li. Ineffective revenue management

The City has shown revenue management and collection processes which fall outside the norm of what is expected by both National Treasury and the Auditor-General. The City closed 2017/18 with negative working capital, which demonstrated that its current assets were less than its current liabilities. Simply put, had the City faced a call on all its current liabilities due at that point in time, it would not have had sufficient cash resources to honour such a call. The result of this was that within less than two months of the new financial year, the City was forced to make use of a short-term liquidity facility granted by the Development Bank of Southern Africa in order to bridge its liquidity shortfall.

It should be noted that making use of short-term bridging finance facilities is not on its own a bad practice, nor is it automatically reflective of poor financial standing. To the contrary, many corporations make use of short-term bridging finance facilities, and there is an active market for issuing and trading in Commercial Paper on the Johannesburg Stock Exchange. However, the context under which such facilities are used is of paramount importance. The City had previously used short-term credit facilities due to structural weaknesses in its revenue management chain, which resulted in it being in a temporary state of technical insolvency.

For the period 2018/19, the City had a debt collection period of 40 days, with the allowance for doubtful debtors at 88 percent of the total consumer debtors' book. The high provision for doubtful debtors is noted by the Auditor-General as an indication that the City is taking longer to collect outstanding debt from consumers. The City needs to enhance its debtors' collection and revenue management processes to mitigate the risks posed to its cash flows. Lower than expected cash collections resulted in the City being forced to borrow more than it otherwise should in order for it to meet key infrastructure delivery projects.

lii. Operational inefficiencies

Due to the very size of its operations and the sheer extent of its reach, the City, as any organization would, is bound to experience operational weaknesses in its value chain. The key challenge remains the ability to effectively manage these operational weaknesses in order to minimize any form of leakage. Leakages in the City's value chain only serve to compromise its ability to effectively deliver on its constitutional mandate and achieving its vision of being a World Class African City of the Future.

The City continues to experience relatively high losses on electricity and water bulk purchases compared to what it sells to consumers. By the end of 2018/19, electricity losses remained stubbornly high at a total loss percentage of 25, from 22 percent as at end of 2015/16. Whilst technical losses on electricity have remained stable at nine percent, non-technical losses have been steadily climbing, from 13 percent in 2015/16 to 16 percent in 2018/19. The biggest drivers of non-technical losses are theft of electricity, illegal decalibration of electricity meters, damaged meters, faulty voltage and consumers receiving electricity without being connected to specific meters. Water losses have also showed an increase, from 23 percent in 2015/16 to 25 percent in 2018/19. This is seven percentage points above the industry loss ratio of 18 percent. These losses are a permanent loss of revenue for the City.

Losses from electricity and water purchases are not the only source of leakage for the City. The ineffective fare collection system currently used by Metrobus and at Rea Vaya stations continues to be a consistent source of leakage for the City. Consequently, revenue generated from these

operations, albeit small in the overall scheme of the City's revenue generating operations, is severely compromised. As the City searches for additional sources of revenue, it would do best to maximize all its existing revenue sources by limiting all forms of leakages. Given the revenue pressures faced, every cent counts. Hand to hand with this challenge is that of a non-automated payment system throughout the City. Currently, the City overly relies on collecting physical cash at its revenue generating customer facing points. Cash handling is expensive in many forms and is a huge source of leakage for the City through theft.

Iv. Weakening balance sheet

The City has a very big balance sheet by any measure, with a net asset value of R52.9 billion as at end 2018/19 and total assets of R95.4 billion. Of this, non-current liabilities constitute R27.5 billion, with long-term borrowings at R22 billion. Consequently, the City's debt to revenue ratio, a key financial metric monitored very closely by National Treasury, credit ratings agencies and investors, closed at 42 percent as at 2018/19, and expected to rise to 43 percent in the current financial year. National Treasury has set municipalities a ceiling of 45 percent for this ratio, and as a result its breach would have some very serious consequences for the City.

Written into many of the City's debt covenants with its lenders is that this ratio will be kept within the ceiling of 45 percent. A breach of this ratio without a condonation from lenders automatically triggers a negative audit finding by the Auditor-General. More worryingly, lenders would be within their rights to immediately put a call on all outstanding debt for which keeping to this ratio is a covenant. In effect, this would make such debt due and payable immediately. This would have dire consequences for this City as it simply would not have the capital to honour such a call. In such instance, the City would run the risk of being declared bankrupt and placed under administration.

Whilst modelling work done by Group Finance indicates that this ratio is expected to peak at 43 percent as at end 2019/20 before decelerating to trough at 36 percent in 2025/26, these assumptions are based on expected revenues being realized in each of the coming years. With the advent of South Africa finding itself in a recession in 2019 and simultaneously fighting off the Coronavirus immediately after that, there are severe downside risks to the revenue assumptions for the current year as well as for the medium term. Almost overnight, the assumption of the ratio peaking at 43 percent in 2019/20 seems highly optimistic, and the reality is that the City may well close the year being very close to the ceiling of 45 percent. What this all means is that the City's ability to continue relying on borrowings as a key contributor to its funding mix over the medium term may very well be highly compromised, with a moderation to borrowing assumptions needed in order to protect the sustainability of its balance sheet.

Specific entities compound the City's weakening balance sheet even more, these specifically being City Power, Metrobus, Metropolitan Trading Company (MTC) and Pikitup. City Power has short-term shareholder loans advanced to it by the City of R4.5 billion, which is otherwise referred to as its overdraft. Whilst this is not technically an overdraft as contemplated in the Municipal Finance Management Act, it serves the City's desire for financial prudence for it to be considered as such. City Power closed 2015/16 with a positive sweeping bank balance of R354.6 million, which has rapidly declined over the years to a deficit of R4.2 billion as at end 2018/19. This deficit is a drain on the City's cash resources as it represents physical cash which could otherwise be reflecting in its bank account. This is reflective of City Power having become a 'subsidized' entity, which is in sharp contrast to the purpose for which it was formed, which was to be a key surplus generating source for the City.

Metrobus, Pikitup and MTC have City issued loans on their balance sheets which weigh down heavily on these businesses. Consequently, on an annual basis, Group Finance impairs the value of these loans for them to be considered going concerns by the Auditor-General. The balance sheet weaknesses in these entities serve to limit their ability to operate optimally, and as such the City needs to find a manner to deal with these once and for all.

v. Poor and ineffective internal controls

In its' most recent audit of the City, the Auditor-General raised several concerns on matters related to the finances. One of its most concerning findings was that the City's financial statements "were not prepared, in all material respects, in accordance with the requirements of section 122 of the Municipal Finance Management Act. Material misstatements for revenue and property, plant and equipment, liabilities and disclosure items were identified by auditors in the submitted annual financial statements"⁶⁹.

General areas where the AG found non-compliance were in the following:

- compilation of the financial statements;
- poor asset management in that assets were transferred without following section 14(2)(a) of the MFMA;
- money owed by the City to service providers was not paid within 30 days as required;
- reasonable steps were not taken to prevent irregular expenditure;
- poor contract management;
- lack of consequence management;
- poor controls and deficiencies in internal control environment.

The City has a mammoth challenge when it comes to Unauthorized, Irregular, Fruitless and Wasteful (UIFW) expenditure. The cumulative UIFW balance has grown from R5.44 billion in 2015/16 to R11.98 billion in 2018/19. The year on year occurrence in UIFW increased from R1.1 billion in 2015/16 to R3 billion in 2018/19. Of the amount incurred in 2018/19, only R19 million of it was deemed recoverable. The biggest contributors to UIFW are attributable to the deliberate abuse of Regulations 32 and 36 of the MFMA, non-compliance with section 116 of the MFMA, non-compliance with the Preferential Procurement Policy Framework Act (PPPFA) and non-compliance by the City to its own Supply Chain Management (SCM) policies and procedures.

11.2 THE FINANCIAL DEVELOPMENT PLAN (FDP)

Long term financial planning is the mechanism that enables the City to determine its capability to sustainably deliver services and infrastructure required by residents. It enables the City to set priorities, based on its financial capabilities, for the delivery of short, medium- and long-term priorities.

⁶⁹ Audit report of the City of Johannesburg 2018/19

The Financial Development Plan (FDP) is a ten-year rolling plan that seeks to ensure financial sustainability in the implementation the City's Growth Development Strategy (GDS), Integrated Development Plan (IDP) and the Service Delivery and Budget Implementation Plan (SDBIP).

The FDP indicates the City's long-term financial sustainability, allows early identification of financial risks and their longer-term impacts.

Municipal budgets cater for the immediate to medium term (1 to 3 years) time horizon and have inadequate view of future needs or the future consequences of strategic decisions. In order to have a full and complete picture of possible future financial implications arising from the City's chosen strategic path as informed by the Integrated Development Plan (IDP) and Growth Development Strategy (GDS), it is crucial to have a financial sustainability plan in place.

The FDP is a decision-making tool and addresses areas that affect the City's ability to fund service delivery mandates and capital expenditure, while living within its means and ensuring financial sustainability.

11.2.1 OBJECTIVES OF THE FINANCIAL DEVELOPMENT PLAN

The FDP focuses on the City's long-term goal of financial sustainability and delivering quality services, infrastructure and outcomes to the residents. The plan is dynamic in nature and subject to continual review to ensure changing expectations are met.

The aim of the FDP is to put into place a framework for high level financial decision making by providing guiding principles for the short, medium and long term (1 to 10 years). The process is built on five key foundations:

- planning assumptions
- income and expenditure, balance sheet and cash flow forecasts
- sensitivity analysis
- financial modelling for different scenarios
- monitoring financial performance.

Financial Strategy Guidelines

An intrinsic feature of the FDP is that it gives effect to the City's financial strategies whose focus among others include:

- a. Continuous improvement in the financial position of the City.
- b. The achievement or maintenance of cash backed operating surpluses each year.
- c. Maintaining equitable, fair and affordable rates and tariff increase.
- d. Maintaining or improving the provision of basic municipal services.
- e. Sustainable use of debt to fund capital expenditure.
- f. Maintenance of cash reserves for future commitments.
- g. Increasing funding for asset maintenance and renewal.
- h. Achieving full cost recovery for provision of services.

11.2.2 REGULATOR CONTEXT OF THE FINANCIAL DEVELOPMENT PLAN

Section 26 (h) of the Local Government: Municipal Systems Act 32 of 2000 (hereafter the MSA) states that “An Integrated Development Plan must reflect a financial plan, which must include a budget projection for at least the next three years”.

Section 7 (1) of the Local Government: Municipal Finance Management Act, 2003, Municipal Budget and Reporting Regulations, 2009 (hereafter MBRR) states that:

“the Municipal Manager of a municipality must prepare, or take all reasonable steps to ensure the preparation of budget-related policies of the municipality, or any or any necessary amendments to such policies, in accordance with the legislation applicable to those policies for tabling in the municipal council by the applicable deadline specified by the mayor in terms of section 21 (1)(b) of the MFMA”.

Section 7 (1) reference (1) of the MBRR, further states that “as defined in section 1 of the MFMA. Policies that affect or are affected by the annual budget of a municipality include “(g) a policy related to the long-term financial plan”.

11.2.3 ASSUMPTIONS UNDERPINNING THE FDP

In the planning or review process of the FDP, assumptions should be made to form a foundation for the development of the plan.

The underlying baseline model shows the City’s position over the next 10-years without any changes to current policy. Additional models explore alternative strategic scenarios that enable the City to determine if, and how, those various alternative scenarios could be funded.

Changes in the internal and external environments affect operations of the City. While the City may be able to control or influence most of the internal factors, it has little influence over external factors.

Using various assumptions, the FDP make projections of the City’s Statement of Financial Performance, Statement of Financial Position and the Cash Flow Statement. These forecasts are used to gauge the projected financial health of the City over the short, medium and long term.

Scenario Modelling and Sensitivity Analysis

Scenario modelling is used to determine the level of flexibility in the FDP to inform the City of the best strategy to adopt to meet service delivery expectations should variations occur in a range of factors or assumptions.

Modelling is undertaken based on optimistic, conservative and worst-case scenarios to understand the impacts of variation.

Sensitivity analysis is used to test the financial impacts of variations in the factors or assumptions underlying the plan.

Analysing the sensitivity of the FDP to variations in assumptions such as CPI estimates, employee related cost escalations, interest rates, tariff and rate INCREASES, and others, will indicate those assumptions which have the greatest impact when varied.

11.3 FINANCIAL SUSTAINABILITY

Municipal financial sustainability is defined as the on-going ability of the municipality to cover both the on-going cost of service provision and the capital requirements for future growth and renewal of existing infrastructure. Therefore, within this context it is important to ensure the City can preserve its surplus which is a key component of the City's capital funding structure. The medium-term budget is therefore premised on ensuring ongoing financial sustainability through the following amongst others:

- Improving the effectiveness of revenue management processes and procedures.
- Cost containment measures to, amongst other things, control unnecessary spending on nice-to-have items and non-essential activities as highlighted in the Municipal Cost Containment Regulations read with MFMA Circular No. 82;
- Ensuring value for money through the procurement process;
- prioritization within budget allocations bearing in mind that there is no "new money" and ensuring focus is on core municipal services. Careful balancing act in tariff setting ensuring both cost reflective considerations as well as affordability to protect most vulnerable and encourage payment
- Increase efficiencies (eg reducing non-revenue losses)
- Increased fiscal effort – Exert sufficient effort in collecting revenues due for services rendered

The Group Finance Department is responsible to drive the Government of Local Unity priority on financial sustainability of the City. At the first GLU Mayoral Lekgotla held in December 2019, the Executive Mayor identified key activities to contribute to the City's financial sustainability:

- Enhance Revenue collection.
- Disciplined Expenditure Management.
- Improved Indigent Management.
- Corruption and Fraud prevention.
- Clean Audit
- Efficient investment in capital and maintenance.
- Sustainable Infrastructure Development.

This outcome relating to this strategic priority revolves around the review and implementation of the City's Financial Development Plan (FDP).

The aim of the FDP is to put into place a framework for high level decision making by providing guiding principles for the short, medium and long term. Accordingly, the FDP focuses on the City's long-term goal of financial sustainability, delivering quality services and infrastructure investment. The FDP is a basis and support for City's plans as espoused in the Growth and Development Strategy, Integrated Development Plan and the Service Delivery Budget and Implementation Plan. The plan is dynamic in

nature and subject to continual review to ensure changing expectations are met. The aim of the FDP is to put into place a framework for high level financial decision making by providing guiding principles for the short, medium and long term (1 to 10 years). The process is built on five key foundations:

- Planning assumptions;
- Income and expenditure, balance sheet and cash flow forecasts;
- Sensitivity analysis;
- Financial modelling for different scenarios;
- Monitoring financial performance.

The Financial Development Plan proposes a five-point turnaround plan which is centered on proactively managing the composition of expenditure of the City, implementing strategies to achieve effective revenue management, improving on operational efficiencies, ensuring a well-structured and sustainable balance sheet and instituting effective internal control measures. These Five Pillars are the backbone of core areas which require urgent intervention for Johannesburg to be a World Class African City of the Future.

The City needs to refocus its expenditure priorities and progressively realign its spending towards addressing its infrastructure development needs and service delivery challenges. By renewing its aging infrastructure, the City will require comparatively less resources for repairs and maintenance and other costs related to aging infrastructure. The City also needs to channel operating expenditure towards key service delivery areas such as public health, safety and community development initiatives. Consequently, this will mean aggressively containing growth in employee related costs and other non-ancillary expenditure items.

Effective management of the City's revenue chain will ensure there is minimal revenue leakage and that billed revenue translates to cash collected. Given the macroeconomic constraints the country faces, the sustainability of the City's revenue base becomes a crucial pillar in achieving financial sustainability. A fine balance must be met between a constrained consumer base and the need to achieve cost reflective tariff structures. To this end, it is crucial that revenue leaks are minimized, and collection efforts stepped up.

An operationally efficient City will ensure that leakages in the system are further contained. Water and electricity losses make up a significant portion of the City's operational inefficiencies. Inadequate cash handling processes at various pay points compound this situation. Minimizing the handling of cash will save the City considerable amounts from theft and will ensure completeness of revenue.

More effective use of the City's balance sheet will ensure better outcomes with the limited resources at hand. Collaboration efforts with other public sector institutions, private sector mobilization and more innovative funding efforts will ensure the City does not compromise on its infrastructure service delivery requirements, whilst simultaneously managing risks of overburdening its balance sheet with debt.

Innovative financing and supporting the capital programme

The City will continue to explore various options to leverage its resources to meet the infrastructure backlog estimated to be in excess of R170 billion as determined in the previous financial years. Led by the Group Treasurer, there is a conscious effort to identify projects that can be implemented as partnerships and strengthen the capacity of the organisation in this area. A study will be undertaken on all core areas of financial viability to understand the impact of the coronavirus and create scenarios that respond to the desired levels of recovery. Additionally, a number of options are put in place such as green bond financing, project financing, exploring the use of the partnership and technical support provided by the national government via the Development Bank of Southern Africa, and lately exploring multi-jurisdictional partnerships with other municipalities (pooled financing mechanisms) as per the regulatory framework that the government is enhancing. It should be noted that the alternative financing mechanism approach requires a lot of efforts, and the measure of such success becomes trade-off between the costs of financing versus effort undertaken. The current local government regulatory frameworks need to be improved to enable appropriate accounting in such environment to address the current economic realities. The reality is that the bulk of the City's infrastructure has approached and passed its useful life, and it cannot be salvaged through repairs and maintenance at the pace determined by its balance sheet.

The City needs to urgently find permanent solutions against its ballooning UIFW expenditures. Effective controls are a prerequisite for this. Evidence would suggest that control systems in the City have all but broken down. In addition to instituting effective control mechanisms, holding officials accountable is key and consequences management is critical. It must be noted that instituting control measures is one part of the equation and can never be a substitute for honest and ethical behaviour.

The delivery agenda for each of the performance objectives are as follows:

11.3.1. ENSURE EFFECTIVE AND EFFICIENT CAPITAL AND OPERATIONAL SPENDING

This objective refers to facilitating effective spending of the Capex and Opex budget in the City. This effectiveness will be achieved through spending of the budget in terms of the targets set. The efficiency of this spending will be achieved through the supply chain management process and the monitoring and curbing of unauthorized, fruitless and wasteful expenditure.

Through the monthly reporting processes, expenditure will be monitored against set targets and remedial actions put in place to address challenges faced as they arise. The City has traditionally had a "hockey stick" spending pattern, with the bulk of expenditure being concentrated in the 3rd and 4th Quarter. Delays in spending are often attributed to the planning and procurement processes being undertaken in the first half of the year and actual implementation following thereafter. The Office of the COO through the Strategic Programme Management Office, has put mechanisms in place to continuously monitor project progress and intervene where necessary to accelerate service delivery.

SCM will be improved by centralising and automating procurement processes of SCM to effectively reduce UIFW and enhance and expedite service delivery through SCM projects. Improve turnaround

times for the tender processes currently at approximately 10 months to issue a tender and the mentioned interventions process are set to improve this status quo.

The deliverables of these performance areas will include inter-alia:

- Improve budget spent on City wide infrastructure;
- Develop a strategy to improve budget spent on maintenance and repairs;
- Improving procurement planning through finalization and approval of demand and acquisition plans;
- Improve procurement compliance;
- Improve the average turnaround time of tender processes;
- Increase SMME support; and
- Improve on payment of suppliers in 30 days.

11.3.2 ENHANCE REVENUE MANAGEMENT

The performance of collection of the City's revenue is central to achieving financial sustainability in the City. The collection of revenue for rates and services has a direct impact on the liquidity position of the city. This availability of cash is central to expanding the budget for service delivery operations and infrastructure investment.

Strengthening the existing revenue capacity and fiscal efforts by improving the culture of payment, efficiency of customer services and improving of metering within the City.

The City of Johannesburg like many other institutions (public or private sector) is facing financial challenges in meeting the over increasing demand with lower payment levels for municipal services due to hard economic conditions, in-migration and recently, the COVID-19 pandemic.

These factors have put pressure on our very limited resources to provide adequate municipal services to the citizens of Johannesburg. Accordingly, this situation challenges us to look beyond our normal ways of revenue generation, collection and customer care. Innovative new ways are required to augment the existing revenue base in order to help accelerate service delivery by ensuring that the City remain financially sustainable while at the same time being customer centric.

In order to change the current trend of revenue performance within the City, the Department is implementing a Revenue Enhancement Strategy. The key deliverable of this strategy include the following:

- Improving customer experience
 - Implementation of regionalization of Billing Management functions to regional centres
 - Implementation of Billing Regional Open Days
 - Implementation of the e-clearance platform
- Improve Credit Management
 - Implementation of Debt Rehabilitation programme toward building a payment culture to customers

- Improve billing
 - Implementation of the standby stand audit
- Property rates and Valuations management
 - Implementation of the new GV2022
 - Finalising objections to stabilise the rates income

11.3.3 ENSURE FINANCIAL COMPLIANCE AND PRUDENCE

Ensuring financial sustainability requires effective financial governance and compliance. This objective aims to achieve clean financial administration for improved service delivery. Compliance is the cornerstone of financial sustainability in this highly regulated environment. The City has taken a position to institutionalise credible, reliable financial processes and management to attain clean audit outcomes. The implementation of the Municipal Standard Chart of Accounts (MSCOA), seeks to align with the National reporting frameworks that ensure consistency and reliability of information throughout local government. The City is still working on implementation of the SAP Business Transformation that will ensure MSCOA compliance.

The key deliverable of to institutionalise clean governance include: -

- Achieving a clean audit;
- Implementation of MSCOA; and
- Updated financial policies and procedures aligned to the latest legislative and reporting frameworks.

11.3.4 ENHANCE FINANCIAL VIABILITY

Financial viability refers to City planning and managing its budget and treasury operations to fund service delivery and investment. This refers to the effective management of the City's own generated cash, borrowings and National and Provincial grant management.

The financial sustainability of the City's finances is reflected in a balanced budget presented to the community, and national and provincial government. This balanced budget outlined the revenue envelope and allocates expenditure in terms of the political priorities identified strategic priorities and community needs (Community Based Planning).

Any shortfall in funding of the City's long term capital infrastructure requirements are funded by a combination of cash generated from the City's operations, investment is addressed through an efficient system of raising of loans and treasury operations grants from National and Provincial Government as well as loans raised in the capital markets.

Considering current fiscal pressures at a National level, the City needs to ensure The City will also ensure effective management and optimal in the spending of National and Provincial Grants, to avert the risk of the grants being redirected to other municipalities.

As discussed above, the Financial Development Plan in the City is a long-term plan to address service delivery and infrastructure backlogs and forms the basis of determining an affordable and financially sustainable budget.

Key performance indicators to support financial sustainability

The following key indicators measure the overall success of the Financial Sustainability Priority. These measures are useful as they provide a trend analysis over time. Furthermore, indicators as required by National Treasury Circular 88 for monitoring and reporting purposes.

The key IDP indicators reflecting on financial sustainability include:

- Percentage of budget spent on City-wide infrastructure;
- Percentage of spend on repairs and maintenance to Property, Plant and Equipment;
- Number of profitability and liquidity ratios achieved;
- Percentage of collection of revenue in respect to service billings; and
- Cleans Audit Opinion

12. INTEGRATED SUSTAINABLE HUMAN SETTLEMENTS

The Joburg 2040 Strategy recognises the spatial imbalances that exists in the City and the fact that efforts to address these have, in some instances, perpetuated this phenomenon. To reverse this, the City has identified the following measures towards spatial balance:

- Sustainable and integrated delivery of water, sanitation, energy and waste;
- Ensuring eco-mobility through the promotion of mass public transportation; and
- Creating sustainable human settlements through spatial planning, economic and social investment.

The spatial planning of the apartheid regime has left fragmentation and establishment of informal settlements in communities. The spatial imbalances that continue to exist in the City and its peripheries further creates imbalances in terms of accessibility to basic services to the most vulnerable communities of the City. To address this, the integrated sustainable human settlements priority is identified to assist in reversing the apartheid spatial planning. The “corridors of the freedom” which are set to build a city that can help to achieve Johannesburg’s vision of a more compact, transit-oriented, and sustainable city. Whilst creating communities that are vibrant where citizens can live, work and play, this initiative attempts to also bridge the social divide by:

- Creating inclusive communities through mixed-income developments and rental housing.
- Hostel development
- Gap-market accommodation
- Access to social and economic opportunities to communities

This chapter breaks down this priority according to the following three areas:

- Planning, Housing and Inner-city developments
- Transport
- Human and social development issues

12.1 PLANNING, HOUSING AND INNER-CITY DEVELOPMENTS

12.1.1 INTEGRATED LIVING SPACES

The establishment of living environments that support as many aspects of daily life (e.g. work, play and learning) as possible, with mixed-use and mixed-income developments implemented in a way that supports more efficient use of space. The Department of Development Planning is the agent in the City that has the regulatory and policy levers to promote urban development at the right scale and at the right point in time, to enable the establishment of sustainable human settlements. The overarching principles of spatial development are a key determinant of achieving the outcomes of sustainable human settlements and these have been embedded in the SDF 2040 that seeks to achieve the following:

- **Compact city** – combining density, diversity, proximity and accessibility, reducing distances, travel times and costs, bringing jobs and social amenities to single use residential areas, reducing energy consumption and infrastructure costs
- **Inclusive city** – ensuring balanced service provision (hard and soft) and opportunities for all by diversifying land uses, promoting social mixing and bridging social, spatial and economic barriers
- **Connected city** –enhancing physical and virtual infrastructure at provincial and urban scales to re-connect the city, starting from ‘the Transit Oriented Development’ to street and neighbourhood-level connectivity.
- **Resilient city** – building a metropolitan open space system as a protection buffer, protecting valuable green infrastructure and areas of high agricultural potential, promoting sustainable energy use, reinforcing the urban development boundary and protecting biodiversity resources.
- **Generative city** – focusing investment in priority transformation areas and nodes with the potential to grow economically and create jobs while enhancing public space and promoting sustainability (social, environmental and economic).

12.1.2 VARIETY IN THE RANGE OF HOUSING OPTIONS AVAILABLE

With choice in terms of accommodation size, configuration and tenure (supported by appropriate provision beyond affordable housing alone, to transcend housing market failures and trends in market-led housing solutions). In order to ensure liveable communities and shelter for all, the City intends to address homelessness and landlessness by focusing on the issues of housing and land. This will be done by increasing housing stock, speeding up the delivery of title deeds to state subsidised housing, updating housing policies, and finding solutions to incorporate problem buildings (and their residents) into the housing plan for the City. Further, the city will provide access to affordable, improved and mixed housing that will contribute to reducing social inequalities, improve social integration, and strengthen the drive towards sustainable urbanisation in the City of Johannesburg, upgrading informal settlements and establishing a level of service when it comes to the development and upgrading of these settlements; partnering with the private sector to develop low rental stock; and working on social housing projects.

12.1.3 INFORMAL SETTLEMENTS UPGRADE

The City aims to expand free rudimentary service delivery in informal settlements by rolling-out basic water, electricity and sanitation services. Basic services and access to communal standpipes and sanitation in the form of Ventilated Improved Pit (VIPs), waterborne toilets and ablution blocks will be provided. This will ensure that the disadvantages communities can equally access basic services associated with dignity and health. In addition, Johannesburg Water intends to empower local communities during the project implementation phase through opportunities for job creation. Joburg Water and City Power are working on managing the demand of resources so as to secure the supply of water and electricity respectively and are improving existing infrastructure through upgrading, maintenance and renewal/replacement projects.

In addition to the provision of basic services, other upgrade projects of the City are geared towards creating more sustainable and liveable settlements where resource deprived areas once were, through encouraging in-situ improvements to informal settlements.

Expansion of 'site and service'

Given the housing backlog in the City, the traditional approach to housing based around the Reconstruction and Development Programme (RDP) model is too slow to make meaningful inroads. Where suitable, the City is thus expanding on the 'site and service' model by providing residents who wish to construct their own homes with serviced sites on which to do so.

Re-imagining of Hostels

Currently, most of the hostels in the city are faced with overcrowding; poor maintenance and vandalism of the infrastructure that have resulted in hostels deteriorating and becoming unfit for hygiene human habitation. Through the City's hostel upgrade programme for the 2020/21 financial year; the city will focus on the refurbishment of the Housing Stock including Hotels, Flats and Old age home. Once refurbishment is done; the units will be allocated to the intended beneficiaries (hostels residents).

Transitional Emergency Accommodation

As part of the housing voucher scheme, registered landlords would also be required to dedicate existing accommodation in inner city ring suburbs. The housing department will transform the property market in the Inner-city by making an alternative affordable housing rental for low income earning households.

12.1.4 JOBURG HUMAN SETTLEMENT STRATEGY

The Human settlement strategy is aligned to the Johannesburg Growth and Development Strategy 2040. The focus for Housing is through the Priority on Sustainable Human Settlements Basic services and infrastructure to all settlements regardless of state of formality. This fosters the Implementation through Corridors to reverse apartheid spatial planning, Mixed income developments, Hostel Development, Gap Market Housing, Rental Housing, quality density access to social and economic amenities.

Housing Challenges

There are more than 457,200 people registered in the National Housing Needs Register for in need of housing in the City of Johannesburg. This number grows on daily basis as more people migrate from other provinces to Johannesburg in pursuit of economic opportunities. The estimated number does not include the entire population of informal settlements across the City. The housing problem is also an economic challenge. The housing challenge is a manifestation of the economic challenges, especially poverty and unemployment that the city is experiencing. The inner city is collapsing under the weight of overcrowding. Struggling to absorb poor migrants seeking economic opportunities. It has become a war zone with slumlords muscling their way into buildings, hijacking them and exploiting the hapless urban poor who have no choice but to endure unsafe living conditions and insecure tenure. Buildings have become invaded; former landlords have abandoned their buildings, have

become absentee landlords and absconded from their responsibilities. This has increased the housing demand in the inner city.

The housing backlog is made of informal settlements, overcrowding in the public hostels, the non-regulated backyard rental, inner city overcrowding, the housing waiting list, and homeless people in general. The City is making a concerted effort to meet the housing demand and tackle this backlog. This will require the up scaling of housing delivery, further partnering with the private sector, and meaningful engagement with communities. The City has identified a number of key programmes to address this, such as the accelerated release of land and formalising of informal settlements; the development and maintenance of hostels and flats; managing displaced communities and homelessness; the constructing of mixed income housing opportunities; the construction of social housing and rental accommodation within the inner city and urban core; and the construction of housing opportunities along the transport corridors.

The housing backlog is conservatively estimated at 457 200 units with an average delivery of only 3 500 housing units per year. This shortage has in part led to the development over 211 informal settlements, which further complicates the City's infrastructural challenge. Coupled with unequal development of the past, the result is that the residents of informal settlements do not enjoy the same service standards received by affluent communities. It is also important to bear in mind that chronically poor households often cannot pay for basic services. Against this background, the City has developed several initiatives to address these issues.

Constitutional Mandate

The provision of integrated Human Settlements is postured at achieving the constitutional mandate as enacted in the constitution of the republic of South Africa act 108 of 1996, section 26. This section recognises a right to access to adequate housing. The Act mandates the state to take reasonable legislative and resources available to achieve the realisation of this right. The responsibility extends but is not limited to section 25 of the same Act (Act 108 of 1996), which provides for property right of all citizens. This largely guides the exchanges of land and property, which is further outlined in various legislation that allows for security of tenure in various forms.

The Inner-City Housing Implementation Plan (ICHIP 2014 -2021) recognises the important need for allowing greater private sector involvement in ownership and management of housing stock instances where affordable housing is needed but still places the funding burden on the state. This is the context of a small tax base and a technical recession where the state budget for human settlements has not grown sufficiently. The proposed capital subsidy in ICHIP to the public sector (housing institutions) will place a further burden on state fiscal resources. It focuses only on supply in the inner city, whereas a city-wide coordinated supply response is needed. That is, we cannot alleviate the pressure of the inner city without looking at other neighbourhoods that can supply public housing, to release the 'inner city pressure valve'. An in-depth analysis of housing demand using the National Housing Needs Register (NHNR) has shown that there is tremendous buying power amongst applicants.

12.1.4 INNER-CITY REVITALISATION PROGRAMME

The city through the Inner-city Housing Implementation Plan (CHIP) aims to increase social rental housing and temporary emergency housing within the Inner City. This is a collaborative plan between the City, some spheres of national government, and the private sector. The plan proposes strategies that will extend the reach of commercial landlords as well as social housing institutions, to decrease the number of households currently living in risk situations. As part of the Inner-City Revitalisation Programme, the City is focused on attracting investment and increasing the supply of affordable, quality housing in the Inner City. One aspect of this programme is aimed at rehabilitating “bad buildings” through their release to the private sector for conversion into low-cost housing. The City has programmed the release of City owned buildings to develop affordable rental housing and temporary emergency accommodation while social housing projects are also being implemented in the Inner City. Already a pipeline of properties has been identified for release to the Johannesburg Social Housing Company (JOSHCO) for social housing and rental stock.

Further, in order to promote Economic rentals; the city allows full transfer of council estates and flats as part of the City’s existing rent to own programme and finalisation of this programme within the next two years. Economic rentals face considerable challenges; drug abuse, criminality, non-payment of services persist. Transfer into ownership must be followed by a sectional title rehabilitation programme as outlined in ICHIP.

12.1.5 HOUSING PROPERTY MANAGEMENT

I. **Hostel Redevelopment:** the redevelopment of hostels has faced considerable problems as a result of the criminal activities, illegality and informal of hostel owners. This is no longer a housing issue but rather requires a safety and security intervention first before any administration of hostel dwellers can proceed. Officials have not been able to access hostels to conduct a needs assessment or undertake beneficiary administration, given the criminal elements in hostels. It is proposed that an inter-ministerial security task team be established, led by the Mayor’s Office to effectively bring this issue to rest. Once the operating environment in hostels is stabilised, an effective beneficiary administration process can be followed.

II. **Economic rentals:** full transfer of council estates and flats as part of the City’s existing rent to own programme and finalisation of this programme within the next two years. Economic rentals face considerable challenges; drug abuse, criminality, non-payment of services persist. Transfer into ownership must be followed by a sectional title rehabilitation programme as outlined in ICHIP.

III. **Transitional Emergency Accommodation:** as part of the housing voucher scheme, registered landlords would also be required to dedicate existing accommodation in inner city ring suburbs. The housing department will transform the property market in the Inner by making an alternative affordable housing rental for low income earning households.

Integrated Housing Waiting List

An integrated housing waiting list: a critical action is to integrate all the departments ‘programme waiting list’ into a single integrated waiting list-which is the National Housing Needs Register. Current there are separate waiting lists for old age homes, social housing, and emergency accommodation. This creates confusion, duplication and error. Beneficiary data can be stored in a single database. Allocations can then proceed in a coordinated manner for one data source.

Future Development

The following are the identified Priority Housing Development Areas (PHDA) in the City of Johannesburg's for future development. This is a 20-year plan, aligned to the City of Johannesburg's 2040 strategy. The Department will be focusing its housing investments in the following four PHDA's in line with identified National PHDA's the fifth PHDA will not be implemented fully in the first ten years, with the plan to review after each five year of delivery. Whilst these 5 PHDA's will be a major focus for housing development the Department will also ensure the priorities are adhered to and implemented across the City.

These PHDAs are:

- A. Johannesburg Inner City
- B. Main reef Road Corridor
- C. Alexandra Node
- D. Johannesburg South
- E. Lanseria/Diepsloot Corridor

Whilst the above five have been considered and assessed with the Development Planning Department to ensure alignment with the City's spatial development Framework. The following PHDA is under consideration for prioritization for service delivery as opposed to Housing development in the initial five years. This is largely due to its classification and the availability of services in the area. The PHDA might not be considered in its entirety, however, certain areas were identified as aligned to SDF 2040 and may be considered for housing development in the first five years.

The department in consultation with Development Planning Department has identified these areas, to encourage access to transport network and mobility. Whilst major focus in terms of HSDG and USGD investments will be within the five identified zones, the department will also ensure the identified priorities are implemented despite these falling outside the boundaries of the identified PHDA's. These include: Informal Settlements Upgrading, Sites and Services and Hostel redevelopment. Below is the geographic spread of the PHDA's.

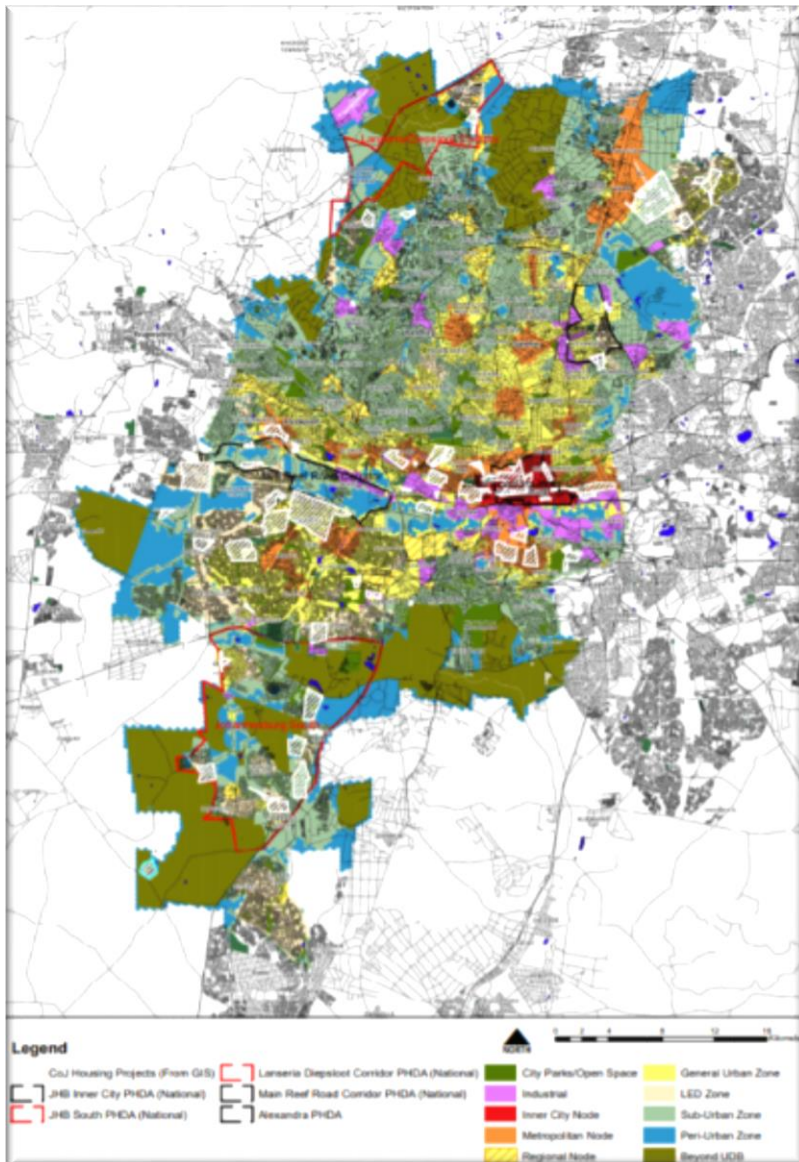


Figure 44: Priority Housing Development Areas (PHDA) in the City of Johannesburg's

12.1.6 HOUSING RESPONSE TO COVID 19

Overcrowding is a threat to the spread of the COVID 19. The housing department has identified COVID 19 high risk areas to erect Temporary Reallocation Areas (TRA). The National Department of Human Settlements delivered Cabinet's resolution on the de-densification of informal settlements; construction of Temporary Relocation Areas (TRAs) with immediate effect; and relocation of residents from high risk areas to the temporary emergency units - allocating over 340 million from the USDG fund towards the project for construction of the TRAs. The Emergency Housing Programme is being implemented in terms of the Disaster Management Act, 2002 (Act No. 57 of 2002) as a result of the spread of the COVID 19 pandemic.

The Emergency programme is implemented in various conditions including when - residents reside in conditions that pose immediate threats to life, health and safety, such as the pandemic that is currently a challenge.

Relocation to a TRA can be provided on a temporary or permanent basis, and where households can be resettled in the future when a permanent solution becomes available. (Category 3.1 -3.3 Emergency Housing Programme).

Joburg has proven to be one of the high-risk areas for the virus in Gauteng with the yielding several high-density areas with a significant population located in informal settlements. The City of Johannesburg has without hesitation agreed to come on board to ensure the full implementation of the relocation project through its Housing Department and Housing Development Agencies; JOSHCO and JDA. The department is concerned that residents living in informal settlements are at high risk of contracting and spreading the virus. It is therefore the City's top priority to relocate families and people living under COVID-19 high risk environments to newly constructed Temporary Relocation Areas.

12.2 TRANSPORT AND MOBILITY

Johannesburg has continued to experience an increase in residential suburbs and informal townships which has given rise to the need for an improved and expanded transportation system and human settlements infrastructure. The City seeks to promote a city within which people, goods and information move with ease (e.g. via an affordable integrated public transportation system). The City will provide safe and reliable public transport through the Rea Vaya BRT system and Metrobus.

12.2.1 REA VAYA BRT

The Transport Department aims to provide safe, fast and reliable Rea Vaya BRT services and an average of 18750 passenger trips per working day by 2021 and 50 036 by 2022. For the 2020/21 financial year the department currently working towards the completion of the Rea Vaya phase 1C(a) infrastructure aimed at expanding the coverage. This expansion is between Alexandra, Sandton and Inner City. The construction programme on this phase involves the construction of roadways, stations and depots, procurement of buses, procurement of Intelligent Transport Systems (ITS) including AFC (Automated Fare Collection), ICT (Information and Communications Technology) and BMCM (Bus Monitoring and Contract Management) towards quality transport services to Johannesburg commuters. Lastly, the department will establish a new bus operating company in partnership with the affected minibus taxi operators by end of the current financial year (2020/2021). The operationalisation of this phase (1Ca of the Rea Vaya BRT system) will happen in the new financial year (2021/2022)

12.2.2 METROBUS

Metrobus aims to continue providing accessible, safe, affordable and reliable transportation. As the second largest municipal bus operator in South Africa; Metrobus currently operates 22 routes from servicing up to 29 925 passengers daily.

The City continues to invest in the development of Metrobus as an efficient, environmentally friendly and digitally enabled provider of public transport services. Metrobus remains a key partner in ensuring the movement towards a spatially compact city. The entity is poised to offer affordable mobility solutions to support the City in building economic activity along transport corridors that ensure that economic opportunities are realised close to where most Johannesburg's residents live.

12.3 SOCIO-ECONOMIC OPPORTUNITIES

With emphasis placed on the establishment of well-located and maintained social amenities as spaces through which to improve quality of life, foster social cohesion and invest in human development. The following programmes have been put in place to achieve the above:

12.3.1 EXPANDED SOCIAL PACKAGE (ESP)

The Expanded Social Package (ESP) is a basket of benefits which the City allocates to its most vulnerable citizens. Citizens with different levels of need will qualify for different levels of subsidy according to the City's measure of poverty. Individuals do not need to be homeowners to apply. Qualifying citizens have access to Free Basic Services (FBS) such as rates, refuse, water, sewer and electricity. Individuals further qualify for referral for social service interventions via the Social Benefits Unit, economic activity referrals via the Skills Unit and other programmatic interventions within Social Development Food Resilience Unit, Youth Unit, Displaced Persons Unit, and Persons with Disabilities Unit etc. and other City Departments.

The ESP targets poor individuals and the households in which they live. It is a register of indigent citizens in the City of Joburg that is fully digital, captures biometrics and is updated daily. Individuals must re-register every six months to receive continued benefits. The ESP is the only current register of indigent citizens that goes far beyond utilities rebates in scope, becoming ultimately a one-stop shop for poor citizens to access other services.

The City will also offer careful consideration and in line with the legislation the write off all prescribed debts. Taking into consideration the economic environment within the country and specifically the City. The city will accordingly implement the phase 2 of the debt rehabilitation programme to all qualifying residents.

12.3.2 FOOD RESILIENCE

Food security is critical to development and poverty alleviation: without food, people cannot lift themselves out of poverty, while poverty in turn fuels food insecurity, creating a destructive cycle of impoverishment. If the intention of this priority is met in full, the experience of food insecurity, hunger and malnutrition will be a thing of the past. The roll out of a combination of interventions is necessary for this outcome to be realised. Efforts would need to focus on targeting improved food safety and nutrition, increasing domestic food production and trading, and enhancing job creation and income generation associated with agriculture and food production (all of which are elements of the Integrated Food Security Strategy).

Johannesburg currently faces varied challenges with regards to hunger and malnutrition among the urban poor, especially woman and children. Food insecurity among the urban poor is high. This challenge is exacerbated by the fact that most of the urban poor live far from the city centre, with much of their income spent on transport and food. The health of those living within the city of Johannesburg is also compromised by lifestyle diseases that frequently emerge alongside rapid urbanisation, with these contributing significantly to mortality rates among both the poor and middle strata.

The food bank programme at the Joburg Fresh Market Produce (JFPM) will be re-introduced in order to provide relief to indigent households across the City in order to ensure that no one goes to bed hungry.

12.3.3 A HEALTHY LIFE FOR ALL

The City is working to change the face of the Primary Health Care system by making it more accessible. In order to achieve this goal, the Health Department has embarked on a programme of extending clinic service hours at some of its 79 clinics (78+one satellite). To date 31 clinics across Johannesburg offer extended operating hours. In addition, 10 mobile clinics (one donated) have been procured in order to improve access to primary health care services in informal settlements. In support of this programme, more staff have been employed to ensure that the clinics are well capacitated during these extended operating hours. Through this programme the City aims to ensure that everyone in the city can access quality, primary health care and ensure that all can lead healthier lives.

The Health Department has also been actively participating in the prevention and treatment of HIV, AIDS and TB within the City in support of the 90:90:90 strategy. This is in support of the Joint United Nations Programme on HIV/AIDS (UNAIDS) and partners that launched the 90–90–90 targets; the aim was to diagnose 90% of all HIV-positive persons, provide antiretroviral therapy (ART) for 90% of those diagnosed, and achieve viral suppression for 90% of those treated by 2020.

The Department's other strategic objectives are as follows:

The Department has developed the following strategic objectives that are meant to assist the Department achieve its goals.

These strategic objectives within the Health Department are:

- Improving Human Development Index (HDI) by combating HIV/AIDS and decreasing the burden of disease from Tuberculosis. HIV and AIDS (HAST) which improves life expectancy
- Ensuring National Health Insurance readiness through the assessment of its clinics against the National Health ideal clinics standards and norms by external Provincial and National Health Department assessors well as improving Primary health care in the City.
- Addressing the Quadruple Burden of disease towards improving life expectancy of the citizens of the COJ by reduction in chronic diseases attributed to poor food management as well improving maternal mortality by increasing the antenatal early booking rate. Hypertension is risk factor for atherosclerosis and is a predisposing factor for heart failure, coronary artery disease, stroke, renal disease;
- Addressing social determinants of health (SDH) by protecting the public from the environmental health risks of food poisoning and vector borne diseases through minimizing illegal dumping sites and ensuring safe reliable quality of food at food outlets
- Improving access to primary health care

Lastly, in support of the smart City priority, the Health Department launched the eHealth@Joburg solution at 79 clinics. This eliminated the use of paper-based files by patients and contributed to the decrease in waiting time at the point of registration by these patients and the setup is complete in 66 of the primary health facilities in the City of Johannesburg.

12.3.4 EDUCATIONAL DEVELOPMENT PROGRAMMES

Although it is not a competency of local government, the City supports the production of knowledge, access to knowledge and education for all residents. The aim is that by 2040 most of Johannesburg's residents will be able to access information for their own lifelong learning. By contributing to education and skills development, the City will be advancing its human capital. In line with the GDS 2040 output of Increased literacy, skills lifelong learning amongst all citizens, the City provides educational and developmental programmes through its City public libraries, Museums and Galleries as well as at various Sport and Recreation facilities. This includes e-Classroom service provision, online training courses, access to free Wi-Fi, schools' sports and educational tours to museums for communities.

The operating hours of our libraries have also been extended. This has been done in order to provide students with a favourable environment to study in and to give working residents extra time to visit these facilities.

Similarly, youth development projects present programmes (life skills and vocational training) to young people to enable them to access economic opportunities, thereby attempting to steer them away from a life of unemployment, drug abuse and/or crime.

School sports is a mechanism used to elevate sporting activities for schools' learners. This is an opportunity to expose learners towards sports development and talent identification where excellence is recognised. The integration of physical education and sports experiences into the school day will play sports accessible to all children who attends school regardless of their background. Education tours to Museums and Galleries are geared towards contributing to the preservation and enhancing of knowledge of learners about the school's curriculum on Culture and Social Science subjects.

The City is also encouraging the establishment of micro-enterprises that support and run ECD centres across the city to better enable access to affordable childcare and promote quality education at an early stage in residents' lives.

12.3.5 YOUTH DEVELOPMENT

South Africa, through its Constitution (1996), recognizes the role played by youth and their future role in moulding a society that all can be proud of. Youth challenges transcend common phenomena associated with the prevailing socio-economic landscape. They also include social factors as influenced by family backgrounds. These have seen the influx of youth who become illicit substance users and end up perpetuating the prevalence of crime in all its forms. Over and above, unemployment remains the major challenge facing the youth across the country, and the City of Johannesburg is no exception to the scourge. The following proposed programmes will be a basic platform for action:

The Job Creation Programme aims to enhance youth micro entrepreneurship, creating procurement/tenders opportunity for young people in the City through skills training workshops, partnerships and linking to the relevant Sectoral Education and Training Authorities (SETAs) and franchise funding. Facilitate accessibility to tender/procurement opportunities for young people. Establishment of Youth Tender Advisory Centres within the City is necessary for a convenient access to information on business opportunities for young people. In further creating jobs, the City through

its Department of Social Development, provides funding to assist in capacity building of Non-Profit Organizations (including youth focused organizations) rendering social programmes to the residents of the City. Furthermore, the City plays an active and facilitative role in job creation and skills development through national government programmes such as the Expanded Public Works Programme (EPWP). The EPWP social programme component has a clear focus on Home Based Care and Early Childhood development (ECD) employment categories i.e. for home-based care workers, community health workers, and community-based care and support workers, as well as early childhood development workers.

12.3.6 SKILLS DEVELOPMENT PROGRAMME

Through learnerships, volunteerism, and facilitating better access for all the youth to quality education. Reading among young people should be encouraged through convenient access to City libraries. In partnership with Economic Development, Sports & Recreation, Arts & Culture, and Marketing and Tourism for the appropriate well administered and sustainable skills training. One way of dealing with skills development issues, will be through the establishment of a Labour Market Intelligence Database as recommended by the GDS 2040 Strategy of the City. Libraries and Information Services provide skills development programmes such as: Business Advice Services, Literacy/Numeracy, reading development programmes, Science and Technology programme including career guidance and internet. EPWP sees Non-Governmental Organizations (NGOs) and Community Based Organizations (CBOs) as the main delivery agents of the social sector programmes, and most of the social sector programmes will provide for learnerships along with the recruitment of unemployed residents and volunteers (including young people), giving them access to on –the-job experience, a stipend and training with the possibility of National Qualifications Framework (NQF) qualification. Programmes will be linked to relevant SETAs.

Recreational Programmes

Sport and Recreation activities, as well as infrastructure development initiatives, aimed at developing youth sporting talent. Review all the programmes in the Regions and implement Council Policies to ensure a young citizenry. It is evident from the GDS 2040 that it is important to provide a supportive environment and a sense of belonging for the youth, and this can be most easily achieved through carving out a space for them in sports and recreation. Several programmes encouraging sports development is already being offered at the City's community centres including indigenous games, dancing and gymnastics.

Health and Environment Programs

The City of Johannesburg will implement programs aimed at ensuring that young people live a healthy lifestyle. There will be specific programmes that address issues of HIV/AIDS, teenage pregnancy, drug and alcohol abuse. Programmes to engage the youth in conserving and protecting the environment will be implemented. The city will involve young people in projects such as greening the city and waste management programs.

Public Safety and Social Crime Prevention Programs

The City of Johannesburg will implement programs that involve young people in creating safer communities. In addition to this the programs will also address issues such as victim empowerment and the rehabilitation of ex-offenders and youth in conflict with the law. Programmes targeting youth at risk, youth in conflict with the law and ex-offenders will be implemented. Programmes that involve the youth in proactive initiatives to promote safety and combat crime will be implemented.

Arts, Culture and Heritage Promotion Programs

The City of Johannesburg will provide resources and implement programs aimed at promoting arts, culture and heritage among young people. The city shall facilitate access to facilities such as the theatres for young people to develop their talents in the arts and culture sphere. Heritage promotion programmes to educate the youth and to promote the preservation of our heritage.

Youth Moral Regeneration Programs

The City of Johannesburg will champion a youth moral regeneration program. This program will be aimed at ensuring that young people are at the center of programs aimed at regenerating the moral fibre of society. Under this programme the city will focus on issues such as human rights, xenophobia, gender equality, etc. This will be done through various forms such as workshops, seminars, campaigns, etc.

Youth Economic Development Programs

The City of Johannesburg will in partnership with other stakeholders such as the Gauteng Enterprise Propeller and the National Youth Development Agency in implementing programs aimed at developing young people's skills in the economic sector. Such programs will address issues such as business proposal writing skills, financial management, etc. A business incubator programme aimed at developing youth owned businesses will be implemented. In addition, a citywide entrepreneurship development programme will be implemented by the city.

Local Youth Service Program

The City of Johannesburg will develop and implement a Joburg Youth Service Program whose aim will be to involve young people in activities, which provide benefits to the community whilst developing their own abilities through service and learning. These programmes will have specific themes and address specific community needs and be linked to Mayoral Priorities.

International relations and work Program

The City of Johannesburg will develop and implement programs aimed at ensuring that it works together with other international communities on youth development programs. These programs will include among others work around international solidarity, peace, human, natural disasters and human rights.

12.3.4 DISPLACED PEOPLE

The problem of homelessness anywhere in the world is one of the most visible manifestations of poverty often propelled by the economic conditions. The existence of safety nets is the defining difference in the way cities confront the challenge. It is a growing problem in the city and the growing substance abuse problem among this constituency have put a strain on the traditional responses and demand the emergence of innovative responses that are transformative in nature, community based and driven. The city can develop the required transformative response in line with the GDS 2040 imperatives.

The population who experiences homelessness in our city is a heterogeneous group, and includes single individuals, families with children (not visible and small), and unaccompanied runaway and homeless youth. While interventions to interrupt and end homelessness may vary across groups, ending homelessness permanently requires a multi-disciplinary approach, which within the city involves the input of Community Development, Social Development, Health, Public Safety and Urban Management in the main. Several external stakeholders in private, public and civil society are critical. The following interventions have been put in place;

- Prevent episodes of homelessness within the city, including individuals and families
- Identify risk and protective factors to prevent episodes of homelessness for at-risk populations
- Identify risk and protective factors to prevent chronic homelessness among persons who are already homeless
- Develop, test, disseminate, and promote the use of evidence-based homelessness prevention and early intervention programmes and strategies
- Help eligible, homeless individuals and families receive health and social services
- Strengthen outreach and engagement activities
- Encourage the coordination of human and social development services
- Examine the operation of the Displaced Persons Sub Unit and other existing programmes, particularly mainstream programmes that serve both homeless and non-homeless persons, to improve the provision of services to persons experiencing homelessness
- Foster coordination across the city to address the multiple problems of individuals and families experiencing homelessness
- Explore opportunities with government and private partners to develop joint initiatives related to homelessness
- Empower community partners to improve their response to individuals and families experiencing homelessness
- Work with National and Provincial departments and agencies to effectively implement legislation, national implementation plans and policies on homeless children and adults
- Work with councillors, city officials, community organizations to maintain a policy focus on homelessness, including homelessness as a result of a disaster
- Examine options to expand flexibility in paying for services that respond to the needs of persons with multiple problems
- Improve the eligibility review process
- Explore ways to maintain programme eligibility

- Develop an approach to track Departmental progress in preventing, reducing, and ending homelessness
- Collate and consolidate data relevant to homelessness currently collected in targeted and mainstream programmes
- Develop an approach for establishing baseline data on the number of homeless individuals and families served in Displaced Persons Sub Unit programmes
- Explore a strategy to track improved access to mainstream and targeted programmes for persons experiencing homelessness
- Coordinate Displaced Persons Sub Unit data activities with other data activities related to homelessness.

12.3.5 ERADICATING GENDER BASED VIOLENCE AND VIOLENCE AGAINST CHILDREN

The term GBV is covering a complex set of social ill and it is unpacked in detail herein:

Gender-based violence (GBV) is a profound and widespread problem in South Africa, impacting on almost every aspect of life. GBV (which disproportionately affects women and girls) is systemic, and deeply entrenched in institutions, cultures and traditions in this country. There are many different definitions of GBV, but it can be broadly defined as violence that occurs as a result of the normative role expectations associated with each gender, along with the unequal power relationships between genders, within the context of a specific society. It can also be perceived as all forms of violence that are related to social expectations and social positions based on gender and not conforming to a socially accepted gender-roles. It connects all acts of violence rooted in some form of 'patriarchal ideology', and can thus be committed against both women and men by women and men with the purpose of maintaining social power. It can therefore be interpreted as any harm that is perpetrated against a person's will; that has a negative impact on the physical and psychological health, development, and identity of the person.

GBV may be physical, sexual, psychological, economic, or sociocultural. Categories of perpetrators may include family members, community members, and those acting on behalf of or in proportion to the disregard of cultural, religious, state, or intra-state institutions.

The term Gender based violence provides a new context in which to examine and understand the phenomenon of violence against women. It shifts the focus from women as victims to gender and unequal power relations between women and men created and maintained by gender stereotypes as the underlying causes of violence against women. Gender-based violence;

- It affects everyone, but mainly girls and women,
- It occurs in both public and private spaces.
- It does not only occur in the family and in the general communities, but it is sometimes perpetuated by the State through policies or the actions of agents of State such as police and other authorities.

- It happens in all societies and across all classes with women particularly at risk from men they know. Gender based violence is a violation of human rights.
- Gender-based violence is a universal reality existing in all societies regardless of income, class and culture.
- Gender-based violence in intimate relationships, often referred to as domestic violence, continues to be a distressing and is the major cause of ill-health, death and disability for women.

Violence against lesbians, gays, bisexuals, transgender Intersexual (LGBTIs) is often neglected when gender-based violence is discussed. This is partly due to the lack of universal legal document that deals with or protects sexual minorities. LGBTIs therefore face continued exclusion from the full protection of international human rights norms and suffer from an unequal situation in comparison to heterosexual citizens. However, statistics show that Gender based violence in heterosexual, gay, and lesbian relationships occur at approximately the same rate (one in four).

The City is committed to play a role in addressing GVB in our disadvantaged communities and needs to engage with the community at a grassroots level to do a situational analysis, to define the problem statement and to consult with community on the solutions / strategies that address the scourge of GBV.

GBV is a key feature of a patriarchal society. Patriarchy best describes the kind of society we live in today, which is characterised by unequal power relations between women and men. Men are perceived as the central figures of authority, while women are systematically disadvantaged and oppressed. Therefore, there is need to start engaging men when dealing with issues of Gender Based Violence as such the department established the Men's forums where men in the forums are active ambassadors for creating awareness on GBV and the resultant effects of violence in the lives of women and children. To avoid duplication of services, networks with existing CBOs in the target community that are dealing with GBV primary prevention work need to be established. It is important that these partnerships are formed with existing local organisations. Project partners should agree on a memorandum of understanding that covers project implementation plans, activities to be undertaken, project monitoring and evaluation requirements.

The City aligns itself with the Gender-Based Violence and Femicide National Strategic Plan 2020-30 (GBVF NSP) sets out to provide a cohesive strategic framework to guide the national response to the hyper endemic GBVF crisis in which South Africa finds itself. Impetus for this plan arises from the bold 24 demands³² by cis women, Trans women and gender non-conforming people across the country who marched on 1 August 2018, under the banner of #TheTotalShutdown and builds on previous initiatives by the state and civil society. The purpose of the plan is to provide a multi-sectoral, coherent strategic policy and programming framework to ensure a coordinated national response to the crisis of gender-based violence and femicide by the government of South Africa and the country.

Targeted Groups to reach for work on changing norms include men and boys, religious and traditional leaders, parents, community leaders, public sector employees, employers and the media. The department conduct community dialogues to raise awareness of the root causes of GBV in

communities. Many of these dialogues are centred on the link between gender inequalities between men and women and how cultural, traditional and religious practices perpetuate GBV. A multi-sectoral approach to optimally harness the roles, responsibilities, resources and commitment across government departments, different tiers of government, civil society, movements, youth structures, development agencies, the private sector, academic institutions and all stakeholders. The overarching approach is a focus on strengthening and, where necessary, putting additional accountability mechanisms in place that function effectively; bolstering and facilitating strong leadership, and taking an approach to structure, that focuses less on form, and more on functionality and relationship building, with a simultaneous bottom-up and top down approach.

Over the next five years the City as per NSP will focus on achieving the following changes:

- Strengthened delivery capacity in South Africa to roll out evidence-based prevention programmes, including the development of a comprehensive national prevention strategy;
- Changed behaviour and social norms within key groups as a result of the rollout of evidence-based prevention interventions;
- Shifts away from toxic masculinities towards embracing positive alternative approaches to expressing masculinities and other sexual and gender identities, within specific communities/groups;
- Optimally harnessed VAC programmes that have an impact on GBV eradication;
- Increased cross fertilisation and integration of prevention interventions on violence against LGBTQIA+ persons with broader GBV prevention and violence prevention interventions;
- Strengthened programming that addresses the restoration of human dignity, builds caring communities and responds to historic and collective trauma.
- Public spaces are made safe and violence free for all, particularly women and children.

Strengthening the delivery capacity in South Africa to roll out effective prevention programmes, whilst building the capacity of individuals and institutions to implement prevention interventions, is key, all of which will be integrated into the development and roll out of a comprehensive national prevention strategy. Working in exploratory ways with a range of stakeholders to roll out, adapt and develop effective behaviour and social norm interventions with individuals and social institutions across the spectrum is critical. This will include a specific focus on schools, workplaces, religious institutions and households and take a whole of society approach. Focused interventions that set out to challenge toxic masculinities and to explore alternative ways of expressing masculinities is seen as an important prevention priority to stop men from perpetrating violence. At the same time this provides an important opportunity to more deeply engage with sexual orientation and gender identity issues as another key factor driving specific forms of GBV. Engaging in interventions to protect children from violence is a fundamental part of an integrated and sustainable approach to preventing GBV.

13. SUSTAINABLE SERVICE DELIVERY

Service delivery must be executed in a customer-centric, transformative, and sustainable manner, to improve the quality of life of citizens. Service delivery is intrinsically entrenched in the Joburg 2040 GDS, particularly in Outcome 2 of the Strategy. The City has made significant strides in terms of service delivery, backed by accelerated capital investment through the implementation of a 10-year capital programme and as a result over 92% of city's households have access to basic services (IHS Markit 2020). However, the city has not achieved this without challenges. Over the years the following challenges have been identified amongst others that hinder the city in providing quality and reliable basics services:

- Ageing infrastructure
- Insufficient investment towards Repairs and Maintenance
- Service delivery failures
- Unmanaged urbanisation
- Rapid technology changes
- Formalisation
- land invasions
- Resource scarcity and diversification

In order to get the basics right towards the advancement of quality delivery, the City remains committed to the following (amongst others):

- Provision of Reliability & quality basic services
- Improving access to basic services
- Investment in water, sewer, electricity & refuse infrastructure
- Co-production in delivery of basic services
- Repairs & Maintenance (planned and unplanned maintenance – maintenance mix ratio 40/60)
- Stability of network - Reduction in networks outages
- Infrastructure upgrade and development; electricity cables installed; water pipe replacement program
- Mitigate against losses (technical and non-technical)
- Investing in alternative energy sources
- Closing revenue leakages
- Reliability & quality of services through service standards
- Compliance with regulatory standards
- Investment in smart technologies like Smart meter rollout; Alternative waste treatment technologies; intelligent infrastructure network and Battery storage, PV and EV.

Lastly in order to ease the burden to all residents of the city, Council has resolved to provide free 6kl of water to all households, electrification of both informal and formal settlements, clean our city three times a day, build houses that promoted integrated humans settlements and upgrade and maintain road infrastructure.

13.1 WATER AND SANITATION

The City is focused on providing improved quality of access of drinkable water and adequate sanitation with a targeted 10% of expenditure on repairs and maintenance, and a further 40% expenditure on refurbishment of the city's water infrastructure by 2021. The outcomes of the improved water and wastewater infrastructure replacement will reduce sewer blockages, improved response time, reduce sewer spills at wastewater treatment works, reduce losses related to leakages and improve effluent quality. Through the Water Service Authority, Johannesburg Water, the City commits to improve its reliable water services by having 95% repairs to water supply interruptions concluded within 48 hours, have 97% of sewer blockages cleared within 24 hours of notification and enhance service delivery by having 95% of metered connections read on a monthly basis.

In effectively ensuring redress and expanding access to reliable quality bulk services to the disadvantaged communities within the city, the upgrading of basic water services to informal settlements will be provided and dispersed informal households will continue to receive nominal water services through water tankers. Informal settlements will be provided with sanitation at a nominal service level through chemical toilets and will be upgraded to minimum Level of Service (LoS1) in subsequent years. During 2020/21 additional 9 722 and 3 849 informal Households will be provided with access to basic water and sanitation at LoS1 bringing the total to 180 006 and 83 118 respectively.

The success for the past 5 years

		2016/17	2017/18	2018/19	2019/20	2020/21
Basic Water	Target (households)	2 428	2 290	8 004	2 103	9 722
	Actual (households)	2 492	0	8 287	9 959	2432*
Basic Sanitation	Target (households)	600	2 240	4 825	1 660	3 849
	Actual (households)	0	620	6 528	2 745	0*

*refers to mid-year achievement

Plan for next five years

		2021/22	2022/23	2023/24	2024/25	2025/26
Basic Water	Target (households)	3 889	-	-	-	-
Basic Sanitation	Target (households)	5720	5 434	5 705	5 990	6 200

13.2. PROVISION OF ELECTRICITY

Provision of basic electricity services to the majority of households (both formal and informal) in Johannesburg is comparatively high at >90%. There has been a marked growth in the number of informal settlements and high population growth and migration. As a result, an increase in the demand for electricity and energy increases, and City Power and the City need to continue to find

innovative solutions to ensure that all these households receive the required electricity and energy supply.

Aging infrastructure in the electricity supply sector is a critical challenge the City faces, in addition to facing an energy provision backlog. The City's electricity service utility, City Power needs to provide sustainable, affordable, safe and reliable energy supply and provide prompt and efficient customer services, by reducing outages and minimizing voltage dips and harmonics. The entity plans to restore substantial power supply in less than 8 hours and ensuring the average repair time for logged traffic signals is less than 18 hours. Streetlight failures to be repaired within a time of less than 2 days (motorways) hours and less than 6 days (other roads) respectively. Furthermore, the City continues to clamp down on illegal electrical connections that places further strain on the power supply.

Despite the listed maintenance and supply challenges, delivery of electricity to informal settlements has been progressing well with 3688 new houses electrified in the 2019/20. Number of public lights installed amounted to 2009 2697 during the same financial year.

City Power is exploring the feasibility of alternative energy sources, in order to diversify its energy mix. This has a potential to address some of the electricity supply constraints, as well as ensuring that all communities are provided with reliable and continuous energy supply to improve quality of life and contribute positively to economic development.

The City of Johannesburg will be responsible for electricity distribution supply for the entire jurisdiction of Johannesburg Metropolitan Municipality. This is to ensure that there is standardization and uniformity of service delivery to all the residents and other categories of customers throughout the City. It is for this reason that the City Power area of supply and operation is being expanded to include the areas that were historically referred to as Eskom areas of supply. City Power is establishing a Project Management Office (PMO) to manage the planning and execution of the expansion project. This project will be implemented through a phased approach, in order to ensure that the network integration and configuration is implemented in a manner that is technically practical and safe to ensure continuity of supply to all areas. The electrification and installation of public lighting infrastructure will cover the areas that will fall under the expanded area of supply.

13.3. WASTE MANAGEMENT

The City through its Municipal Entity, Pikitup Johannesburg (SOC), provides solid waste management services to the residents of Johannesburg and commercial businesses such as markets, hotels, restaurants, hospital, schools, colleges, universities, government offices and construction companies and other commercial enterprises. In addition to this, the City through Pikitup ensures that street sweeping, litter picking and the clearing of illegal dumping is performed to reduce environmental pollution, water and soil contamination, gas, odour, and potential fire hazards as a result of burning of solid waste. All solid waste generated within Johannesburg, that has been separated from recyclable waste from its inception is transported to its final disposal at Pikitup's 4 (four) operational landfill sites. The safe and reliable long-term disposal of solid waste is an important component of integrated waste management and Pikitup ensures source

reduction, reuse, recycling, and composting is conducted, to reduce waste that is to be disposed at its landfills.

The City commits to the collection and disposal of waste daily, the distribution of domestic and commercial waste receptacles within 7 (seven) days of being requested, and daily clearing of illegal dumping, litter and street sweeping.

Pikitup, guided by the National Environmental Waste Management Strategy promotes waste minimization, effective and efficient delivery of waste services, grows the contribution of the waste sector to the green economy, ensures that people are aware of the impact of waste on their health and the environment, it achieves integrated waste management planning, sound budgeting and financial management for waste services, and provides measures to remediate contaminated land, while demonstrating effective compliance with waste management legislation to protect the environment, improve the quality of life of Johannesburg residents, and to contribute to Johannesburg's economy and aesthetic character.

The City is focused on supporting Pikitup to transform its current waste management systems and infrastructure into more efficient and sustainable systems and infrastructure, to achieve its "zero waste" goals, and to this end Pikitup has constructed several of its sites into integrated waste management facilities that enable the recovery of more waste materials for recycling and reuse purposes, and the construction of other sites is planned to continue. As part of its repair and maintenance programme, Pikitup is expanding on the landfill airspace at its operational landfills to ensure sustainable waste disposal capability while alternative waste treatment technologies are explored.

CO-PRODUCTION OF BASIC SERVICES

The programme encourages communities to take charge of their own development, by working with the City to provide basic services. The programme makes provision for the City to pay co-operatives and community-based companies for work packages that improve local service delivery. This creates employment and livelihood generating opportunities for members of co-operatives, partners in micro-companies, or workers employed by the co-operatives and companies carrying out the work.

The KleenaJoburg campaign was conceptualised to deliver a multifaceted service delivery approach through which the City's services are taken to its citizens in an integrated manner. The overarching intent is to create a clean and liveable City that attracts investment. This campaign is also used as a platform to inculcate a culture of active citizenry encouraging the City's residents to take care of and be accountable for the cleanliness of the environment where they live, work and play. Currently, KleenaJoburg occurs every Saturday of the month.

Since the campaign is founded on the principles of integrated services, various entities of the City participate in the campaign and deliver their respective services as follows:

ENTITY	SERVICE OFFERING
CRUM	Lead campaign and give guidance
Pikitup	Provide refuse bags, cleaning equipment and personnel
City Parks	Cut grass and trees, rehabilitate illegal dumping sites where necessary
Joburg Water	Detect and fix leaks and sewers, provide water tanks where necessary, flush blocked drains
JRA	Fix the roads i.e. potholes, markings and cleaning of curbs
City Power	Disconnect illegal electricity connections, fix streetlights and other electricity connections
Social Development	Identify areas suitable for establishment of food gardens, adopt a community and assist it in starting a food garden
Environmental Health	Educate communities about the importance of living in healthy environments, highlighting diseases caused by dirt and grime, general health screening
JMPD	By-law enforcement
EMS	Education and awareness on emergency medical services

Table 30: Internal KleenaJoburg participants

Municipal Councillors also play a significant role in the campaign. They identify problematic illegal dumping sites in their respective wards and mobilise their communities to clean them. They also publicise Kleena Joburg using community radios and social media platforms. The involvement of Councillors has elevated the campaign, as a result it has gained a lot of traction. Other stakeholders the City partners with include the business community, civil organisations, schools, churches and universities.

The goal is to have a clean city and a mobilised community that takes care of its environment.

VISIBLE SERVICE DELIVERY

Council approved R100m in May 2019, but only R15m was allocated after the Budget Meeting in February 2020 to fund the programme of visible service delivery (waste management fleet, litter picking; street sweeping; cleaning of illegal dumping, COVID-19 PPE) and other related functions. Departments and Municipal Entities remain responsible for the delivery of services, CRUM will work hand in hand with Pikitup and JRA for now to augment the mentioned services in all 135 wards across the COJ. The Main Focus for the Visible Service Delivery Programme is for the City to ensure that basic services get delivered in all wards and all Regions more effectively.

The City will also be closing the gaps of supervision as this is key, and by doing that we will increase productivity in each ward. A total of 1350 general workers will be recruited on a permanent basis, and

each ward will be allocated with 10 (ten) general workers, a team leader to ensure that the daily activities happen in the wards. The following jobs will be created:



Regions	Number of wards	Number of General Workers	Number of Team Leaders	Number of Supervisors	Number of Secretaries	Number of Deputy Directors
Region A	15	150	15	2	1	1
Region B	12	120	12	2	1	1
Region C	18	180	18	2	1	1
Region D	38	380	38	6	1	1
Region E	16	160	16	2	1	1
Region F	19	190	19	3	1	1
Region G	17	170	17	2	1	1
Head office	0	0	0	0	1	2
TOTAL	135	1350	135	19	8	9

BREAKDOWN OF AUGMENTED FIELD SERVICES – RECRUITMENT PER REGION

Figure 48: Job Creation through the Visible Service Delivery Programme

SEPARATION AT SOURCE

Separation of waste at source refers to the practice of setting aside post-consumer waste materials at the point of generation to prevent them from entering the waste stream destined for landfilling. The recyclable separated waste can then be diverted and beneficiated. This is important due to the following benefits:

- conserving natural resources by re-using the waste for the manufacture of new items instead of using natural resources
- saving landfill airspace so that landfill sites can last longer and do not need additional land which can be used for other purposes
- reducing methane emissions to global warming (landfill gas)
- saving energy: the production of products from recycled material uses less energy than the production of the same product from raw materials
- creating employment: the involvement of people in the recycling value chain creates additional job opportunities

Pikitup is continuing to expand on its separation at source programme with the following:

- Provision of split refuse bags for recyclable waste
- Increase the number drop-off centres for recyclables as part of its infrastructure development plan

- c) Design and construction of a material recovery facility
- d) Expand on partnerships for the buy-back of recyclables from waste pickers, residents, collectors, reclaimers and others
- e) Enhance general communication and awareness and provide information and educate households.

13.4. ROADS AND STORM-WATER

The Johannesburg Roads Agency (JRA) has committed itself to upgrade all gravel roads to surfaced roads within formalised townships. A total of 21.48 km of gravel roads has been upgraded to surfaced roads in the 2019/20 financial year. Gravel roads make up 1,147.05 km of the city's over 13,000 km road network. As per the 2017 Roads Visual Condition Study, 72% of gravel roads are in poor or very poor condition and require reshaping and re-graveling. The 2020/21 target for the JRA to upgrade these roads is set at 14km.

JRA will further target the maintenance of the city's bridges by conducting detailed inspections of over 900 bridges and culverts over the next two financial years (2022/23 and 2023/24). Traffic signal downtime issues will be addressed with the following targets; 40% within 24 hours, 60% within 48 hours and 80% within 7 days. This excludes power related faults, and furthermore, R20 million has been allocated toward no-joints re-cabling at key intersections to reduce the occurrence of traffic signal downtime

14. JOB OPPORTUNITY AND CREATION

According to Statistics South Africa Quarterly Labour Force Survey (QLFS) in Q4 2020 Johannesburg was responsible for 11.4% of national employment and 37.6% of employment in Gauteng, however, Johannesburg employment levels have shown a decreasing trend since Q4 2018.

There were close to 2 million employed people in Johannesburg as of Q4 2020 (1 719 000). When comparing with other Gauteng Metros in employment creation, Ekurhuleni is doing well-on an upward trend, increasing by 3.26% from Q3 2020 to Q4 2020 followed by Tshwane increasing by 1.77% and CoJ was relatively flat at 0.88% for the same period.

In Q4 2020 the official unemployment rate for the City of Johannesburg was 35.1%, an increase of 1.6 percentage points on the previous quarter and continuing above the national average. As employment has been decreasing and unemployment in the City of Johannesburg has been rising. **Tshwane** has the highest unemployment rate in Gauteng at 37% in Q4 2020 and **Ekurhuleni** has the lowest unemployment rate in the Gauteng province at 32.6%

- The benchmark for job creation targeting was estimated using official labour market data from Q1 2015 to Q3 2019 for the City of Johannesburg as published by Statistics South Africa the official statistical agency. (Quarterly Labour Force Survey)
- The benchmark objective was to define how many new jobs would need to be created annually to absorb new entrants in the job market (i.e. the growth in the labour force) and growth in newly discouraged unemployed work seekers in the economy of Johannesburg.
- For the 2019/2020 financial year only the second half of the year namely January to June 2020 is considered.

Benchmark for Job Creation Targeting in Johannesburg - Based on Labour force and Discouraged Worker Growth Estimates (Calendar Years)								
numbers				additional jobs required each year				
2018	2019	2020	2021	2019	2020	Jan - Jun 2020	2021	2020 / 2021
2 911 811	2 975 288	3 040 150	3 106 425	63 477	64 861	32 431	66 275	65 568

Table 4: Job Creation Targeting in Johannesburg

14.1 WHAT JOBS WOULD BE MEASURED?

- Professional, Skilled, Semi-Skilled and Unskilled
- Permanent, short- and long-term contracts
- Includes all jobs created excluding EPWP

Supporting tourism by reducing the cost of traveling to South Africa and cutting red tape for small businesses in the tourism sector.

Johannesburg is the City with a unique African character, world-class infrastructure in telecommunications, transportation, water and power, health care, and educational facilities. This contributes to its appeal as a popular tourism destination. However, the City also faces challenges relating to unemployment, climate change adaptation, urban development, and spatial transformation, all of which have an impact on the tourism sector. New development initiatives by National, Provincial and Local government are seeking to further enhance the role of tourism in Johannesburg's economic development.

14.2 EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

EPWP should provide poverty and income relief through temporal work for the unemployed to carry out socially useful activities. EPWP would be designed to equip participants with a both training and work experience which will enhance their ability to earn a living in the future. Such EPWP programmes must be large enough to have a substantial impact on employment and social cohesion, especially for young people, women and the rural poor. Some programmes in the EPWP would take the form of National Youth Service Programme. The GDS states clearly that the EPWP must not displace existing permanent jobs and the work opportunities must be based on real demand.

All City of Johannesburg departments and municipal owned entities will contribute towards EPWP job creation programmes by using their existing opex / capex budgets. The programme will be implemented in three sectors: Infrastructure, Environment, arts & culture; and Social.

EPWP Performance

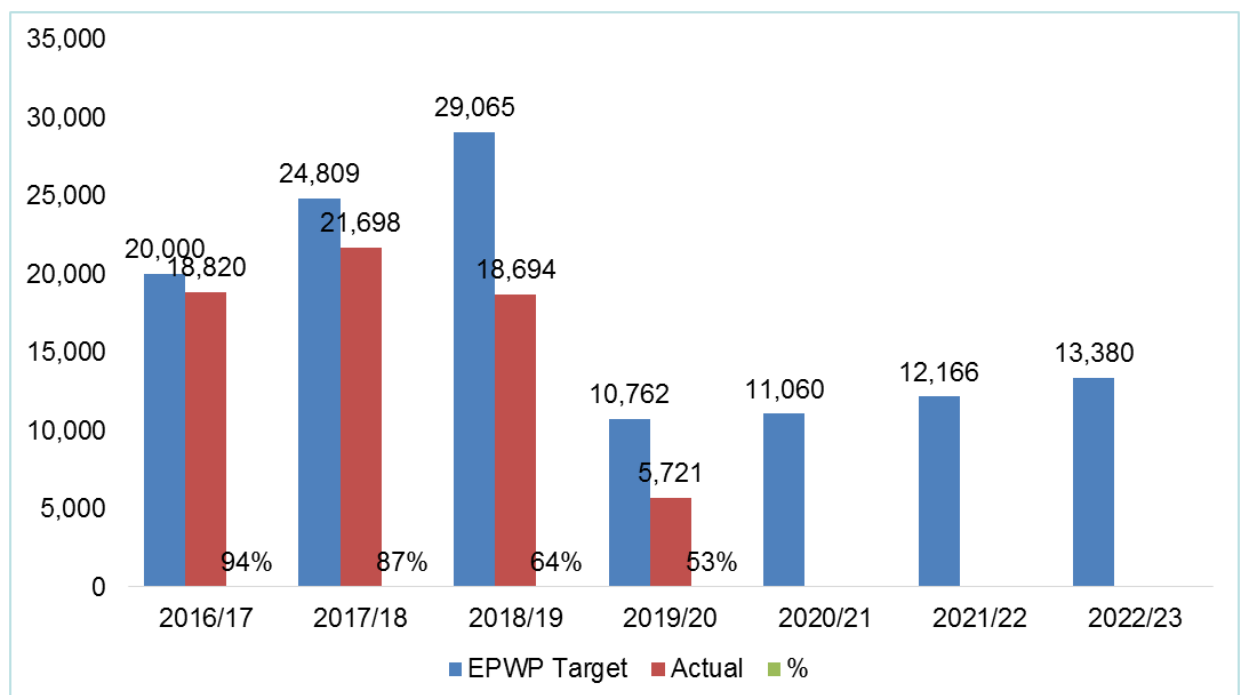


Figure 55: EPWP Performance

14.3 THE REVITALIZATION OF TOWNSHIP ECONOMY

Due to large firms driving the demand and supply of inputs (access to inputs), they invariably set the standards within their value chain and prices. The power lies in the value chain and how that affects resident's ability to participate as well as the distribution of returns from such activities throughout the value chain. The exclusion from these upstream and downstream linkages means that township economies will survive on low margins with no comparative or competitive edge. The below interventions will be employed:

- Business Process Reengineering - Map existing Industrial Park (Devland Industrial Park) activities in collaboration with National Treasury to - Retain and expand employment opportunities in proximity to townships and informal settlements increase job creation initiatives
- Establishing Furniture and Manufacturing Forum for stakeholders in Pennyville Industrial Park – linked to DTI Furniture & Manufacturing Sector Masterplan
- Business Forums: Establish strong local business networks to facilitate access to available incentives, markets and business support

14.4 SKILLS DEVELOPMENT

The City create internship and learnership opportunities for the youth to increase their employability opportunities. This is achieved through partnerships with public & private sectors. Working with industry bodies and training providers to ensure courses meet the specialised training needs of tourism business operators will be of great importance.

Youth Artisan Training Programme

The Department will enter partnership with the private sector, institutions of higher learning, FET colleges in specific sectors to also provide artisanal training which will assist in the achievement of the 400 trained youth artisans by 2021. A proper exit strategy will be put in place for the learners having completed the training. The contribution of private sector is also to provide On the Job training platforms.

The program is aimed at training the existing 97 Apprentices over a period of 36 months:

Scope of work includes the following activities:

- NATED N2 Trade Theory or Foundational Competence Training
- Registration of Apprentices with LGSETA
- Training in relevant Curriculum Modules (Theory & Practical)
- Workplace Exposure
- Simulation Training
- Trade Test Readiness Assessment
- Pre-Trade Test Readiness Preparation and Simulation Training
- Coordinate Trade Testing

In addition to the above, a Youth Service Programme targeting 11 000 youth will be implemented during the 2020/21 financial year.

14.5 LEARNERSHIPS AND INTERNSHIPS

The City of Johannesburg is committed to provide skills development opportunities focusing not only on its employees, but also on the Johannesburg community members as a mechanism to address socio-economic challenges and promoting employment and skills development via learnerships and internships as a mechanism to lower unemployment.

The approved Training and Development Policy of the department, incorporates interns and learners programmed as a strategic intervention, targeting Johannesburg unemployed youth community members. The objectives are to provide students and graduates with the opportunity to develop employer-valued skills, thus enhancing the students' academic and career goals. The City approved a stipend to be paid to interns to the amount of R7,839,82 on a monthly basis, for the duration of eighteen months (18) whilst the interns from TVET colleges (student Interns) are paid a stipend of R3,500 .00 on a monthly basis. The National Treasury interns earn R12, 000.00 per month. Youth on the learnership programme get a stipend of R1, 800 per month for the duration of one (1) year.

Current Status on Learnership and Internship programmes

The current status on the Learnership and Internship programmes is that the City has a total of 504 Interns and 200 learners; whilst the Municipal Entities have 252 Interns with different start dates and end date. The City has advertised the next intake of learners and interns from 1 May 2020 onwards. The new intakes of learners and interns will follow the approved Talent Acquisition policy and will be advertised in the City's regions including the Metro Centre.

The aim is to attract at least a total of 500 learnerships and internships from the month of May onwards using the approved Talent Acquisition policy.

15. SAFER CITY

The citizens of Johannesburg suffer from high levels of insecurity, with historical geographical, social and economic conditions, together with daily stresses and poor economic opportunities, impacting significantly the quality of life experienced – and often manifesting in high levels of crime and violence. The Johannesburg Metro Police Department (JMPD), in collaboration with the South African Police Services (SAPS), will continue with efforts to reduce crime in the city. Furthermore, JMPD will focus on city-wide crime prevention; investment in public safety through community development; urban design and management, the protection of vulnerable groups, infrastructure upgrades, improvements to by-law compliance and enforcement, and responding to emergency and disaster situations.

A critical need for more visible policing in the city has been identified by the administration. By deploying additional JMPD personnel on the ground to fight crime, the City seeks to improve public safety and develop a greater sense of safety and security for its residents. The ward-based policing programme, spearheaded by the JMPD, assists in achieving the objective of the outcome.

15.1 JOBURG CITY SAFETY STRATEGY (JCSS)

The JCSS is an integrated and multi-disciplinary strategy (approved in 2003 and revised in 2016) aimed at collectively improving safety in the city as envisaged by the City's long-term strategic goals articulated in GDS 2030 (revised in 2011 i.e. GDS 2040) and reflected in the IDPs. The strategy aims to define a common approach to dealing with crime, violence and safety and security in Johannesburg. The JCSS emphasizes that addressing crime and safety is a complex phenomenon requiring the involvement of multiple stakeholders and that while the traditional 'safety' service providers such as Public Safety (i.e. the Johannesburg Metropolitan Police Department, Emergency Management Services and Disaster Management) have a key responsibility, the underlying causes of crime are often cross-cutting. Instead, multiple stakeholders should work collaboratively in order to achieve the objective of creating a caring, safe and secure city. Accordingly, the JCSS is a key strategy on safety and security for the City which informs the programmes of various City departments and entities identified in this IDP.

Outcomes and Key Focus of the JCSS



Following from the above, it is evident that effective implementation of the strategy hinges on all departments and entities within the City playing a role. To date, the strategy has had limited impact due to the focus of implementation resting largely with only one department within the City i.e. the PSD. Hence the establishment of institutionalisation mechanisms and the mainstreaming of safety are necessary to facilitate organizational clarity, alignment, agreement and commitment across all core and support departments with the JCSS and thus empower all role-players to participate in collaborative planning and practices to promote crime prevention and safety. This in turn will allow for the City to present a consolidated overview of how it is performing in terms of safety and convey the message that city safety is a non-negotiable priority for all of society.

Best Practice Case Study

A best practice case study of the JCSS's integrated and collaborative multi-agency methodology with a problem-solving approach to the planning of interventions was the Aldicarb Campaign. The PSD through the JCSP Office coordinated the launch of the Aldicarb campaign in Region C. The region was directly affected by dog poisonings, house breakings and other crimes and was thus identified as a pilot to test the initiation of the Aldicarb Campaign and to get an indication of public expectations. Several critical stakeholders that could contribute to the success of the campaign were consulted. The stakeholders included Social Development Department, Environmental Health, Public Safety Communications, EMS PIER and Fire Safety, Disaster Management and National and Gauteng Provincial Department of Agriculture, Forestry and Fisheries (DAFF). These stakeholders contributed by providing input into the project plan, technical content, and participated in the campaign. Joint

awareness and communication sessions was held with the public and informal traders at the hotspots where aldicarb was being sold illegally to the public. Following the awareness campaign, training of identified JMPD MPOs on Aldicarb by DAFF was undertaken and the Standard Operating Procedures (SOPs) developed for Awareness and Communication, Monitoring and Reporting, and Law enforcement to provide legal parameters, roles and responsibilities. An Operational Plan for enforcement of Aldicarb and JMPD Operations was also developed.

Future Focus Areas

The scope of work in the area of urban safety is growing at a rapid pace as the COJ becomes a more dynamic and complex environment to police. The recent global pandemic “COVID-19”, has seen a shift in safety and behavioural practices in society at large. Due to the pandemic health and social safety have become a primary priority for the City. Further, the population is growing, and settlement patterns are changing not to mention the impact of new realities and risks the City faces such as rising incidents of land invasions, drug trafficking and gangsterism.

This new reality necessitates a review of the JCSS to ensure relevance and flexibility of the strategy, in order to address the current and anticipated safety scenarios. The review will include recommendations on how, through a multi-stakeholder approach, the City can overcome the safety and security issues it faces; and serve as a tool for planning, which will not only guide the City’s approach to safety but also identify key interventions for implementation by various City departments and entities which can be monitored and evaluated.

A critical component to readiness in terms of safety risks and challenges is relevant, timeous and reliable data. In keeping pace with the age of technology and capacitating both City officials and communities, the use of different methods to source data will need to be looked at. Innovation in safety however, is not just through the use of technology, but to be innovative in how we use and access data, the use of safety indicators to monitor the health of the city, and to coproduce better evidence-based safety solutions to build safe communities.

Although Johannesburg has the perception of being an unsafe city, it is also seen as a leader in how it is approaching its local government safety mandate. It is the former perception that needs to change with real collaborative crime reduction and prevention initiatives, and by the City continuing to build its knowledge, capacity and intellectual property in urban safety.

15.2 INTEGRATED INTELLIGENCE OPERATIONS COMMAND CENTRE (IIOC)

The Integrated Intelligence Operations Command Centre (IIOC) is a local government facility using state of the art technology to obtain real-time data to proactively address various incidences ranging from crime; fire safety; traffic management; by-law enforcement and service delivery issues.

The IIOC is a major Smart City initiative developed and being realised by the department of Public Safety with the aim of implementing the safety pillar of the Smart City strategy through the integrated service delivery enabled by technology and innovation.

The key objectives for the IIOC include:

- To improve multi-sectoral service delivery to residents of the city;
- To reduce response times for JMPD, EMS and Disaster first responders to incidences;
- To support traffic management, by-law management, and crime prevention plans and strategies for a well-regulated city, using technology and innovation; and
- Provide intelligent information and data to inform strategic and operational decision-making on safety issues
- Ensure the safety and security of the officers in the field through having accurate live information.

The IIOC is therefore the heart of the Safe City Pillar and provides, (remote/digital) surveillance, data analysis (patterns, suspects) and service delivery coordination (dashboards, incident management) with first responders support to react quicker, better informed and well-coordinated to safety incidents, disasters and emergencies events, but also to act pro-actively to prevent incidents from happening.

The Safe City Pillar also enables the implementation of the Joburg City Safety Strategy (JCSS). Both the Smart City and Joburg City Safety Strategies are cross cutting in nature require coordination of departments to produce a City – from end-to-end - that is safe from crime, grime, dilapidation and bylaw infringements. It will produce residents that understand their role in making environments unsafe. A smarter, safer city will make people feel safer not because of the number of police officers and cameras on the streets but because it creates an atmosphere/spirit of trust and law abidance within our communities.

15.3 DISASTER AND RISK MANAGEMENT FRAMEWORK

The City of Johannesburg is focused on Risk Reduction Strategies to reduce the impact of disasters and to protect communities and the infrastructure. There has been a decline in the number of incidents in the past five years. The main concern is the impact of severe incidents and loss lives.

The City is faced with increasing weather changes as predicted in the previous IDP (2012 to 2016). This is evident with flash flooding, tornados and severe weather patterns. The poorest of our communities, mostly living in flood-prone areas, are the most affected, prompting for speedy development processes in ensuring a safe and liveable environment.

The City of Johannesburg Disaster Management is the signatory to the Sendai Risk Reduction Conference (2015) adoption of the six global targets which we ascribe to:

- Substantially reduce global disaster mortality by 2030, aiming to lower the average per 100 000 global mortalities between 2020 and 2030, compared to 2005 to 2015
- Substantially reduce the number of affected people globally by 2030, aiming to lower the average figure by 100 000 between 2020-2030 compared to 2005-2015
- Reduce direct disaster economic loss in relation to global Gross Domestic Product (GDP) by 2030

- Substantially reduce disaster damage to critical infrastructure and disruption of basic services, amongst the health and educational facilities, including through developing their resilience by 2030
- Assist countries with Risk Reduction Strategies by 2020
- Substantially increase the availability and access to multi hazard Early Warning Systems and Disaster Risk information and assessment to the Communities by 2030.

Taking into account the experience gained through the implementation of the City of Johannesburg Disaster Management Plan and in pursuance of the expected outcome and goal, there is a need for focused action within and across all City Departments, ME's Parastatals, Businesses, NGO's and other Stakeholders in the following four Priority Areas, namely Understanding Disaster Risk; Strengthening Disaster Risk governance to manage Disaster Risk; Investing in Disaster Risk Reduction for resilience; and Enhancing Disaster Preparedness for effective response and to build back better in recovery, rehabilitation and reconstruction.

In the interest of advancing and understanding of prevalent Disaster Risks within the City of Johannesburg, funding should be available for scientific risk assessments. It is envisaged that the study will reveal all dimensions of vulnerability, capacity, exposure of person and assets, hazard characteristics and the environment. Such knowledge will be leveraged for the purpose of pre-disaster risk assessment for prevention and mitigation and for the development and implementation of appropriate preparedness and effective response for disasters.

To achieve this, it is important to:

- Promote the collection, analysis, management and use of relevant data and practical information. Ensure its dissemination, taking into account the needs of different categories of users, as appropriate.
- Encourage the use of and strengthening of baseline and periodically assess disaster risks, vulnerability, capacity, exposure, hazard characteristics and their possible sequential effects at the relevant social and spatial scale on ecosystems in line with national circumstances;
- Develop, update periodically and disseminate, as appropriate, location-based disaster risk information, including risk maps, to decision makers, the general public and communities at risk to disaster in an appropriate format by using, as applicable, geospatial information technology;
- Systematically evaluate, record, share and publicly account for disaster losses and understand the economic, social, health, education, environmental and cultural heritage impacts, as appropriate, in the context of event-specific hazard-exposure and vulnerability information;
- Make non-sensitive hazard exposure, vulnerability, risk, disasters and loss disaggregated information freely available and accessible, as appropriate;
- Promote real-time access to reliable data, make use of space and geographic information systems (GIS), and use information and communications technology innovations to enhance measurement tools and the collection, analysis and dissemination of data;
- Build the knowledge of government officials at all levels, civil society, communities and volunteers, as well as the private sector, through sharing experiences, lessons learned,

good practices and training and education on disaster risk reduction, including the use of existing training and education mechanisms and peer learning;

- Promote and improve dialogue and cooperation among scientific and technological communities, other relevant stakeholders and policymakers in order to facilitate a science-policy interface for effective decision-making in disaster risk management;
- Ensure the use of traditional, indigenous and local knowledge and practices, as appropriate, to complement scientific knowledge in disaster risk assessment and the development and implementation of policies, strategies, plans and programmes of specific sectors, with a cross-sectoral approach, which should be tailored to localities and to the context;
- Strengthen technical and scientific capacity to capitalise on and consolidate existing knowledge, and to develop and apply methodologies and models to assess disaster risks, vulnerabilities and exposure to all hazards;
- Promote investments in innovation and technology development in long-term, multi-hazard and solution- driven research in disaster risk management to address gaps, obstacles, interdependencies and social, economic, educational and environmental challenges and disaster risks;
- Promote the incorporation of disaster risk knowledge, including disaster prevention, mitigation, preparedness, response, recovery and rehabilitation, in formal and non-formal education, as well as in civic education at all levels, as well as in professional education and training;
- Promote national strategies to strengthen public education and awareness in disaster risk reduction, including disaster risk information and knowledge, through campaigns, social media and community mobilisation, considering specific audiences and their needs;
- Apply risk information in all its dimensions of vulnerability, capacity and exposure of persons, communities, countries and assets, as well as hazard characteristics, to develop and implement disaster risk reduction policies;
- Enhance collaboration among people at the local level to disseminate disaster risk information through the involvement of community-based organisations and non-governmental organisations.

Regarding the impact of COVID 19, the City is also listed on the metropolitan epicentres of the COVID 19 pandemic in the country and province having majority of confirmed cases. Furthermore, the City has experienced increased number of homelessness, job losses, food insecurity and loss of lives as a result of the pandemic. Furthermore, it is feared that vulnerable communities such as informal settlements and hostels might be highly affected as high-density population areas in the identified high-risk areas.

As a result of the magnitude of the state of national disaster, the City's Disaster Management Centre having established a Joint Operations Command Centre will warrant structured multidisciplinary approach in collaboration with City departments, entities and non-government organizations.

In terms of the approach, the Disaster Management Centre adopted the National Disaster Management Centre COVID 19 Seven Point Focus Plan to accelerate preparedness and rapid response on;

- **Hygiene, education, communication and awareness**
Roll out of outreach campaigns and awareness programmes on hygiene and protection from COVID 19 virus in all Regions (within emphasis on high risk areas: Taxi ranks, informal settlements, hostels and homes for the aged)
- **Waste management, cleansing and sanitization**
Identification, decanting, cleansing and sanitization of high risk/ high density areas (Informal settlements, hostels and homes for the aged)
- **Water and sanitation services**
Provision of additional water and sanitation resources for vulnerable communities and critical facilities
- **Shelters for the Homeless**
Provision of temporary emergency shelters for the displaced/ homeless persons
- **Precautionary measures to mitigate employee health and safety risks**
Supply of Personal Protection Equipment (PPE) for all departments/ entities including Disaster Management Volunteers
- **Monitoring of lockdown regulations**
Collaboration of JMPD, SAPS and SANDF for command monitoring and law enforcement of lockdown regulations
- **Identification of hotspot areas for immediate intervention**

The Public Safety Department's primary goal is ensuring the city's overall safety. The City has three broad objectives that fit with the Joburg City Safety Strategy. These are: A well-regulated and responsive City; safe and secure urban environment and public spaces; and informed, capacitated and active communities.

Under each banner the department has several programmes and activities including crime prevention, traffic management, anti-fraud and corruption, by-law management/enforcement, emergency response, seasonal safety campaigns and disaster management. To ensure these responsibilities are effectively met an additional 1 500 members have been recruited to the JMPD.

A well-regulated, responsive city

Outcome: A well-regulated, responsive city (Enforcement, disaster & emergency management)		
Key Focus Areas	Activities	Desired Result
Strengthening By-law enforcement for a well-regulated and functional city	Roll out of simpler processes, forms and information to aid and make compliance easier. Roll out reliable and consistent enforcement efforts (proactive and reactive). Strengthen municipal By-law court (including via engagement with	Consistent enforcement of By-laws A progressive reduction in By-law contraventions, leading towards a By-law compliant city. A complete, effective justice system.

	<p>prosecutors on the Col's By-laws), for consistent application of consequences.</p> <p>Establishment of a Rapid Land Invasion Unit. Joint operations with Group Forensic & investigations unit such as Revenue Enhancement and Protection Unit</p>	Integrated By-law enforcement centre.
Ensuring safe transport and mobility through traffic management, enforcement and education	<p>Build public confidence and awareness through road safety initiatives and media campaigns (education; engineering; environment; emergency care).</p> <p>Improve licensing programme.</p> <p>Reintroduce Public-Private partnership addressing traffic management by means of having additional points men in the COJ to address gridlock/congested traffic flow.</p>	<p>Safe mobility.</p> <p>Improved confidence in and greater use of public transport – supporting a more sustainable, environmentally sound city.</p>
Crime reduction	<p>Adequately resource JMPD to meet policing challenges through the recruitment, training and resources to conduct more law enforcement operations.</p> <p>Expand the capacity of JMPD's K9 Narcotics and Tactical Unit with high-calibre firearms, officers and dogs to counter drug related crimes.</p> <p>Develop a substance abuse action plan that jointly with other city departments, materialises the citywide Substance Abuse Strategy.</p> <p>Capacitate municipal courts in dealing more robustly with by-law infringements and other City legislation.</p> <p>Develop regional crime reduction plans.</p> <p>Utilise the Joburg 10+ to strengthen ward based policing, to implement the crime prevention, by-law enforcement and traffic enforcement programs and will ensure that appropriate policing resources, solutions and tactics are assigned and implemented to address the specific safety and security needs, demands and desires of each ward.</p> <p>Improve police presence, accessibility and response time by launching mobile station commands that operate across Johannesburg communities.</p>	<p>A reduction in crime, and the fear of crime.</p> <p>Visible and accessible policing that meets the required ratio of police to residents.</p> <p>Trusted, consistent, professional and engaged safety role-players.</p>

	<p>IIOC (Integrated Intelligent Operations Centre)</p> <p>Use of intelligence and data towards evidence-based planning and implementation for sustained operations.</p> <p>Monitor, by means of CCTV, the densely populated areas like the Inner City of Johannesburg and to activate personnel to respond to all criminal behaviour observed.</p> <p>Optimisation of resources and intelligence to efficiently and effectively resolve emergencies and service delivery breakdowns</p> <p>Collaborates data from a variety of departments across the city to respond to incidences for improved service delivery</p>	
Improve emergency response	<p>Implementation of fire engines replacement program.</p> <p>Build and revamp fire stations.</p> <p>Enhance Training and development and improve staffing levels.</p> <p>Fire prevention, Code enforcement and Public Awareness (recruit Fire Inspectors, PIER officers and Educators).</p>	Reduced fire incidents, damage to property and economic loss.
	<p>Strengthening community education in areas that remain prone to fires and disasters</p> <p>Partnering with private ambulance providers</p> <p>Bringing services closer to the communities by building additional fire stations</p>	Improved stakeholder management
Improving risk and disaster mitigation and management	<p>Develop integrated Disaster Risk Mitigation Plans in geographically specific high-risk areas.</p> <p>Build informed and capacitated citizens through education outreach programmes and disaster readiness training.</p>	<p>Reliable and responsive disaster management services.</p> <p>Resilient communities.</p> <p>Disaster-ready local government.</p>

Safe and secure urban environment and public spaces

Outcome: Safe and secure urban environment and public spaces (Environmental prevention)		
Key Focus Areas	Activities	Desired Result
Growing safe urban environments through situational crime prevention and social interventions	Undertake major community safety audits and analysis in strategic locations (supporting situational crime prevention through improved holistic design i.e. CPTED (Crime Prevention through Environmental Design)).	A clean, hazard-free environment Ongoing management and mitigation of risks. Improved design, planning and development of safe communities.
Tailoring safety initiatives to support transformation projects	Institutionalise safety guidelines at various levels of planning – i.e. Spatial Development Frameworks, Strategic Area Frameworks, Precinct Plans, Settlement and Erf scales.	Consistent application of safe city norms and standards to urban planning, design and management. Targeted safety support for nodes, new developments.

: Informed, capacitated and active communities

Outcome: Informed, capacitated and active communities (Social crime prevention)		
Key Focus Areas	Activities	Desired Result
Building informed and healthy communities through targeting prevention of risk, and rehabilitation of youth and children at risk	Implement targeted social crime prevention programmes for youth and children. Build trust and better co-operation by developing Active Public Engagement plans with communities. Elevate capacity to communicate successes to serve as deterrence to would-be criminals and alert to curb against emergency related activities.	Expanded opportunities for all (education, resources, employment, health, social skills). Proactive support for the vulnerable. Improved social cohesion and a sense of community.
Improved service delivery and perceptions	Put measures in place to address issues of the quality of service provided to the community. Ensure adequate resources, equipment and skills are deployed.	Improved customer perception and satisfaction through the effective and efficient management
Reduce corruption	Encouraging members of the community to report corruption Capacitating ethics and discipline unit to be able to deal with corruption cases	Corruption free department. Educated citizenry collaborating with JMPD to build safer communities.

	Reduce number of cases relating to corruption	
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15.4 BUILDING SAFE AND INCLUSIVE COMMUNITIES

The city is experiencing a breakdown in social cohesion and social capital. The City will embark on efforts to build a city characterised by social inclusivity and enhanced social cohesion by focussing on socially excluded groups, promoting active citizenry, diversity awareness and tolerance, and creating a culture where citizens take ownership of their development. Community amenities will be developed and maintained to create inclusive public spaces to be shared by all. These include amenities such as childcare facilities, municipal halls, parks, recreation areas, sports grounds and libraries. There will be an emphasis on ensuring that community centres are multipurpose to provide opportunities for childcare services, tutoring, studying, sport and cultural activities. Specific efforts will include developing and expanding services such as libraries, public open spaces and the roll out of Wi-Fi in the effort to engage citizens and build towards social connectedness. Furthermore, the City has launched its first community-based substance abuse treatment centre. In this way the City is responding to behaviours that residents have said are destructive for their communities.

15.5 REVENUE ENHANCEMENT AND PROTECTION UNIT

The Revenue Enhancement and Protection Unit affirms the current administration's commitment to restoring respect for the rule of law in the city. It is a joint operation by all key City departments including Disaster Management, Environmental Health, Social Development, Infrastructure Services, the City's legal department, Development Planning, and JMPD to name a few.

The operation's focus is to ensure that by-laws are adhered to by all in the city and that the rule of law enforcement becomes the order of the day. The City will work with all law enforcement agencies across all wards of the city in conducting spot "raids" daily to ensure law breakers are brought to account. This ensures aggressive focus on collecting monies from accounts that are in arrears, preventing illegal connections, guaranteeing residents' safety through upholding by-laws, and ensuring strict financial oversight with regards to credit control policies.

In his annual reports on the Audit of the City, the Auditor General has shown how illegal connections, customers without meters and illegally calibrated meters have cost the City billions of rand in revenue which could have otherwise been reinvested into service delivery provision. The unit seeks to reduce losses associated with these illegal activities across City regions.

15.6 SUBSTANCE ABUSE

Substance abuse is an embedded social ill, linked to conditions of poverty in many cases but by no means limited to poor areas or poor households. Drug addiction can start with experimental use of a recreational drug in social situations, and, for some people, the drug use becomes more frequent. For others, particularly with opioids, drug addiction begins with exposure to prescribed medications, or

receiving medications from a friend or relative who has been prescribed the medication. The economic and social conditions which do correlate with concentrated drug and alcohol abuse can be identified at a neighbourhood level – in such areas, drug and substance abuse is both a symptom of deeper social breakdown and a deeply embedded micro-economy in its own right, with outward links from the neighbourhood to organised criminality. Alcohol and drug abuse can increase the underlying risk for mental disorders. Mental disorders are caused by a complex interplay of genetics, the environment, and other outside factors. If one is at risk of a mental disorder, abusing alcohol or illegal or prescription drugs may push them over the edge. There is some evidence, for example, that certain abusers of marijuana have an increased risk of psychosis while those who abuse opioid painkillers are at greater risk for depression.

The challenges of confronting substance abuse and assisting youth at risk overlap but stand alongside the challenge of assisting those aged 35 and over battling addiction and linked social ills. Enforcement-heavy approaches are, in such cases, unlikely to result in charges being brought against the most organized criminal elements, but are more likely to result in jail time for peddlers and low-level dealers, effectively cutting them off from the economic mainstream for life on account of their criminal records. Meanwhile, the sophisticated and fast-changing economics of distribution find other ways to reach new and existing customers – on street corners, in school lunch boxes, even via maintenance staff in rehab centres based on anecdotal evidence from focus group participants.

Through the Department of Social Development, the City of Joburg has undertaken to confront the challenge relating to substance abuse as a metropolitan local government that is fully aware of the complex position it occupies. The City has both the jurisdiction and capability to partner with communities in fixing the broken social systems that both cause and enable such abusive behaviour, as well as the lead role in the maintenance and upgrade of the public environment which can have a major impact on public order and the way spaces are used. But many pieces of the puzzle that is reducing substance abuse and its linked social ills are not under direct CoJ control. The City has establishment of Local Drug Action Committees as prescribe by the Prevention of and Treatment for Substance Abuse Act No. 70 of 2008 (Section 60) advocates for the establishment of a Local Drug Action Committee to represent the municipality as a legislated structure established to give effect to the Mini Drug Master Plan.

Dismantling the criminal networks that supply illegal drugs falls under SAPS jurisdiction, with the City playing a more limited role in the disruption of supply and the maintenance of public order. Liquor, a legal drug with a legal distribution network is also regulated provincially; with the City once again tasked with policing the public disorder, alcohol plays a part in, as well as dealing with a specific linked problem of drunk driving. In terms of the demand for both alcohol and illegal drugs, as the context section of this document reinforces, addicts' failure to prevent the breakdown in their own lives, is mirrored by the failures in a number of institutions to support and assist those at risk.

Schools, which serve deprived and disadvantaged communities, face a range of challenges in preparing learners for further education and entry into the labour market. Over half of all young people in the City do not make all the way through basic education. Part of the challenge raised by the focus group research (as cited below) is that advisory and guidance services aren't geared to assist those at risk and are failing to cut the dropout rate as a result.

Active tools to help those who have dropped out reconnect with education and/or set themselves up with a livelihood have, had limited impact in connecting economically inactive youth/ adults with economically productive uses of their time, and the result is a ready network of those desperate to sell as a basic economic survival strategy to a growing market who turn to drugs for a number of reasons. Many of them linked to the same social breakdown factors. Such communities provide ample demand for criminal elements seeking channels for organized supply, and there is anecdotal evidence that even the small-scale peddlers can generate an income roughly equivalent to that of a mid-level professional.

In the wake of the COVID 19 pandemic, the City has detected and located several substance abusers in the homeless shelters across the City. This has exacerbated the complexities associated with the COVID 19 regulations as stipulated in line with the National Disaster Management Act No. 57 of 2002. Accommodating substance abusers and non-substance abusers in the same shelter has proven to be challenging. However, the City is administering coping mechanisms to counter withdrawal symptoms associated with substance abuse, to users in these shelters. On this account, the City is actively assisting substance abusers with required medication for medically assisted detoxification, which is only the first stage of treatment or coping mechanism. This will continue into the foreseeable future within the means and resources of the City of Johannesburg.

The City also established Community Based Treatment Centres are regulated and managed through the Norms and Standards as prescribed through the Prevention of and Treatment for Substance Abuse Act No 70 of 2008. Compliance with these set standards is a requirement for facilities for them to be granted registration certificate for operation and provision of comprehensive care as outlined in Chapter 5 of the act. CoJ has five treatment centres consisting of four community-based treatment centres and an in-patient centre aimed at addressing harm associated with the use of substances namely,

- Tladi,
- Eldorado Park;
- Joubert Park,
- River Park and
- Golden Harvest

These facilities are offering early intervention; medical treatment; therapeutic interventions; aftercare and re-integration to community life. The department envisage opening another female in-patient centre in Poortjie with two additional community-based treatment centres in Westbury and Thuthukani. The community-based treatment model advocates for the provision of treatment and psychosocial and medical services within the community environment in a registered facility by registered multi-disciplinary team consisting of social workers, psychologist/ psychiatrist, medical doctor and professional nurse. It further grants permission for the centres to be established or that an existing facility and infrastructure, including the use of primary health care facilities or sites within the primary health care facilities, be utilized to provide the integrated community-based treatment programmes (Section 13 (4) b).

16. ACTIVE AND ENGAGED CITIZENRY

One of the outputs relevant to achieving GDS Outcome Four: "A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region (GCR)", is Priority 8: Active and Engaged Citizenry. The primary focus of this priority is on the fundamental principles of good governance, which include accountability, accessibility, transparency, predictability, inclusivity and a focus on equity, participation and responsiveness to people's needs.

An active and engaged citizenry purports to be the foundation of a healthy democracy and a strong and vibrant community. The most effective way to contribute and work towards realising the vision of a cohesive society as well as the City's vision, is through an informed, active and engaged citizenry that do more than voting, understands how issues and policies can shape society, has knowledge of their rights and how change happens. Experience has proven that we do it from the ground up, i.e. face-to-face and community-to-community. The City acknowledged that in a context where many of its problems cannot be easily solved with standard solutions, there is a need to draw on the diverse skills and expertise of professionals, community members and residents. Through mutual co-production, the City aims to continue working with communities to produce better outcomes.

That being so, the strategic intent of this priority is to ensure that the residents of Johannesburg take a meaningful, active and participatory role in their communities and as members of civil society. Key outcomes include, *inter alia*:

- Communities that are adequately mobilised to take charge of their future and assume responsibility for outcomes;
- Communities that are actively involved in the City's planning processes to ensure that their needs are adequately captured and addressed;
- Responsible citizens that show inspirational leadership at all levels of society;
- Effective community-based structures that promote the notion of shared responsibility and values for the growth and development of Johannesburg and our neighbourhoods; and
- An enhanced vision of a caring municipality.

16.1 LEGISLATIVE FRAMEWORK

Chapter 7 of the Constitution outlines the objectives of local government, which are to provide democratic and accountable government for communities and to among other, encourage their involvement in matters of local government. To fulfil these objectives, municipalities are required to plan and facilitate development in an integrated manner.

This involves ensuring that resources are utilised efficiently and effectively to address the triple challenges of poverty, inequality and unemployment; that basic services are provided and that sustainable development is achieved by means of various mechanisms, like the active involvement of communities and key stakeholders in planning processes to ensure that their needs are adequately captured and addressed.

Chapter 4 of the Municipal Systems Act, Act 32 of 2000 (MSA), provides for this participatory model, by advocating the development of a culture of community participation. In addition, legislation requires municipalities to not only deliver on the present demands for basic services, but also anticipate future demands, while finding ways to improve service delivery over the short, medium and long term. In this respect, municipalities are required to work closely with provincial and national spheres of government in the delivery of a transformative and development programme with fool proof mechanisms for ensuring impactful community participation.

The City of Johannesburg annually undertakes its public consultation process as provided for in Chapter 5 of the Constitution, the MSA and the Municipal Structures Act, Act 117 of 1998.

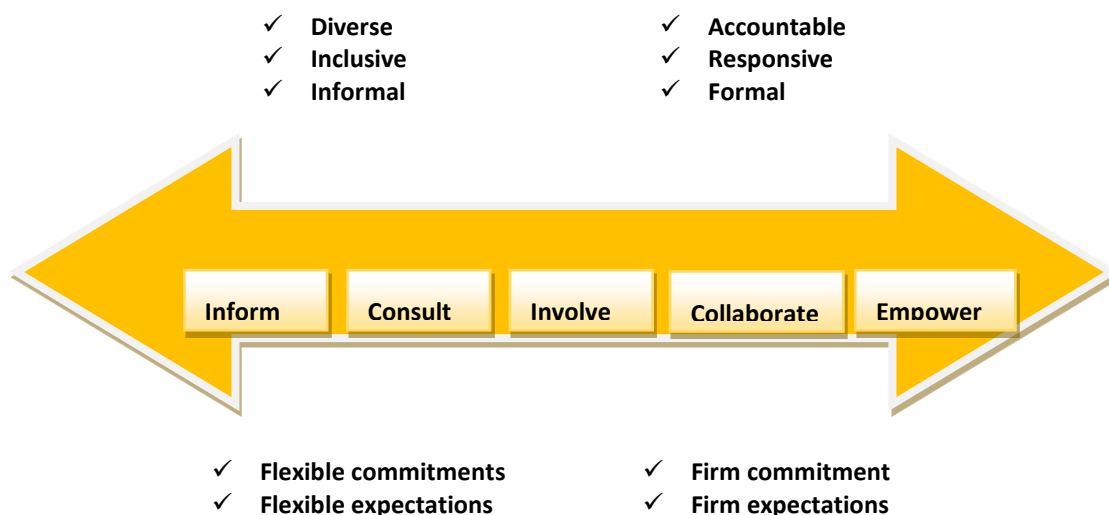


Figure 45: Citizen Engagement Spectrum

16. 2 COMMUNITY BASED PLANNING

In a continued endeavour to emphasise bottom-up planning and to build sustainable communities, the City reformed its ward-based approach to active citizenry to a more multi-centric model, by incorporating Asset Based Community Development and Community Based Planning into the Analysis Phase of the IDP.

Asset-based community development is a way of thinking and an approach to development which focusses on strengths, abilities, opportunities, talents and gifts as a foundation or starting point for community development. In essence it recognises people as assets and involves development from the inside-out, meaning that we build on existing capabilities. The objective is to co-produce in the delivery or facilitation of services; to encourage community-driven development initiatives and the creation of social capital.

The aim of the recent ward-based community conversations was to assess the level of access to basic services and service backlogs in order to foreground community priority issues for inclusion in the 2021/22 IDP/Budget. These sessions presented communities and interest groups (e.g. NGOs, ward committees, CBOs, business fora, etc.) with an opportunity and platform to review the service delivery needs and priorities of the ward within which they reside; and to present their views and aspirations. It ultimately also helped the City to see first-hand what problems its communities are facing, in order to ensure that communities' needs are adequately articulated and addressed in the IDP and budget.

The ward cluster community conversations are used as a prelude to the regional stakeholder summits which will take place between April and May of 2021. Residents and citizens will then be given an opportunity to engage the draft IDP and budget and provide feedback on the City's responsiveness to the issues raised during the community conversations.

16.3 ENHANCED COMMUNITY ENGAGEMENT

Among the myriad of streams and tools used by the City to enhance active and engaged citizenry, are the following:

- Public meetings chaired by councillors to engage communities regarding service delivery issues and ward projects;
- Public campaigns, roadshows, and briefings;
- Opinion polls, surveys, public hearings and reviews;
- Community research projects and studies – mapping and enumeration;
- e-Platforms: online networks and social media;
- Public Private Partnerships to enhance interface with citizens;
- Expert panels, debates and dialogues;
- Marketing, communication and advertising;
- Focus groups;
- Assisting other spheres of government with Taking Parliament to The People, and issues related to the National Health Insurance (NHI) and the Municipal Demarcation Board (MDB);
- Partnering with the Independent Electoral Commission (IEC) on voter education;
- Driving civic education sessions on various topics;
- Implementation of the Citizen Engagement Plan;
- Awareness/educational campaigns on by-laws and other key legislative prescripts;
- Integrated visible service delivery operations in collaboration with entities, departments and law enforcement agencies (e.g. JMPD, SAPS, Immigration, etc.);
- Site visits/walkabouts and inspections to identify service delivery and/or crime hotspots in different areas;
- Hosting of events such as Mandela Day;
- Engagement with business and civic or ratepayers' associations; and
- Regional Open Days.

16.4 MAYORAL IZIMBIZO PROGRAMME

It can be said that the City's priority to promote active and participative citizenry is embedded on a better understanding of residents needs and issues, organisational culture change, pro-active

engagement, continuous citizen interaction, creation of social capital, asset and community-based planning and budgeting, advancing the ideals of responsible citizenry, civic education and empowerment.

The Mayoral Izimbizo Programme can be summarised as growing efforts at all levels of government to respond quickly, succinctly and accurately to residents' needs. These include requests or enquiries for answers to questions; and the provision of general information about policies, decisions, delivery and procedures. The goal is to foster closer, more effective and efficient citizen relationships. This will ensure that the City anticipates and meets their needs and develops a detailed working understanding of what residents want, expect, and need from those who serve them and in return for citizens to understand their responsibilities.

The driving force behind this programme is also to give the political leadership the opportunity to take stock of the achievements of the current term of office and for communities to receive feedback on challenges encountered. As a citizen-centred process, the Izimbizo will improve communication and information sharing and form a solid basis for sustained dialogue between the City and its residents / citizens.

Before the COVID-19 outbreak, the City was preparing to host izimbizo across the regions to contribute to *Priority 8: Active and Engaged Citizenry* and reinforce a key pillar of a participatory and consultative democracy, as envisaged in the Constitution. However, doing so in the current context obviously requires a different approach, content, and even a shift in our end goals. Amid all the challenges, community engagement and information-sharing responsibilities must continue. The prohibition on gatherings is limiting how we engage and requiring innovation and creative thinking to continue to reach communities.

A basic rule of community engagement is to "meet people where they are." Maintaining engagement without involving the physical presence of people is a daunting task, but there are several low-cost, easy-to-use tools like social media, web meetings and survey tools that can effectively be implemented to engage communities and receive feedback. More careful consideration will, however, need to be given to those communities and residents **who won't be able to participate online or will be hard to reach**, including the elderly, people with limited or no internet access, those with low computer literacy and non-English speaking citizens. For these groups, the City will consider alternative and more traditional outreach methods and ways to engage.

As new information and guidelines around COVID-19 are unfolding each day, the City's approach to community engagement must reflect this constant need for innovation and refinement of existing plans. A silver lining is that the Mayoral Izimbizo Programme is pushing us to be creative and develop new strategies and tools to engage with people.

As the City considers what it takes to be a good partner during this time and whatever comes next, it will continue searching for effective responses to the challenges and effects of COVID-19, and employing innovative approaches to community engagement that will help ensure the proposed solutions accurately reflect the priorities, needs, and preferences of those most directly affected.

We will pay closer attention to the unique circumstances for different groups (which may include the disabled, minorities, unemployed, poor, parents, youth, elderly, businesses, civic organizations,

commuters, seasonal residents, landowners, immigrants, farmers, etc.) in how they access information and services and how they can participate and connect to the City. Eventually, the cumulative effect will be most community members actively involved in higher quality democratic decision-making, which is the key to a healthy citizenry.

16.5 CO-PRODUCTION

The successful implementation of the Coproduction or Developmental Service Delivery Model depends largely on continuous review, customisation to suit settings of implementation, and identification with and total ownership by the community. This is a sector model and the City of Johannesburg is a lead stakeholder in facilitating processes for initiation and implementation of the model. The model represents a shift or change in the sector, so its implementation cannot be left to chance. It must be planned, guided and facilitated.

The Developmental Service Delivery Model combines a progressive supplier development approach to procurement with local economic development and community-driven service design to directly build community responses to service deficits, in the process building micro-economies and local value chains throughout the City. This platform will enable and empower both existing entrepreneurs and thousands of new market entrants, who in turn will draw on the hundreds of thousands of unemployed and underemployed people available as part of the City's labour pool. This is designed to inject income and promote commercial activity in all clusters of the City, that run the full length of value chains which cross from the most deprived into more prosperous areas.

DSDM uses city procurement and supplier development as both a direct tool of economic transformation and a catalyst for a variety of community formations (including co-operatives) and local enterprises linking with the start-ups and SMME's enabled through the procurement process. The programme is therefore designed to exploit and amplify the multiplier effect of public spending. The programme will identify, in advance of each financial year a ring-fenced budget within each department and entity citywide that will be subject to DSDM spending principles.

The portion of procurement spend channelled through DSDM will conform to the following principles:

- a) All last mile/ frontline delivery will be executed through micro-enterprises and co-operatives made up of local residents applying for consideration through a transparent process and supported by an intermediary/ Capability Support Agent providing a range of supportive and developmental services (as well as quality assurance on all services/ work packages delivered and transactional accountability to the City where required).
- b) The support provided by the intermediary/Capability Support Agent network just described must follow a wider programme explicitly designed to upscale all engaged micro-enterprises to a point of non-reliance on state support over a specified period.
- c) Participating micro-enterprises and co-operatives must be constituted by economically excluded individuals who have the ability to execute and deliver on the required bills of quantities (or commitment and potential to acquire such ability) but would not otherwise have the resources to initiate new enterprises that would be in a position to transact with the City.

- d) The precise form of work-package delivery, and the scoping of such within a wider local economic development approach for the area being served, is designed in collaboration with community actors through the regional enterprise forum network (see detailed model below).
- e) All supply chain management related to DSDM procurement (other than appointment of intermediaries to manage the transversal capability-building agencies foreseen by the model) is streamlined via regional structures operating under a special DSDM supply chain management policy dispensation but nonetheless in full compliance with the requirements of the Municipal Finance Management Act of 2003 .
- f) The objective of the procurement exercise is not limited to fulfilment of the bill of quantities for any specific work package but is also designed to promote wider economic activity linked to the procurement in question through supply of complimentary goods, direct input into the supply value chain or the monetization of secondary outputs of the process.

In each sector identified, three levels of enterprise will be supported

- **Basic provision:** Ability to provide most basic level of good or service (e.g. collection of waste)
- **Processing / manufacturing:** Processing of outputs via a secondary process with profit-making implications (e.g. recycling of separated waste)
- **Diversified provision / agglomeration:** Linking a range of activities within the sector to a common value chain (e.g. cross-linking waste collection, recycling, storage, warehousing and transport).

Per sector focus activities

- a) **Energy:** All activities linked to expenditure linked to electrical grid reticulation and maintenance as well as earmarked expenditure on off-grid capabilities.
- b) **Waste:** All activities linked to expenditure on waste collection, separation at source and waste processing, including biogas harvesting.
- c) **Greening services:** All activities linked to expenditure on greening and landscaping, including grass-cutting, planting and maintenance of turf and plant life in parks and open spaces
- d) **Maintenance & construction:** All activities linked to expenditure on property and infrastructure, routine repairs and maintenance.
- e) **Road & Transport Infrastructure:** - All activities linked to expenditure on roads & transportation infrastructure.
- f) **Business & Urban Management Support: (Including Fleet, general logistics, back office processes, compliance inspection and related urban management functions :** all spending linked to fleet and general physical logistics including warehousing functions, back office support, cleaning, facilities management, and management of specific public facilities and/or designated areas for activities such as street trading.

- g) **Agriculture:** All activities linked to expenditure on food resilience and urban agriculture, including agro-processing and related activities.
- h) **Water:** All activities linked to expenditure on water and sewerage maintenance and reticulation, including secondary industries reprocessing water and water products for secondary uses (grey water management).
- i) **ICT/ digital and marketing services –** All spending linked to frontline digital services, including support of ICT operations and maintenance of digital networks. (ICT Capability Support Agent to also provide digital backbone for apprenticeship/ learnership system integration) ; also includes marketing activities of both a digital and non-digital nature such as door-to-door marketing and public education,

17. ECONOMIC DEVELOPMENT

The Department of Economic Development is mandated to provide strategic direction and to facilitate development of the economy of the City. The Department seeks to work with other departments and municipal owned entities in the City and with public and private sector role-players at National, Provincial and Local levels towards an inclusive, job-intensive, resilient competitive and smart economy that harnesses the potential of all citizens. In so doing, the Department, in collaboration with other strategic departments and municipal entities in the City's Economic Growth Cluster, champions the City's approach in transforming the economy of Johannesburg. At the heart of the approach is addressing the triple challenges of unemployment, poverty and inequality. This involves origination as well as cooperation, co-development and co-execution of interventions in support of the vision for the economy articulated in the City's vision. These interventions require leveraging National and Provincial Government and State-Owned Enterprises (SOE) partners, and the private sector in advancing the vision for the City. The Department co-develops, co-implements and cooperates on projects and programmes which target priorities, bottlenecks and key milestones articulated in the City's GDS and which form the priorities of the current City Government of Local Unity (GLU) leadership.

The economic context to which the City must respond to is defined by the following:

- The protracted slowing trend in economic growth illustrated quarter-to-quarter in the figure below. The slowing trend in real GDP growth has persisted for much of the past decade both in South Africa and Johannesburg. An unfortunate mix of adverse global and domestic developments was responsible for this outcome.
- Superimposed on this weakening national and city growth dynamic is the economic shock of the 2020 COVID-19 global pandemic. Worldwide the public health emergency and associated government actions to contain the spread of the disease have delivered an unprecedented synchronized economic shock to societies and communities around the world. The economies of all countries have been heavily affected. Production activities, jobs, incomes and spending have all been impacted negatively.

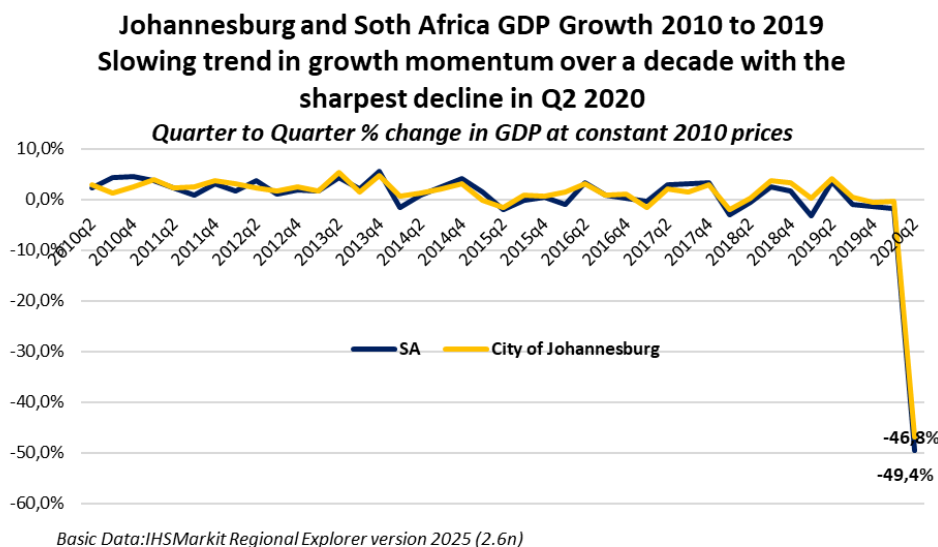


Figure 46: *Slowing Trend in Growth Momentum*

In the South African and City economic and socioeconomic response actions to mitigate the socioeconomic effects of the COVID-19 shock on the businesses and residents of the city are the immediate priority. As many businesses and jobs as possible need to be protected and secured and support provided to the worst affected. **The focus must then shift to supporting and facilitating recovery of Johannesburg's economy as public health containment measures are eased.** City businesses economy will need to adjust to a world economy changed by the pandemic to remain and become competitive.

Mitigating the impacts of the COVID-19 pandemic and adjusting to a different set of global economic dynamics takes place against the backdrop of the fundamental socioeconomic challenges which have faced government in the country and city over past decades.

Among the core challenges shaping the department led-programmes and projects in support of the GDS and the priorities of the GLU administration are:

- **High levels of poverty and inequality** in Johannesburg with some 45% of the population living below the upper poverty income line as defined by Statistics SA. Income inequality in South Africa is among the highest in the world and in Johannesburg there are stark contrasts between rich and poor in income levels, living conditions and access to services, resources and opportunities.
- **High levels of unemployment** with the official rate of unemployment in the city at 32.7% in the October to December 2019 quarter. An inadequate rate of job creation is a major challenge to overcome, being the result of flagging economic growth, suboptimal education and training system outcomes, and a skills mismatch in the labour market with an abundant supply of semi-skilled and unskilled workers and a shortage of skills.
- **Lagging economic growth** and low rates of investment in production capacity and physical infrastructure. This impacts the levels of current income and employment in the city economy, the level of government revenue and government capacity for service delivery, as well as the attractiveness of the city as a business location and investment destination. It also impacts negatively on economic growth potential and thus future performance of the economy. The causes of low economic growth and weak investment are complex, being the result of domestic and international political, social and economic factors. These divergent output trends resulted in the sector structure of the Johannesburg economy changing over the period 1996 to 2018. The share of certain sectors in the economy rose while others fell.
- The most striking shift in sector contribution to the city's **GDP** is the 12-percentage point increase in the share of the Finance, Insurance, Real Estate and Business Services sector from around 19% to 31% of GDP. The share of the Community, Social and Personal Services sector to GDP in contrast, fell by some 7 percentage points from 29% to 22%.
- A further trend of significance is that the share of the Manufacturing sector in GDP declined by some 3 percentage points between 1996 and 2018, from 17% to 14%. This is evidence of de-industrialisation which implies that some of the powerful employment and income multiplier effects of manufacturing operations with the forward and backward linkages in their value chains were being lost to Johannesburg. Focusing on promotion of sector and industry development which is capable of high rates of labour absorption is an essential component of the Department's response.

- **Uneven spatial economic development** in Johannesburg flowing from the discriminatory ideology of the apartheid era has left a legacy of inadequately served dormitory townships on the outer periphery of the city. It has also left a fragmented and inefficient urban form.
- A subsequent influx of migrants from elsewhere in South Africa and the African Region has also led to mushrooming informal settlements and overcrowding in inner city areas. For residents of townships and informal settlements this has meant hardship, poor access to services, long commutes to places of work and overcrowding and lack of adequate and decent housing.
- Access to decent housing, services and jobs requires spatial development which takes jobs to people and people closer to jobs. The spatial pattern of economic growth in the city is a further performance characteristic of significance. Growth of the economy has been unevenly spread in spatial terms in recent years. This poses challenges to the city administration in improving the quality of life of residents. To enable residents to access jobs more easily, densification and more balanced spatial economic development is needed. Jobs need to be taken closer to where people live, and lower income housing, economic activity and jobs are needed along transit corridors to existing areas of economic activity.
- **Promotion of entrepreneurship, innovation, enterprise growth and competitiveness** are critical in growing the economy and creating jobs. Developing and supporting micro, small and medium-sized entrepreneurs, enhancing skills development, promoting research, innovation and technology adoption, and attracting and retaining corporate investment are among the focus areas required.

17.2 INVESTMENT PROMOTION, ATTRACTION AND FACILITATION:

Investment attraction as catalyst for job creation, skills development, knowledge transfer and revenue generation. This includes private sector investment, from both domestic and foreign businesses, is a major source of growth, employment and development of a region. Over the last two decades there has been a noticeable change in the relative role of public and private investment in promoting development and economic growth. Since 2000, private investment globally, and especially in developing economies, has grown rapidly, reflecting stronger economic growth and confidence in the renewed emphasis placed on the private sector by many developing country governments. It is these collaborative partnerships that enables the economy to grow and in 2021/ 2022 Financial Year, these partnerships must be formalised.

Policy measures must be introduced to ensure that the City of Johannesburg attracts the desirable investment which will address the negative effects of poverty and unemployment. These policy measures will improve the ease of doing business in the City.

17.2.1 THE IMPACT OF INVESTMENT ON DEVELOPMENT AND JOB CREATION

Investment remains a powerful catalyst for innovation, economic growth and poverty reduction. A continuous flow of investment is needed if developing economies are to develop.

It is widely accepted and known that expansion of private investment, both domestic and foreign, is a main motivation for economic growth. This is the case for Johannesburg, the investors that continue investing in the City's economy are expansions from retained investors. The role of investment in determining Gross Domestic Product (GDP) growth is critical and unmistakable. Higher investment leads to higher GDP growth. And each additional percentage point of GDP growth will generate additional employment. Therefore, raising the importance of investment, will raise the quantum of employment. This increase in the quantum of employment will be through both a direct impact on employment and via secondary, indirect multiplier effects. The increase in the quantum of employment will also reduce underemployment and improve wages. This further highlights the critical nature of Investment Attraction into the City's economy.

As countries and regions implement sector specific investment; both foreign and domestic, Investment promotion strategies and policies, it is very important to ensure that they are directed toward sectors and value chains that will favourably impact the City's economy which will allow for increased revenue generation for the City. It is expected that as Investors continue investing into an economy; jobs will be created; they will bring technology that will be advantageous and result in skills transfer and development.

Lastly, to ensure a continuous flow of private sector investment for development, it requires an economic environment and policy setting in which private sector can thrive and realize a fair return on their investments. A conducive policy framework for investment in the overall economy is a prerequisite for attracting private sector investment.

17.2.2 IMPACT OF COVID 19 ON FOREIGN DIRECT INVESTMENT (FDI) FLOWS IN 2021 - 2022

According to United Nations Conference on Trade and Development (UNCTAD) World Investment Report 2020, the COVID-19 crisis has had instantaneous effects on Foreign Direct Investment (FDI) and will have possibly long-lasting consequences especially for developing economies. The abrupt shock on supply- and demand-side, combined with policy reactions to the crisis around the world, is triggering a series of effects on FDI. The intensity of the pandemic was felt in 2020 when the transmission levels were at the highest. However, as restrictions eased, operations resumed, economies started to show glimpses of recovery. But towards the end of 2020, countries started experiencing a surge in new cases called the second wave. Governments started implementing restrictions to limit the impact of the second wave and this further adds to challenges to the global economy.

Furthermore, the physical closure of business sites, manufacturing plants and construction sites to "contain the spread of the virus caused immediate delays in the implementation of investment projects. Some investment expenditures continue (e.g. the fixed running costs of projects), but other outlays are blocked entirely".

Key interventions:

- I. Investment Attraction, Facilitation, Retention and Aftercare
 - The pandemic has led Investment Promotion agencies such as the Trade and Investment unit of the City to drastically lower their expectations for the attraction of new Foreign Direct Investment projects as a result of the restrictions imposed by the various economies aimed at limiting the spread of the COVID 19 virus.
 - Digitisation has enabled the continuation of engagements with investors though limited, especially the engagement of new investors as the question is “where do they get your information?” and In response to this question, Investment Promotion Agencies have developed and empowered their own websites, portals in order to reach potential investors.
 - The countries that have been the hardest hit by the pandemic are anticipating a 40% drop in investment whereas those that are less hard-hit by the outbreak, expecting no significant change in investment. The impact, although severe everywhere, varies by region. Developing economies are expected to see the biggest fall in FDI because they rely more on investment in Global Value Chain (GVC)-intensive and extractive industries, which have been severely hit, and because they are not able to put in place the same economic support measures as developed economies
 - There’s a shift in the sectors of focus as a result of the pandemic necessitating a relook at investment strategies and prioritisation of sectors from the City and this will be done in line with Economic Reconstruction and Recovery Plan of the City of Johannesburg.
 - Investment flows are expected to slowly recover starting 2022, led by global value chains (GVCs) restructuring for resilience, replenishment of capital stock and recovery of the global economy.

17.3 TRACKING AND IMPROVING 3 SERVICE DELIVERY STANDARDS FOR BUSINESS THROUGH NATIONAL TREASURY AND THE WORLD BANK

Johannesburg must be a City that is open to business to both local and foreign businesses, through the promotion of the ease of doing business in the City. This involves the reducing and, at times, removing as many hurdles or red tape that would enable efficient business practices and restore business confidence in the City’s economy. The City of Johannesburg is the Proxy City for South Africa and is implementing 3 Reforms or Business Standards Indicators as defined by World Bank: Dealing with Construction Permits, Getting Electricity and Registering Property. The Department of Economic Development is the Focal point and Lead coordinator for the City of Johannesburg.

The Subnational Doing Business is implemented in collaboration with National Treasury and the World Bank Group. The Subnational Doing Business analyses business regulations for domestic small and medium enterprises in nine cities: Buffalo City, Cape Town, Ekurhuleni, eThekweni, Johannesburg, Mangaung, Msunduzi, Nelson Mandela Bay and Tshwane. The cities are assessed on five Doing Business areas: Dealing with Construction Permits, Getting Electricity, Registering Property, Enforcing Contracts and Trading across Borders. In the area of Trading across Borders, the report measures four of South Africa’s maritime ports: Cape Town, Durban, Ngqura, and Port Elizabeth.

17.4 COVID 19 IMPACT ON INVESTMENT PROMOTION AGENCIES IN ATTRACTING INVESTMENTS

The pandemic has led Investment Promotion agencies such as the Trade and Investment unit of the City to drastically lower their expectations for the attraction of new Foreign Direct Investment projects as a result of the pandemic. The countries that have been the hardest hit by the pandemic are anticipating a 40% drop in investment whereas those that are less hard-hit by the outbreak, expecting no significant change in investment. The impact, although severe everywhere, varies by region. Developing economies are expected to see the biggest fall in FDI because they rely more on investment in GVC-intensive and extractive industries, which have been severely hit, and because they are not able to put in place the same economic support measures as developed economies.

There's a shift in the sectors of focus as a result of the pandemic necessitating a relook at investment strategies and prioritisation of sectors. The outlook is highly uncertain. Prospects depend on the duration of the health crisis and on the effectiveness of policies mitigating the pandemic's economic effects. Investment flows are expected to slowly recover starting 2022, led by global value chains (GVCs) restructuring for resilience, replenishment of capital stock and recovery of the global economy.

Short-term responses to COVID 19

- **Re-organisation and innovation**
 - Trade and Investment experienced an instant impact of the crisis in the way of “conducting business”. As with many other organisations, it had to switch overnight to remote working arrangements, and face various organisational, IT and management challenges. This further meant cancelling physical investor visits, events, exhibitions and missions, which are a critical component of image-building and lead-generation efforts. The unit has had to embrace the use of digital tools for investment engagements.
- **Focus on retention of existing investors and information provision**
 - The nature of services provided by Trade and Investment has changed by shifting away from promotion to intense aftercare services. While the Trade and Investment unit immediately scaled down the lead generating activities, focus is now given to engaging and maintaining contact with existing investors in the City, Informing them about government programmes, helping them to cope in dealing with the crisis and supporting their ongoing investments or operations. Business continuity and a problem-solving approach have become the main drivers of engagements with investors. Emphasis is also placed in assisting investors with the maintenance of supply chain relationships with various stakeholders.
- **Focus on alleviation of bureaucratic processes**
 - Investors that are engaging the City can be assisted through Trade and Investment unit within Economic Development. This is to ensure that Investors will be able to focus on their projects instead of focusing on processes of the City. In the implementation of this, the Department has finalised the terms of reference for the

Investment Tracking and Prioritisation committee which aims to fast track investment project approvals

Medium- and long-term responses to COVID 19

- **Digitization**
 - The COVID-19 response has resulted in an acceleration towards greater digitisation of operations. First, many services provided in person may need to be provided digitally in the medium to long term. As direct visits may be cancelled and lead generation via traditional means rendered more difficult, digital means will allow the city to continue servicing and attracting future clients. This will require access to different information and communication technology (ICT) tools. The Trade and Investment unit is finalizing the implementation of an Online Portal which will be used to interface with existing and prospective investors. There will now be online submissions of building plan eliminating the need for clients to physically visit the city to submit these.
- **Focus and prioritisation of new sectors**
 - The changed economic dynamics require a revision to the lists of prioritised sectors, in order to take full advantage of the sectors that have remained resilient or those that have emerged. The pandemic has highlighted that there are sectors that are now presenting an opportunity such as the healthcare and food and beverage sectors.
 - New opportunities related to supporting start-ups, matchmaking of foreign investors with domestic firms, capacitating SMMEs to take full advantage of the diversifying Global Value Chains (GVCs)

17.5 TOURISM

The City's tourism directorate will implement the following programmes underpinning its key interventions in the 2020-2021 financial year:

Leisure Tourism Programmes: Johannesburg currently dominates the provincial tourism market in terms of visitor numbers, spend and product offerings. There is still an opportunity to capture the untapped market with the right product package. Johannesburg has a sophisticated product, surrounded by natural tourism attractions within proximity and most critically, direct international flight access. Therefore, Johannesburg is well positioned to take advantage of the continued growth in the international and domestic tourism platform.

- To develop marketing campaigns
- To create new experiences and packages
- Form strategic partnerships with key stakeholders, such as the South African Airways (SAA) pending revival, South African Association for the Conferencing Industry (SAACI).
- Utilisation of International Marketing platforms (Embassies, South African Tourism Hubs, Chambers of Commerce's)
- Participation at strategic industry trade/consumer shows, conferences, exhibitions and events
- Participate in Road Shows to position and market the destination
- To support signature events
- To facilitate joint operations committee (JOC) services for impactful tourism events.

Johannesburg Convention & Events Bureau: The Convention & Events Bureau provides all the necessary support and services to local and international events organisers - from the inception of the bidding process to the conclusion of the event in Johannesburg. These are aimed at ensuring the successful hosting of events, as well as increasing customer satisfaction throughout the process, and in this way reinforcing the positive perception of Johannesburg as a primary, and desired host city of major national and international events. The Convention Bureau identifies events that are of an iconic nature and will assist with funding and logistics to allow for a level of certainty to permit the organisers of these events to embark on long term growth strategies.

- To source strong leads for events that could possibly be hosted in Johannesburg.
- To seek collaborative partnerships in the bidding process.
- To develop direct tailor-made activities that increase numbers of delegates by event.
- To identify strategic venues to host successful bids.
- To seek service providers to implement different aspects of the bid.
- To host site inspections for stakeholders e.g. key decision-makers.
- To facilitate business tourism activities in ensuring enabling environment for that meeting takes place in the city.

Digital Platforms: The Digital platforms will be used for major communication channels to reach its target audiences. In addition, the infrastructure will also be an enablement tool to provide support to the various functions within the Unit.

- To provide user friendly tools to manage online content and databases
- To provide online bidding support platforms (Venue, Product, Service Selection and Event management tools for PCO's)
- To provide online tourism information
- To provide online SMME & association support

Visitors Information Centres (VIC): Tourist Information Centre will manage an integrated Visitor Services programme enabling the provision of accessible and effective visitor information, knowledge management and distribution. Through relevant infrastructure, tools and platforms the Visitors Information Centre will:

- Establish new Visitor Information Centres at strategic touch points
- Promote tourism attractions, enhance visitor experience and communicate the City's unique selling points
- Host familiarisation trips for key strategic stakeholders
- Distribute tourism information nationally
- Train Tourism Information Officers and Ambassadors
- Provide tourism assistance to tourists

17.4.1 IMPACT OF COVID 19 TOURISM

The world is facing an unprecedented global health, social and economic emergency with the COVID-19 pandemic. Travel and tourism are among the most affected sectors with airplanes on the ground,

hotels closed, and travel restrictions put in place in virtually all countries around the world. In an unprecedented blow to the tourism sector, the COVID-19 pandemic has cut international tourist arrivals in the first quarter of 2020 to a fraction of what they were a year ago. Available data points to a double-digit decrease of 22% from December 2019 to March 2020, with arrivals in March down by 57%.

The outbreak of the pandemic emerged on countries such as United Kingdom, United States of America, China, Spain, Turkey, France, Germany and Kenya, Nigeria and Mozambique in Africa, which in turn are Johannesburg core markets. At the current fragile recovery stage, tourism is predicted to **start recovering on international demand mostly in 2021. Prospects for the year** have been downgraded several times since the outbreak in view of the high level of **uncertainty**. This is by far the **worst result in the historical series of international tourism** since 1950 and would put an abrupt end to a ten (10) year period of sustained growth since the 2009 financial crisis.

Tourism has a proven capacity to bounce back and drive the recovery of other sectors as it contributes directly and, through its multiplier effect also indirectly, to global job creation and economic recovery. Past crises have shown tourism's capacity to bounce back strongly and quickly after external shocks. Mitigating the impact of the crisis and stimulating tourism recovery can pay massive returns across the whole economy.

17.5 REGIONAL ECONOMIC DEVELOPMENT AND PLANNING

17.5.1 PRIORITY ECONOMIC ZONES (PEZ) AND THE REVITALISATION OF INDUSTRIAL PARKS

Priority Economic Zones are a strategic economic development intervention intended to promote spatial economic transformation and justice, the re-industrialisation of the economy, economic growth and stimulation, as well as job creation, especially for the semi-skilled and unskilled, thus ensuring that COJ's stature as a global economic player is enhanced and sustained.

The establishment thereof is meant to promote a fair spread of economic opportunities throughout the City's seven administrative regions, thus boosting City revenues and unlocking the economic development potential of the twelve (12) identified Priority Economic Zones as well as targeted Industrial Parks, aiming at key output sectors.

17.5.2 REGIONAL ECONOMIC PROFILES

One of the Department's core functions is **to promote integrated regional economic development**, thus ensuring the development of comprehensive Regional Economic Development Plans; facilitating implementation of recommended interventions and to promote interventions in various nodes to stimulate development. Such plans are intended to identify and guide current and future economic investment into the Regions.

The objectives of Regional Economic Development Plans are to: **facilitate strategic infrastructure improvements**; guide investments in key clusters; build stronger public/private networks; seizing identified opportunities and effectively utilising labour, capital and other resources to achieve local economic development priorities; connect people to economic opportunities and get the best out of the region's assets thus optimising on local resources and local capacities to build local potential.

The City of Johannesburg through the Department of Economic Development has previously developed comprehensive Regional Economic Development Plans for the regions, however, the current existing plans date ten years, since previous formulation in 2008. There is therefore a need to review and update the existing plans for all seven regions of the City. The intended goal is to maximise opportunities for the improvement of regional economic development, economic growth and job creation, and that the implementable Regional Economic Development Plans, for their full effectiveness; be embedded in the organisational, economic and social context of the regions to establish a widely-shared vision for the future development of these regions.

The Regional Economic Plans aim to quantify the economic, demographic and socioeconomic environment of the Sub-metro Regions (namely in 2021-22: Region D) with context to the rest of Johannesburg's regions, the district, the province and South Africa. These provide a better understanding of the demographic, economic and socio-economic environment with the primary end goal being the ability to inform stakeholders to implement and monitor plans and policies that will allow for a healthy, growing and inclusive economy and society.

The profiles also provide the changes in the composition of the population with respect to population group, age and gender, as is vital in the face of growing pressure on food, energy, water, jobs and social support on the country's citizens. They provide an understanding of how the total fertility rates, age-specific fertility rates, sex ratios at birth, life expectancies and international migration affect the respective population groups, ages and genders within respective regions and thus are essential for effective planning on a spatial level. The first section of the Statistical Overview Report aims to disentangle the changes in both the Sub-metro regional demographics in context of other local regions, districts, the Province and South Africa.

It further provides an insight into the economic environment of the Sub-metro Region in relation to other sub-metro regions and South Africa's performance. The changing economic environment subsequently influences the ability of the economy to create jobs. This section will therefore also include analysis on the employment and subsequent income dynamics of the respective Region.

Finally, the Statistical Overview investigates issues pertaining to the socioeconomic environment of residents in Region D Sub-metro Region by providing an analysis and review of the Human Development Index (HDI), Gini-Coefficient, poverty, education, population density, crime, bulk infrastructure, international trade and tourism indicators relative to that of the other locals of the region, the districts, the Province and South Africa.

17.5.3 INNER-CITY AND CBD REGENERATION PROGRAMMES

The implementation of the Inner City Economic and Investment Roadmap is coordinated through the Inner-City Office which provides directive for the Department of Economic Development to develop an "Economic Roadmap" for the Inner City of Johannesburg. The economic roadmap is intended to

provide strategic economic development direction to the City and is in alignment with the Mayoral nine-point plan wherein one of the key objectives is to revive the Inner City of Johannesburg.

The Inner-City Economic Development and Investment Roadmap is of strategic importance as it provides much needed insight on essential interventions to promote the redirection of economic and investment promotion within the inner city. The roadmap will form a blueprint for a municipal project pipeline of investments and will serve as a tool for the City to guide, recommend and consider investment that will ensure a continued and renewed economic growth trajectory within the inner city over time.

The COJ Inner-City Transformation Roadmap, previously completed in 2013, is a framework that recognises the central role of the Inner City within the city of Johannesburg. The Inner City is seen as an entry point and a place of opportunity for many, including the poor. It is a meeting place for diverse cultures, as scores of individuals aspire to create a livelihood and find a foothold in the heart of Johannesburg.

The Inner-City Transformation Roadmap (2013) in the City of Johannesburg

It seeks to provide the framework for the City of Johannesburg to roll out the Growth and Development Strategy 2040 in the Inner City. The Transformation Roadmap takes an **area-based management and partnership approach** to guide municipal activity to achieve its vision of a well-governed, transformed, safe, clean and sustainable Inner City, which offers high quality, sustainable services; supports vibrant economic activity; and provides a welcoming place for all residents, migrants, commuters, workers, traders, investors and tourists.

One of the actions identified in the Inner-City Transformation Roadmap is **the development of an Inner-City Economic Development and Investment Roadmap**. The purpose of the Economic Development and Investment Roadmap is to set out initiatives to revive declining economic nodes in the Inner City, as well as to stimulate the growth of strategic neighbourhoods.

The Inner City Economic and Investment Roadmap will further be used as a template to inform the regeneration of CBDs within targeted locations of the City's seven administrative regions, including Central Business District Nodes within townships.

17.5.4 ECONOMIC DEVELOPMENT FACILITATION

The Economic Development Facilitation is committed to establishing and maintaining relations with all economic development role players to identify and respond to emerging issues and needs in the various sectors as well as to co-develop flagship initiatives with the private sector and other municipal departments based on existing regional development plans that facilitate strategic economic growth interventions. To do so, the directorate aims to develop strong partnerships with the private sector, industry associations, all spheres of government and educational institutions.

Furthermore, the department also **provides technical expertise in terms of scoping and appraising initiatives developed for implementation and co-investment by the City and the private sector**. The department is also mandated to engage with multi stakeholders, it will now rely heavily on virtual meetings and online correspondence under the current Public Health prescriptions of COVID 19.

The department is tasked with the **facilitation of large-scale economic projects** that will stimulate economic activity in the selected regions. The desired outcome will be regionally based project pipelines that will guide economic development facilitation across the regions. Furthermore, it is envisaged that partnerships will continue to be established and strengthened with the captains of industry in the respective sectors to unlock opportunities.

Resource Mobilisation and leveraging

Resource mobilization's primary objective is to leverage both financial and non-financial resources from public and private sector to facilitate the implementation of projects and interventions that looks to address the challenges small and established business face in the economy. By facilitating economic activity and participation, the City can impact the socio-economic challenges our society face, namely reduction in unemployment as an example and financial emancipation of its citizens.

Intra-City Coordination

Co-ordinate projects between the department and various political stakeholders, namely, National and Provincial Departments, other local municipalities; COJ Regions, and counterparts from other in acceleration of economic transformation in the City of Johannesburg, to ensure policy and project alignment. Facilitate Inter-governmental Relations (IGR) engagements between the department and other City Departments and MOEs. The Economic Development Facilitation directorate is committed in collaborating with various provincial and national structures, and the department facilitates job creation, skills development, poverty alleviation and enhancement of industrial competitiveness.

The directorate facilitates and promote economic transformation through the following projects / programmes in the 2020/2021 Financial Year

- Pilot project: ***Revitalisation of the Devland Industrial Park*** in collaboration with the National Treasury's City Support Programme, inclusive of the surrounding townships in Region D and Region G

To achieve its mandate of facilitating economic opportunities the Economic Development Facilitation Directorate engages with the private sector and other spheres of government to identify high impact projects that have the potential of transforming the City of Johannesburg Regions economic landscape, when implemented. The identified projects should translate into job creation, investment attraction and skills development.

The Department of Economic Development will support the District Development Model approach to revitalise the Devland Industrial Park. The new District Development Model is inspired by the Khawuleza (hurry up) call to action, the District Development Model aims to accelerate, align and integrate service delivery under a single development plan per district or metro that is developed jointly by National, Provincial and local government as well as business, labour and community in each district.

Each district plan ensures that national priorities such as economic growth and employment; improvements to living conditions; the fight against crime and corruption and better education

outcomes are attended to in the locality concerned. This development approach ensures that planning and spending across the three spheres of government is integrated and aligned and that each district or metro plan is developed with the interests and input of communities considered upfront.

17.6 RE-ESTABLISHMENT OF THE JOHANNESBURG BUSINESS FORUM (JBF)

The purpose of the Johannesburg Business Forum (JBF) as per its initial inception more than twelve years ago, was to serve as a link between the COJ's Departments, the MOEs, the City's Regions, and organized business formations operating in the City of Johannesburg by:

- ✓ Providing strategic input into the economic development plans of the COJ;
- ✓ Serving as a consultative and advisory forum on economic development matters in support of the vision of the COJ;
- ✓ Promoting ongoing contact between the COJ and organized business;
- ✓ Sharing information on programmes, projects, strategies and policies of the COJ and the business community;
- ✓ Complementing and undertaking relevant projects and activities within the COJ; through a common vision and Partnerships between Private and Public sector.

The JBF meetings and client facing meetings will be held on a quarterly basis via video conferencing platforms as per the COVID 19 Public Health prescripts. Quarterly feedback and progress on issues raised and resolved will also be reported on, on a quarterly basis.

18. SUSTAINABLE DEVELOPMENT

Ensuring that we are sustainable, resilient and liveable is the apex of the GDS paradigm. This means that a multi-disciplinary approach is required. Therefore, economic growth is strongly interrelated with the demand for water, energy and ecological goods and services, with the resulting generation of waste (solid, gas, liquid -pollution). Globally, human activities are depleting our natural “capital” and the long-term capacity of our ecosystems to sustain future generations. As non-renewable resources become scarcer, their supply will become less reliable and the associated price will increase. If the City can do more with fewer non-renewable resources, it will be better prepared for the future decline in resources – in contrast with cities that are resource-driven.

However, Johannesburg, like its counterparts elsewhere in the country, still must overcome significant developmental challenges, and emphasis needs to be placed on improving equity and sustainability without increasing resource consumption. The priority of environmental sustainability and climate change is therefore concerned with advancing towards a sustainable, resilient and liveable city, with focus on the following;

- Reducing consumption of natural resources,
- Reducing carbon emissions,
- Minimising environmental pollution – air, water and waste to land
- Protecting the City’s natural environment (and related ecosystem goods and services).

The City can no longer manage its natural environment as a pristine resource due to existing and planned demand for development. However, it does mean that the City has an obligation to ensure the impact on its built and natural environment is minimised both from the City’s owned operations, private developments and from communities at large.

18.2 SUSTAINABLE ENVIRONMENTAL DEVELOPMENT

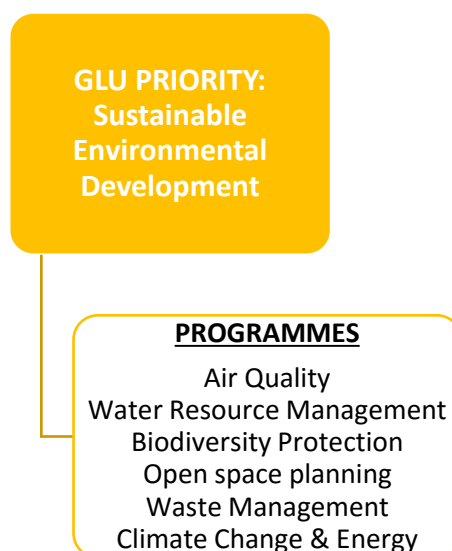
The typical South African city is growing in a resource intensive way and suffers from inefficiencies across all sectors [energy, food, water, waste and transport]. The current silo approach to planning and delivery is inefficient and increases risks of exclusion. Cities should pursue spatial transformation, which encourages compact cities and sustainable neighbourhoods that value natural and open spaces. Sustainability and growth are interdependent, and so sustainability must be fundamentally embedded in a city’s development paradigm, and not just in its long-term visions and strategies. Cities need to tackle resource efficiency aggressively. (State of Cities Report (SoCR), 2016, Chapter Five.)

The achievement of the environmental sustainability vision requires that there is a proactive response to the key environmental sustainability issues documented below via acknowledgement of the issues and the proactive integration of the strategic issues into specific programmes and plans across the City. Targeted interventions or actions are proposed for achieving the sustainability objectives

The GDS 2040 was formulated to provide a basis for changing the unjust and immoral system of the apartheid era – as the city is striving to become an equitable, non-racial, prosperous and just society. Fighting poverty, unemployment and inequality is a complex matter and important for the City to adopt a developmental paradigm, which is articulated in the GDS 2040. Johannesburg, like its counterparts elsewhere in the country, also must overcome significant developmental challenges,

with emphasis needing to be placed on improving sustainability without necessary increasing resource consumption.

The concept of “Sustainable Environmental Development” ensures that current community service needs, and how those services are delivered (in a socially, economically and environmentally responsible manner) do not compromise the ability of future generations to meet their own needs. The figure below provides an overview of the various programmes relating to the Government of Local Unity Priority on Sustainable Environmental Development.



Johannesburg therefore like its counterparts elsewhere in the country, still must overcome significant developmental challenges, with emphasis needing to be placed on improving equity and sustainability without necessary increasing resource consumption.

Strategic Response for Sustainable Environmental Development

Several interventions are listed below, which highlights the overall programmes & related interventions to respond to the challenges mentioned above.

The main role of EISD Air Quality and Climate Change in implementing the CAP are as follows:

- To facilitate, monitor progress with respect to targets & evaluate impact and reporting the implementation of climate actions by key Entities and Departments across the City.
- To highlight and communicate key climate actions and lobby implicated Departments and Entities to incorporate them into their business plans.
- Developing greenhouse gas emission inventory with the support of Entities and Departments
- To draft the implementation plan for use in tracking progress towards implementation of the CAP adaptation and mitigation programmed. The key programmed in which EISD will monitor implementation are as follows:

Monitoring implementation of actions required towards achieving carbon neutrality

Number	Programmes	Lead authority
1	Affordable clean energy	EISD & City Power
2	Maximising energy efficiency	Development Planning, EISD & City Power
3	Enabling next generation mobility	Department of Transport, Rea Vaya, Metro Bus, City Fleet & City Power
4	Alternative waste management	EISD & Pikitup
5	Improving water supply and wastewater treatment	EISD & Joburg Water

Monitoring implementation of actions required towards achieving climate resilience

Number	Programmes	Lead authority
1	Water security	EISD & Johannesburg Water
2	Resilient human settlement	Social Development, Housing, Development Planning and EISD
3	Floods & drought management	Public Safety, Johannesburg Road Agency (JRA), and EISD
4	Resilience City Infrastructure	EISD, Office of the COO, Johannesburg City Parks
5	Healthy communities	Health and EISD

18.3 ENVIRONMENTAL PROTECTION & CLIMATE CHANGE

At this year's World Economic Forum, 2020, major environmental issues came to the fore with environmental risks identified as the most likely global threats for the coming ten years. For the first time, environmental risks have been highlighted at the top of the list – extreme weather, failure to take climate action; natural disasters; biodiversity loss; and human-made environmental disasters.

The City is at the core of these environmental issues globally, nationally and locally, as what happens globally interfaces with local events and dynamics [GDS, 2040]. Cities are being acknowledged as the key to growth, development and stability. They are however experiencing unprecedented change due to drivers of which rapid urbanisation⁷⁰ and climate change are significant examples. At a policy level, the CoJ's strategic agenda is guided and informed by the Cities' Growth and Development Strategy [GDS] which sets the long-term vision and objectives for 2040.

Increased urbanisation leads to urban sprawl and settlements outside of town planning schemes, most notably along waterbodies, which in the absence of formal services is used for sanitation purposes and waste removal [pollution of rivers]. This exacerbates the poor quality of water in Johannesburg, which in turn exacerbates the prevailing water scarcity that the city faces.

⁷⁰ The population change total for the 20 top places cities spanning 1996–2011 showed the highest population increase in Johannesburg far exceeding all others, reaching 1.8million, followed by Cape Town at 1.2million [SoCR, 2016]

In respect of climate change, the City has a carbon intensive economy due primarily to the industrial, energy and transport sectors. The City's economy is dependent on coal powered generation which delivers 56% of the City's total Green House Gas Emissions Inventory [GHGEI].

In a response to these overarching challenges, the City has developed an Environmental Sustainability Strategy. As well as the Climate Change Strategic Framework (CCSF) and is further refining its climate change policy through the development of a Climate Action Plan (CAP).

18.3. 1 ENVIRONMENTAL SUSTAINABILITY STRATEGY

The Strategy has identified a range of environment concerns or "issues" which are considered to be the key drivers of change and requires a tailored response which will root environmental sustainability this in the very core of the city and across all functions.

At a broad level, the City has a focus on:

- Reducing consumption of natural resources.
- Reducing carbon emissions and mitigation the impacts of extreme weather events.
- Minimising environmental pollution – air, water and waste to land.
- Protection the City's natural environment.

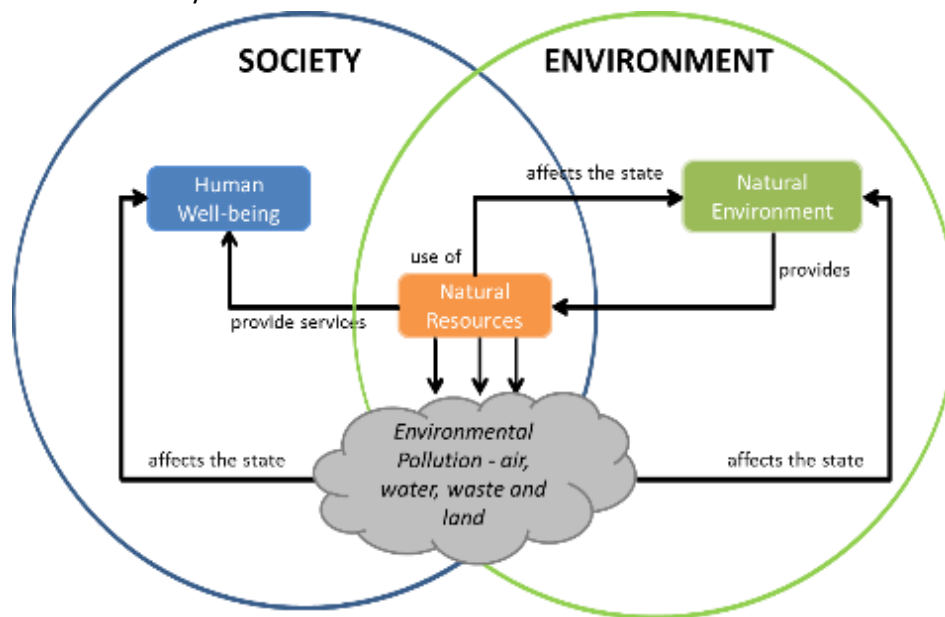


Figure 47 - Society-Environment Inter-linkages in respect of natural resources

Resource availability and preserving our natural environment are the key elements the City considers in terms of its approach to service delivery. Problems associated with energy that produces carbon emissions, the scarcity of water, and the availability of landfill space must be factored into a long-term sustainable service delivery strategy that supports both current, and future generations of residents, as well as our environment.

Key Environmental Sustainability Issues

The achievement of the environmental sustainability vision requires that there is a proactive response to the key environmental sustainability issues documented below via acknowledgement of the issues

and the proactive integration of the strategic issues into specific programmes and plans across the City. Targeted interventions or actions are proposed for achieving the sustainability objectives

The challenges that the City faces provide an **opportunity for change, for innovation** and for the introduction of new ways of managing complexity and uncertainty, as indicated in the GDS 2040. The Environment and Infrastructure Services Department (EISD) – also referred to hereafter as “the Department” recognizes the fact that **economic growth is strongly connected with the demand for natural resources** i.e. water, electricity generated from coal, liquid fuel and minerals and the subsequent generation of waste which impacts on the environment in the process of disposal. The management of natural resources either as pristine resources or as valuable economic commodities is the prime objective of the Department with a focus on the potential consequences of **utilizing these natural resources for human activity**. It cannot be ignored that human actions, if not managed appropriately, can deplete these natural assets to the discourse of future generations. The strain that these actions put on the environment, resulting in the incapability of the ecosystems to sustain future generations, cannot be taken for granted.

The scope of these challenges is often of cross-cutting with other City functions (e.g. Housing concerning development within sensitive/ dolomitic areas; Joburg Water concerning sewer leakages into water streams; etc.). Responding to these challenges requires a transversal approach with integration mechanisms between these different City functions to ensure an overall cohesion.

18.3.2 THE CLIMATE CHANGE ACTION PLAN (CAP)

Building on the 2012 Energy and Climate Change Strategy & Action Plan (ECCSAP), and the Climate Change Strategic Framework (CCSF) which was developed with the objective to foster the institutionalisation and mainstreaming of climate change. The City developed the Climate Action Plan (CAP), which is a balanced City plan towards the delivery of the ambitions of the Paris Agreement, which addressed both the need to reduce greenhouse gas emissions and the need to adapt to the impacts of climate change.

The City of Johannesburg’s commitment to both climate change adaptation and mitigation is entrenched in the Growth and Development Strategy 2040. Outcome 2 of the GDS 2040 envisions a resilient, liveable and adaptive society that provides sustainability for all its citizens. This commitment is also substantiated in the ECCSAP, which remains the anchor in guiding the City’s strategic approach to climate change until the completion of the Climate Action Plan (CAP). The development of the CAP prioritizes evidence-based transformational actions and aims at transitioning towards an emission neutral, and climate resilience city by 2050. The CAP is a City-wide action plan to be actioned by the City administration (including the city’s Municipal Entities), private

Greenhouse gas emissions in the CoJ

The City is pursuing the “management through measurement” approach. To this end, the City has finalized its 3rd Greenhouse Gas Emissions Inventory, based on the Global Protocol for Community-Scale Greenhouse Gas Emissions, commonly referred to as the GPC, for Green House Gas (GHG) measurement.

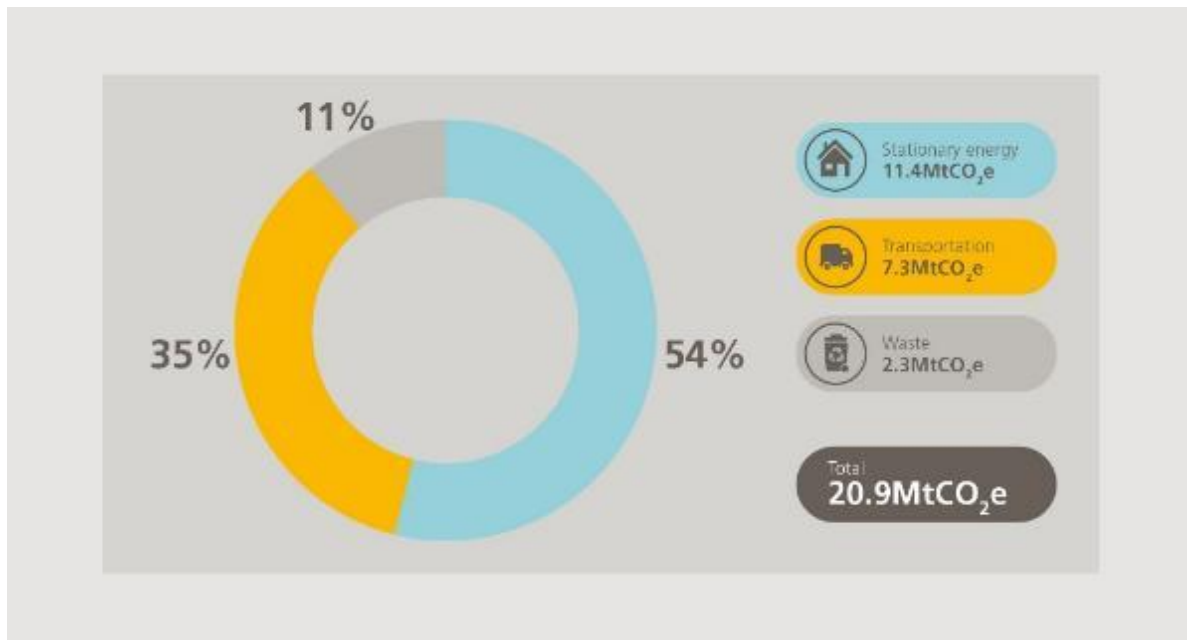


Figure 48: Greenhouse Gas Emissions in Joburg

The City's latest Greenhouse Gas Emissions Inventory (2016 GHGEI) confirmed that an estimated 20.9 million metric tons of carbon dioxide equivalent emissions (CO₂eq) were emitted in the City of Johannesburg in 2016 as illustrated in figure 48 above. Most of the emissions come from the stationary energy sector contributing 11.4MtCO₂e largely driven by electricity consumption from manufacturing and construction, followed by the transportation sector with 7.3MtCO₂e, and waste sector with 2.3MtCO₂e. City emission per capita and per Gross Domestic Product (GDP) were 4.2 tCO₂e/capita and 420 tCO₂e per million. No estimates of emissions for the Industrial Processes and Product Use (IPPU) or Agriculture Forestry and Other Land Use (AFOLU) were included in the inventory due to lack of data in this sector.

Climate Risk & Vulnerability Assessment

Based on the recently completed Vulnerability Assessment Plan, future climate prediction in the City anticipates that:-

- There will be increased frequency and intensity of extreme weather events that could compromise infrastructure in the CoJ e.g. buildings, roads, power stations and distribution lines, etc.
- There will be more episodes of heat waves with serious impacts on human health.
- There's predicted increased drought that will worsen water availability resulting in severe water scarcity.
- There will be more incidences of fire, putting property and human lives at risk.
- There's projected increase in the demand for energy for cooling of buildings, residential dwellings and factories.

Figure 49 below depicts that it highly likely that climate change will result in significantly higher temperatures for the CoJ, even under average mitigation scenario (i.e. RCP4.5) and by 2050. The

resultant higher temperatures combined with the additional impact of the urban heat island effect will result in a significant increase in the exposure to heat related risks.

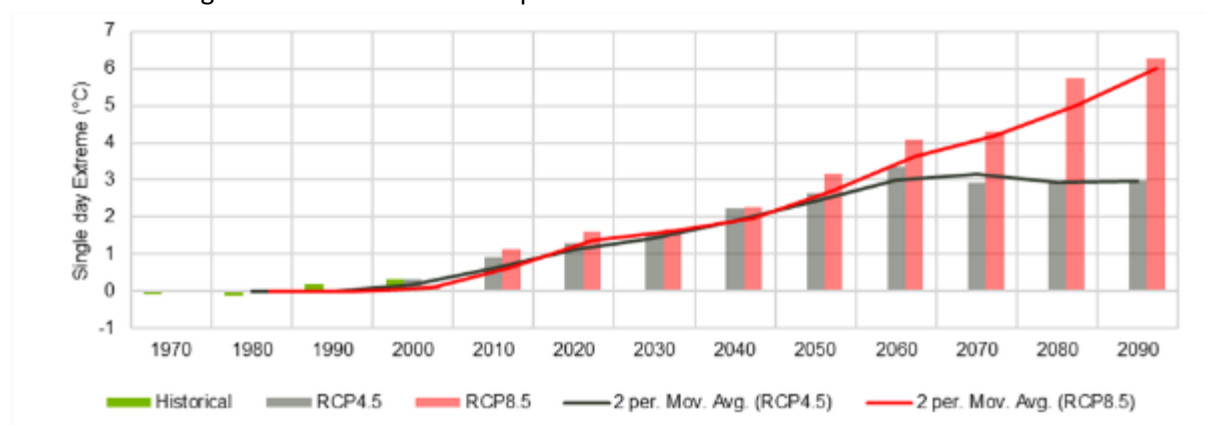


Figure 49: Historic and projected changes in single day extreme temperature values for the CoJ

18.4 AIR QUALITY MANAGEMENT

Municipalities are charged with the responsibility of developing Air Quality Management Plans (AQMPs) to facilitate the mitigation of the negative impacts of air quality on the environment and on human health. The City of Johannesburg’s first AQMP was developed in 2003, prior to any regulatory advances in air quality management. Since then, there has been several legislative changes, new mandates and policy documents put in place to facilitate the implementation of the overarching principles of air quality management.

Air Quality in the City of Johannesburg is influenced by the emission of gaseous and particulate pollutants from anthropogenic activities and natural sources. Transportation, mining and domestic fuel burning are some of the key largest sources of air pollutants in the CoJ, with contributions from listed (mainly industrial/commercial activities) and non –listed activities, such as open burning of fires and dust from mine dumps, open areas, construction sites, paved and unpaved roads. These sources contribute to poor air quality in the City.

The City has completed the review of the 2003 Air Quality Management Plan (AQMP). The recent draft 2017 AQMP puts at the centre, the protection of health and wellbeing of cities residents, driven by the vision that seeks to “Achieve acceptable air quality levels within the city”. It confirms the following as priority pollution sources that require urgent interventions, to reduce emissions: -

- Domestic fuel burning
- Industry
- Vehicles
- Dust from tailings storage facilities (TSF).

To this extent, the City has set itself the following goals to help improve air quality in the City: -

- To collaborate with stakeholders in developing and implementing air emission reduction strategies.

- To regulate emission sources within the City to achieve compliance with air quality requirements;
- To develop and maintain a comprehensive air quality management system;
- To provide the appropriate capacity to deliver Air Quality Management services;
- To empower and inform CoJ citizens about air quality through education, awareness and communication programmes;
- To support innovation and research that informs air quality improvement and decision making.

19. SMART CITY

Joburg 2040 proposes smart innovations and technology to achieve the City's vision of being a World Class African City. The objective of this priority is to enable Johannesburg to adopt more innovative approaches in service delivery to better connect the Municipality to its residents. A smart city approach uses integrated technology, digitisation and innovation to expand infrastructure; make data based decisions, build greater efficiencies and to future-proof the City against unpredictable and unprecedented social, economic or environmental changes.

Through the recently revised Smart City Strategy the City focuses on 8 Strategic Pillars to direct and guide the City of Joburg towards becoming a Smarter, more liveable and adaptable city:

1. Smart Citizen:
2. Smart Services
3. A Safe City:
4. Liveable, Sustainable and Resilient City
5. Connected, Intelligent City
6. Smart Governance
7. Smart Institution
8. Smart, Digital Economy

19.1 SMART CITIZEN

The Smart Citizen Pillar encourages an approach to service delivery that places citizens' needs at the centre of all initiatives. A Smart Citizen is one that participates and engages in the governance of the City by being its eyes and ears; reporting problems and co-creating solutions to the most significant community and neighbourhood challenges it faces.

This pillar explores citizen connectivity; accessibility of services, bridging the digital divide, skilling the workforce for the future; rectifying spatial injustice; knowing our customers; supporting vulnerable populations as well as selecting digital platforms that offer residents more opportunities to engage the City. This pillar empowers residents, businesses, and visitors with the knowledge and tools required to access, use, and share information and ideas with the municipality. Making the city a place to live, work, play and play.

19.2 SMART SERVICES

Governments around the world recognise that they can no longer rely on traditional approaches to governance and service delivery. Hence, at the centre of every global smart city are services delivered to residents via digital platforms. Joburg City desires to evolve into a 24 / 7 and Queue-less City where services are available anytime, anywhere and via mobile and web-based portals.

The automation of services includes but are not limited to permitting required in the built environment, economic development, energy, telecommunications, transportation, water, waste management, health, human services, public safety, and municipal finances. These services become automated with the intent of making them more broadly accessible to residents and adaptable to new environments/employees.

19.3 SAFE CITY

Public safety is a critical component of the success of any City. In accordance with Johannesburg's 2040 GDS strategy, a safe and liveable city is desired for all citizens, businesses and visitors. The Safe City Pillar focuses on the integration of technology to increase data collection that facilitates the effectiveness of safety and security so that incidents of crime, violence, emergencies, accidents and injuries related to bylaw infringements are visibly reduced.

The Safe City Pillar will coordinate departments to produce a City – from end-to-end - that is safe from crime, it will produce residents that understand their role in making environments unsafe. A smarter, safer city will make people feel safer not because of the number of police officers and cameras on the streets but because it creates an atmosphere/spirit of trust and law abidance within our communities.

The Safe City pillar is largely supported by the Integrated Intelligence Operations Centre (IIOC) under the Public Safety department to provide remote digital surveillance, automated data analysis of crime patterns and locations; with real time alerts and dashboards to improve incident management. Additionally, this pillar supports first responders to react quicker, be better informed and to better coordinate interventions for crime, disasters and emergencies as well as pro-actively intervene in safety using predictive analytics and data-based pre-allocation of on the ground staff.

19.4 LIVEABLE, SUSTAINABLE AND RESILIENT CITY

Globally, cities are fraught with high volumes of residents, buildings and vehicles. The constant pressure on infrastructure, services and the environment are a by-product of the unrelenting demands of human consumption. A Smart City Johannesburg envisions itself as a resilient city able to adapt to climate change, counteract service pressures from urbanization, rectify historical land planning inequalities and prepare a city of the future that is able to respond to unforeseen and unpredictable natural and manmade events.

A liveable Joburg is a city where residents, businesses and tourist are satisfied to call Joburg their home. It is a city that incentivise personal and business investment to grow the economy and create new jobs. Furthermore, the City implements targeted spatial development plans that reconfigure and redesign the City to address the spatial inequalities of this city through automation that expedites development permits, deed transfers and other services that transform the built environment at an accelerated pace

A sustainable city uses alternative methods to generate energy, conserve water, and manage waste. It creates value out of waste to incentivise residents against dumping and soiling the environment. It reduces energy costs and climatic impact of all its buildings, infrastructure, equipment and fleet.

19.5 CONNECTED, INTELLIGENT CITY

A Connected, Intelligent City is a city that facilitates its residents' ability to connect to online information and services through Wall-to-Wall Connectivity, Universal access and affordability of broadband. One of the principal obstacles to the transition to a Smart City and Smart Services is the

unequal access of information technologies and broadband across the City. Joburg's Smart City Strategy seeks to eliminate this digital divide affecting the majority through the availability of Free Wi-Fi in public places; expansion of fibre networks and extending faster connectivity and internet availability to the home. This will allow more citizens to easily engage with each other, business, education, and government.

According to the City's Customer Satisfaction survey, the areas in most need of digital divide interventions are:

- Diepsloot West
- Slovo
- Ebony Park
- Kaaifontein (Ext. 6,7 & 8)
- Orange Farm & Poortije
- Alexandre (Ext. 23,35,57)
- Chris Hani and
- Vrededorp

19.6 SMART GOVERNANCE

The Goal of this pillar is to ensure that City leadership fosters collaboration and expedient service delivery. Strategic coordination and cooperation at the highest levels of government is required to facilitate the City's transition to being more transparent, financially sustainable and accountable to adhering to service excellence to guard the City's financial health and reputation.

The achievement of this pillar will produce a 2040 city that sees growth in revenue principally by a reduction in losses, increased productivity, and reductions in wastage and corruption. It is a Joburg that has a single view of its information, makes data-based decisions, develops productive interdependencies that minimise silos, duplication and wasteful expenditure, and is a City that its residents experience as well-planned, interoperable, coordinated and responsive.

19.7 SMART INSTITUTION

A Smart Institution is one that uses integrated data collection and analysis to create a holistically connected institution that creates "One Version of the Truth". A strategic nerve centre ("brain") collects data from all departments and entities, collates the data, interprets and then reports to facilitate informed, accurate and pro-active decision-making that not only improves service delivery but the overall liveability of the City.

This pillar will be driven by a comprehensive, integrated Modernisation Plan powered by smart technology, and using data, analytics, predictive computing, artificial intelligence (AI) as the basis of planning, decision making, resource allocation, and innovative and efficient business processes (e.g. procurement) for enhanced service delivery.

A smart institution goes beyond data by recognising its greatest asset is its people. The City will focus on its employees to improve their quality of work by equipping them with future skills, knowledge and

the tools to work in modern ways utilising digitalisation, automation, innovation and offsite work opportunities.

A smart institution is guided by a data governance policy, an institutional architectural design and blueprint, open data portals and fosters a test ground for innovative concepts through an urban living lab approach. This test bed of innovation invites residents and employees to coproduce localised solutions that optimise the City's engagement with its residents and overall performance.

19.8 SMART DIGITAL ECONOMY

A Smart Digital Economy seeks to reduce unemployment, create jobs, lower poverty, lower crime rates, and increase income. It leverages not only the growing market demand for technology and innovation but also the billions of online transactions that occur every day to create new businesses, job opportunities, skills and enables the environment for investment into technology and innovation. A digital economy reimagines traditional business boundaries and value propositions and has already impacted the future of work and workplaces, service delivery, customer experiences, supply and demand networks globally.

The Smart Digital Economy pillar seeks to support entrepreneurs and SMME's by facilitating their ability to generate numerous web-based opportunities that ignite low-cost start-ups to generate income on the internet. Linkages to customers, partners and funders is achievable across City suburbs, regions, provinces and the globe. This opens larger market opportunities to local companies guided to understand and get through the process of developing e-platforms.

The City's seeks to become an "Urban living Lab" that creates an enabling environment to test "nextgen" innovations that contribute to future economic growth.

The living lab perspective is an approach to discover, develop and deploy smart initiatives city wide by embracing the innovations and experimentation of students, citizens, and businesses. Living Labs provide a platform upon which the city can incubate ideas from the public, for the public as well as test technologies emanating from departments. Under this approach, the City will develop guidelines allowing it to identify pilot sites where technologies will be demonstrated that benefit communities and give individuals a view to the future of Smart city interventions.

A supportive environment for Innovation will enhance and accelerate the production of goods and services to achieve the City's longstanding goals to develop a 3-shift economy. A 3 shift, or 24/7, economy will allow more opportunities and flexibility to generate income for single parent and child-led households. Prioritised innovations will technologies and smart services that improve the City's liveability, mobility, efficiency of public services and facilities the increased usage and analysis of automation and data collection.

Finally, the greening of the economy is also a Smart Economy initiative anticipated to generate new economic opportunities whilst responding to climate change and the City's C40 commitments. This economy incorporates supporting the jobs, skills, investment and business support required to achieve the desired outcomes of the Liveable, Sustainable and Resilient City Pillar above.

19.9 4IR- A LEAP INTO THE FUTURE

Driving the City of Johannesburg toward the use of 4IR is not a “Nice-to-Have”. It is an Absolute Necessity for this City to retain its status as the economic hub that supports and determines the growth trajectory of South Africa. 4IR is the foundation upon which cities are recognised globally for modernising their approach to service delivery and governance. As the population of the City of Johannesburg grows, so too does the demand on the City to meet service delivery needs, to efficiently respond to a rapidly changing physical and climatic environment; to provide the infrastructure necessary to maintain the City’s status as the business engine that fuels the nation; and to achieve the above within constrained budgets.

In a United Nations Publication, Ibrahim (2021), highlights the implications of 4IR from a COVID-19 perspective. The COVID-19 (coronavirus) pandemic has significantly changed people lives all around the globe. Governments have taken many quick actions as a response to fight this virus. Cities with robust governments, healthcare system, and digital infrastructure are in a better position than others. During this pandemic, Information and Communication Technologies are having a remarkable role in fighting this disease. Fourth Industrial Revolution technologies have been significantly used to reduce the spread of this disease to larger areas, guarantee the continuity of work and educational systems, provide a hand in supporting the healthcare system, develop a vaccine, and reduce the quarantine impact on citizens. It also highlights that cities that already started their transformation process to be smart and sustainable can control the outbreak of COVID-19 more than others, being better prepared for the possible future crises as well.

Ibrahim (2021) states that cities are the result of agglomeration of hard and soft infrastructures in addition to its ICT or digital infrastructure. These infrastructures are urban features that have been installed by human activities and are essential for a city to operate. The hard infrastructure refers to the tangible (i.e. physical) structures such as buildings, roads, pipes, wires, shared spaces, bridges, and ports. The soft infrastructure, in turn, refers to the intangible structures such as laws, regulations, rules, conventions, financial systems, government systems, healthcare systems, education systems, human capital, business environments, and others (Pincetl, 2015; Anderton, 2016). These two structures are completing each other. For instance, an airport as a hard infrastructure of a city cannot function without a set of soft infrastructures that provides a list of rules about the minimum acceptable size of runways, required distance between landing and taking off planes, conventions regarding passenger loading and unloading, and so on (Pincetl, 2015). The hard and soft infrastructures are also increasingly becoming interlinked with and operated by using new technologies, such as Artificial Intelligence (AI), Internet of Things (IoT), sensor devices, online services, GPS takers, computing systems, etc. This interlink offers opportunities for improving existing city services and systems while ensuring its sustainability (Ibrahim, 2021).

In 2021, The City finds itself at the beginning of a new decade, grasping a new opportunity to leap the City forward. Recent events related to the COVID-19 Pandemic made it more evident that our city must prepare for future events of equal or greater magnitude. Rising to the challenge of meeting the challenges presented by this unforeseen event, accelerated the City’s review of the way it delivers services and how to leverage technology to protect the well-being of our employees, citizens and essential operations.

The outbreak widened our eyes to the importance digitisation and 4IR capabilities to ensure this City is an agile and adaptable institution no matter the natural or human-made challenge that we may encounter in the future. In this decade this city will more proactively converge the use of technology within our traditional service delivery mandates. We will use global experiences and learnings to accelerate the municipality to the future its residents deserve. The City seeks to achieve a higher global ranking as a Smart City to demonstrate its determination to maintain global competitiveness and, in so doing, create a caring, engaged and responsive City.

The Growth and Development Strategy (GDS) of the City of Joburg commits the municipality by 2040 to enhance the City's performance using innovative solutions with technology as an enabler. The City of 2040 will offer better coordination, planning, communication and response times to resolve its greatest challenges, but that future starts today!

Many cities evolved to use 4IR in order to respond to an aging population and a diminishing workforce for entry level positions. Conversely, Joburg is mindful in pursuits for digitisation to accommodate the situation where an inordinate number of our population are unemployed youth. By 2040, a Smart City is expected to deliver an enabling environment for its young people to actively participate as drivers of economic change. The City will harness the potential of our youth social capital and place them at the centre of innovation using smart city programmes and initiatives; such as open innovation platforms and urban living lab approaches; to test new ideas and technology that benefit the city. The evolution toward a Smart City must create future industries, businesses and employment/career opportunities for youth. A key deliverable of the strategy is to prepare them to create and take over the future City they will inherit, which will be grounded in technology, innovation and other 4th Industrial Sectors.

To meet the growing demands of our diverse residents the City began its journey in 2014 to transition to a Smart City that uses innovative approaches and technology to accelerate service delivery. By 2025, it must be evident that the City's core departments and entities are better informed by data to target new approaches to implement their mandates, which will improve the well-being of our residents. We must begin to experience a more productive and efficient City that continues to be a place we love to live, to do business and invest in. A caring City that effectively engages residents as partners who contribute to finding solutions that create healthier, more prosperous communities. The ultimate results of these things will increase the levels of trust and expectations of residents for their local government.

While solutions may not always be technological, they will always be innovative, smart and address the core needs of our residents and fulfil our brand promise to be a World Class African City.

19.10 SMART CITY CATALYTIC PROGRAMMES

The Smart City Programme has been a Mayoral Priority since the launch of the GDS in 2011. However, the COVID19 pandemic resulted in a renewed drive to create a "New Normal" that provides the CoJ with an opportunity to rethink its operations, processes, and overall service delivery as an organization. The following top 10 Smart City Catalytic Programmes follow on from the Smart City Pillars and are the backbone of the new Smart City Integrated Implementation Programme (SCIIP).

Without these programmes, the City cannot realistically transition to become a Smart City. They are the precursors to re-engineering the ways and means the City does business as a municipality.

10 CATALYTIC PROGRAMMES

1) Joburg Connected: (Broadband, Wi-Fi, Fibre to Home, Networks & Citizen Access)

Through this programme is about enabling the infrastructure needed for our Smart City future. The city seeks to ensure that there is wall to wall connectivity of the City through prolific and superfast broadband infrastructure that is affordable and accessible to all residents. Also, to facilitate for city wide coverage of all public places including buildings, and public transport (buses and minibus taxis) with free Wi-Fi.

2) 4th Industrial Revolution (4IR) Citywide Skills Development Programmes

This programme is about building up the future work force needed to carry the city into its Smart City and 4IR future. It seeks to ensure that employees of the CoJ are part of the journey towards a smart institution which is data driven, enabled by AI, uses automation and other technologies to compliment human operated and executed functions, all as part of transitioning towards the 4th Industrial Revolution and beyond. We also seek to open opportunities for young people, women and people who are differently abled to be trained, absorbed within the economy, and assisted to create jobs. We will do this by forming partnerships with skills training organisations to generate a significant pool of 4IR talented workforce for jobs in new economy.

3) Smart Citizen: (Digital Literacy, Data & Device Access)

Through this programme, we seek to enable smart citizen engagement by putting citizens' needs at the centre of development efforts. Conducive conditions for residents to engage and participate in governance and solution development. This includes supporting 4IR education, raising awareness and creating platforms for active participation with technology as an enabler. We will do this through partnerships with the citizen groups themselves, and with government, private sector and NGOs. Citizen engagement will be facilitated by ensuring wide scale digital literacy, and by supporting efforts by NGOs and the private sector to make data and devices available to every home (especially households without computers). This programme will also help eliminate the digital divide in the CoJ.

4) Safe Joburg – People, Infrastructure, Assets: (Technology Enabled Safe City Programmes)

Through this programme, we seek to make Joburg a Safe City from crime, dilapidation and poor infrastructure maintenance. The city should be safe for women, children, and the elderly. The City's roads should also be safe to travel in, from accidents, potholes, and other hazards. The City's assets, infrastructure, buildings, and visitors should be secured and protected by using high tech solutions such as drones, cameras, sensors, beacons and other rich data collecting devices, as well as smart policing. The use of technology such as security devices will improve overall safety management that protect people, things, infrastructure, and assets. Thus, reducing contingent liabilities and claims against the City and resultant financial losses due to incidents, injuries and accidents. Additionally, we seek to facilitate the interoperability of broadening communications networks between security guards and others in the security sector; and establish partnerships with SAPS, the private sector and neighbourhoods to ensure safer streets and neighbourhood through sharing resources, intelligence, and cooperation.

5) Co-Production Innovation Pipeline

Through this programme, we seek to make Joburg a learning City of Innovation and Co-Production. We believe that as stated above under “Smart Citizen”, citizens should be brought in as co-creators of the future they desire for their city. This will therefore require every department to find ways to incorporate co-production as a service delivery improvement imperative. This will evolve service delivery in the City from being passively received by communities into efforts that are collaborative and participatory. This will also be informed by a philosophy of research, innovation and technological into the City’s core operations to improve the quality, responsiveness and relevance experience of our residents.

Through open calls for innovation and other initiatives, residents, communities, academia, youth entrepreneurs, business and civil society will have the chance to bring ideas and innovation to the table to revolutionize the City. A test bed of (wall-to-wall) innovation featuring low- and high-tech solutions to revolutionaries the city toward faster socio-economic development outcomes within the 4IR sector.

6) Unified Data & Information Portal

Through this programme, we seek to develop a centralized data management and governance system. This will include a data strategy, a data governance and management system, a central data portal, a nerve centre, and linked to a Smart City Projects Dashboard and performance indicators. The data governance and management system will ensure that there are clear processes for the management of City data; from determining what data should be collected and why; how that data is made available (open data), and protected; how it is processed; the development of the analytics capabilities; and what data is released on what frequencies (the single version of the truth). Governance structures at the executive, strategic and operational level will also be established. It is also important that the City can make decisions based on real-time feedback from City Departments and Municipal Entities and to ensure that the City makes sound financial decisions, and that real impact is achieved in the lives of communities. This programme will also ensure that city reporting is consolidated into accessible information for employees & citizens using open data sourcing. In addition, it is also critical that citizen and customer data is verified, and feedback readily available to all departments/entities, from One reliable, common Source.

7) Green, Resilient & Sustainable Joburg: (Infrastructure, Energy, Water, Waste, Food, and Climate Change

Through this programme, we seek to build the foundations for a sustainable path to development in the CoJ. This programme is premised on the need to ensure that all communities have access to quality infrastructure such as roads, electricity, water and sanitation, housing, waste management, and can generate their own food through urban gardens and urban agriculture.

In conjunction with the Climate Action Plan, this programme will also coordinate all the efforts of the City towards carbon neutrality by 2050. We also seek to ensure that the CoJ is energy sufficient and thus avoiding load shedding in future; and that all CoJ communities especially in townships like Soweto have secure and reliable energy. Options such as co-generation, solar roofing and biofuels should be considered to create a sustainable energy mix. City buildings including residential complexes, RDP homes, and old township houses should be considered as independent power production sites. Implementation of such a solution could have the added benefit of reducing pressure on the grid that results in power failure due to electricity theft and illegal connections; not to mention the fatalities

that result from these illegalities. There will also be other socio-economic benefits such as massive skills training and job creation in the installation and maintenance of these solar roofs.

Water security is a major objective to be realised. Many communities do not have access to clean drinkable water in their yards. The City faces huge water and revenue losses from undetected leaks and illegal diversion of water. Proper storm water management systems are required in many neighbourhoods so that rainwater catchment and storage is a common practice in the CoJ.

Waste management is another challenge in the City, from the lack of a culture of keeping the city clean by residents, to inadequate public education and awareness programmes on the benefits of a clean city. There is also insufficient investment in waste infrastructure such as waste bins in the townships, waste transfer stations, buy back centres, and alternative waste treatment technologies that would assist to eradicate waste disposal sites. The separation of waste at source, particularly at household level is still at an infancy in the City. This requires major investments in marketing and educational programmes, including the incorporation of the informal waste pickers as part of an organised waste economy (cash for trash).

The demand for housing continues to outpace the City's ability to build. Green urban housing technology is sought to accelerate the delivery of formal housing to massive populations remain in the squalor or informal settlements.

Food security is a public challenge exacerbated – or illuminated - by the COVID-19 crisis. The city will support urban agriculture in homes and schools and the development of value chains that will facilitate cooperative agriculture schemes.

Digital Joburg & Smart Governance: (24/7 City, Digital Government, Smart Governance, Data Driven & AI Enabled & Smart Services)

Through this programme, we seek to establish a solid footprint of Joburg as a global city that operates on a 24/7 basis, and that is at the forefront of digital transformation in South Africa and the African continent. A smart city is a convenient city. This means travelling long distances and having to stand in long queues for services should be phased out in Joburg through the digitalization of most municipal services.

The city will deploy cutting edge technologies such as AI, data analytics and others to solve service delivery challenges whilst not taking away existing jobs but freeing up employees from repetitive manual tasks to gain additional skills to equip them to function in a more technology intense environment. This programme will further enhance the governance processes of the City to make decision making data easily available for decision makers, the oversight bodies, and the community. This can be done by developing data management capabilities, and by making it possible for communities in particular to have the means to interact and participate in governance processes through digital platforms, as well as through information being easily available through a range of communication platforms.

We also seek to increase access of government services to the residents via e-government digital platforms and citizen portals that are 0-rated (data free). In addition, a capability should be developed to make it easier to identify and verify our customer base, and to know who our citizens and businesses are and what are their requirements and usage patterns. Through automation, the City will speed up turnaround times for redundant services such as permits, registrations, deeds, patient records, book

loans at the libraries even after hours, and other repetitive tasks. Developing local digital hubs and kiosks for citizens without digital to engage the city will also be a priority.

8) Smart Integrated Nodal Economies, Services and Spaces

This programme seeks to promote an inclusive and equitable spatial development of the city and the City's economy. This programme includes mega spatial projects, Smart Economy, Smart Tourism, Smart Nodes, & Beautification of the city and its Inner City and CBDs. Special focus on renewal areas include Lenasia and Kliptown, Lanseria Smart City, the expansion of the Braamfontein & Auckland Park Digital Corridor and the Revival of industrial Hubs. Development of township economies through Township Economic Hubs and Special Economic Zones (SEZs) is a priority to accelerate inclusivity, equity and liveability across all segments of the city.

Investment promotion to the private sector and attracting donor funding, will be central to making this programme a success. This will also require a radical rethink about the city's space economy, and in particular, how each region should be developed, what its contribution is in the overall development of the city and analysing each region's comparable and competitive advantages to optimise its GVA performance. This will also have to be supported by a progressive and equitable funding approach that is based on a combination of basic needs and economic competitiveness. Through leadership by the public sector, we also seek to encourage the private sector to invest in areas that are normally considered as low potential for high returns on investment, such as townships, and thus contributing towards economic development of marginalised areas. Municipal policies and budgets should also be used to incentivize economic development in these previously neglected areas, and to empower youth, women, and people with different abilities.

The redevelopment of areas such as Alex, and the development of other marginalised areas such as Diepsloot, Ivory Park, Zandspruit, and the deep south will require imagination, leadership, and bold decision making. This is because these areas continue to represent the face of apartheid, but even more importantly, the growing inequality between the poor (who are mostly found in these areas), and the rich). These areas are also home to a large population who live outside of the inner city, and who are also facing deeper unemployment and poverty simply because of their location. Any serious talk about economic recovery should pay special attention to these areas.

Mega projects such as Lanseria; the redevelopment of Alex (and the long discussed and investigated development of the Mia properties); and the development of economic nodes in the south (Soweto, west of Soweto (the Lenasia-Protea Glen and extensions to Randfontein and Kagiso Corridors), and in the Deep South could be used to pilot and experiment with smart technologies. This could include the deployment of 5G, as well as other technologies, and the creation of further digital hubs/special economic zones in these areas.

Mega tourism iconic projects including theme parks should be investigated and developed, especially in large open areas found in the south, or west of the city, and in the Inner City to develop new tourist attractions. Paris has the Eiffel Tower, the Louvre, and the Champs- Elysees; Rio de Janeiro has the Sugar Loaf and the Statue of Jesus; New York has Central Park and Time Square, Giza in Cairo has the Pyramids, etc. There is room for the City to develop and package attractions beyond Soweto and the Apartheid Museum.

The revitalisation of the Inner City and other CBDs on the other hand has already contributed to the positive sentiment about working, living, and playing in the Inner City and its extensions e.g. areas

east of the Carlton Centre into Maboneng. The development of the Newtown-Fordsburg-Braamfontein triangle could be given a major boost if the decking of the railways project was given a fresh review which could result in another potential mega project right on the south western edge of the inner city. This could boost the development of the digital hub in Braamfontein, provide a new area for the expansion of Wits University, and further strengthen the integration of the Newtown-Fordsburg-Braamfontein Triangle, and its link with Auckland Park.

On the other hand, the growth of the digital economy, and the new opportunities opened by the “New Normal” have immense potential for the development of township economies. These opportunities should be mobilised and harnessed in favour of the youth, women, and people who are differently abled. This could require the mobilisation of these targeted beneficiaries into massive digital or 4IR skills development, including the introduction of STEAM subjects in schools (supported by the City through the e-Learning Programme), and the expansion of job placement opportunities, including the re-purposing public employment programmes, youth service, and the recruitment of skilling of unemployed graduates.

We seek to facilitate the development of more liveable and economically vibrant townships and informal settlements by promoting and incentivising the development of High Streets (such as what is found in vibrant neighbourhoods like Greenside, Maboneng and others) with superfast and affordable broadband; the beautification of these areas; and by ensuring that there is reliable power and water supply, and broadband (including 5G). This will require the rethink of the use of urban redevelopment grants, and other incentives from national government in favour of these areas.

9) Smart Mobility

Through this programme, we seek to develop an effective, efficient and green public transport system in the City of Johannesburg that is comparable to other major global cities. Public transport shall be evolved to include hybrid and electric powered vehicles, low emission vehicles, cycling and walking and integration of pre-existing modes of public transport such as metrorail, BRT, Metrobus, and mini-bus taxi services. Technologies to enhance customer satisfaction will include integrated modes and ticketing; smart, safe, clean and digital stations; smart digital information boards and signage, etc. We also need to build greater efficiencies, safety, reliability (just on time) capabilities and cost effectiveness in mobility networks.

Through the above Smart City Pillars and 10 corresponding Catalytic programmes, the City of Joburg seeks to develop a strong foundation upon which the City and his residents can guaranteed their 4IR future and live in a City that inspires them to live, work, stay, pray and play.

20. MINIMIZING THE IMPACT OF COVID (AND FUTURE PANDEMICS)

As with many South Africans, Johannesburg experienced 2020 and early 2021 to be like no other. The COVID-19 pandemic has amplified prevalent problems such as food insecurity, exacerbated by severe poverty and worsening unemployment.

20.1 COVID-19 RESPONSE PLAN

Over the past year, the City responded through an Integrated COVID-19 response plan that traverses six (6) strategic pillars (as detailed in chapter). The response has been supported by procurement of essential PPE and other related COVID-19 interventions – the expenditure thereof is shown below:

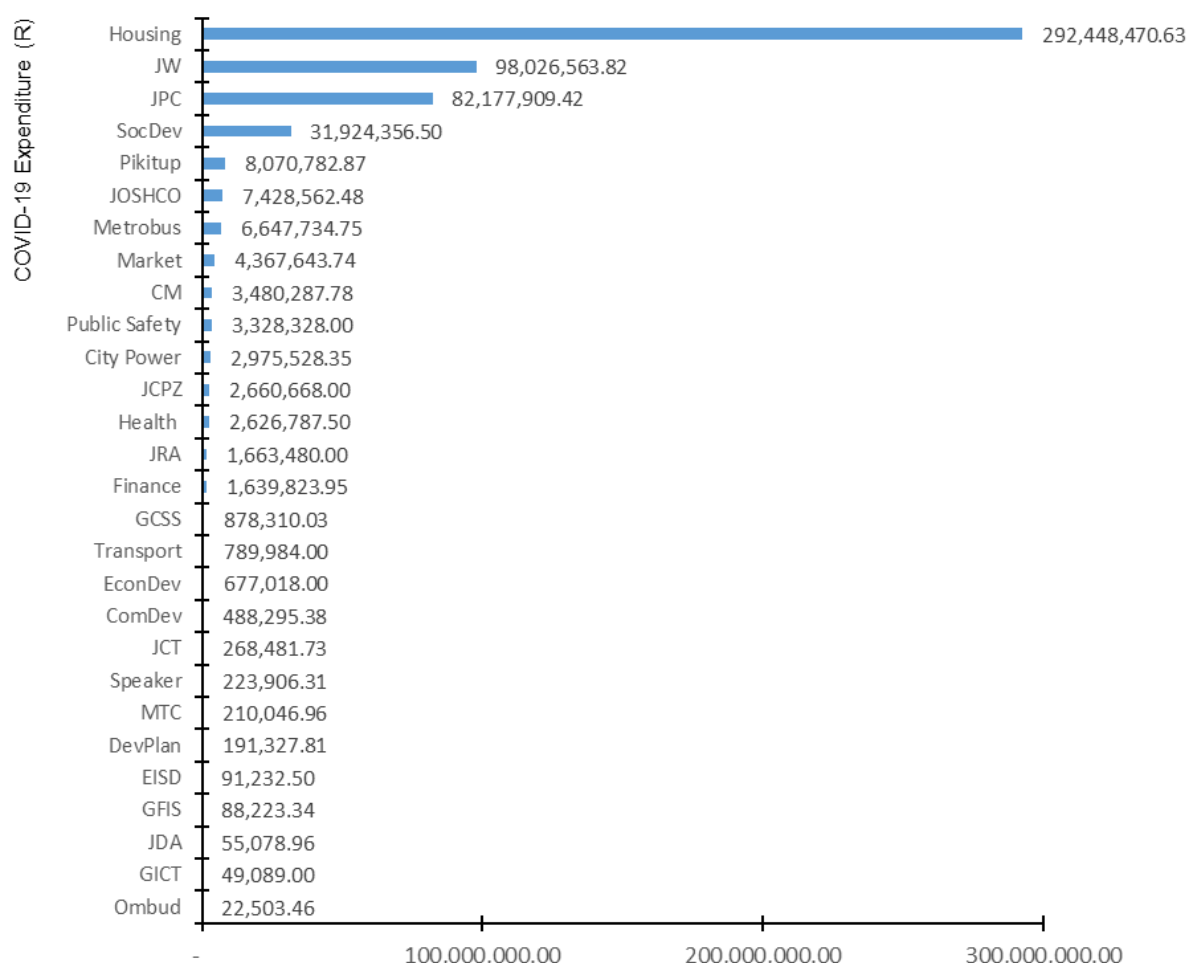


Figure 50 COJ COVID-19 Expenditure as at 30 April 2021

The Total COVID-19 expenditure as at 30 April 2021 was R553.5 million; >90% of the total expenditure is driven by Housing, Joburg Water JPC, and Social Development linked to:

- Housing – predominantly linked to Temporary Relocation Areas,
- Joburg Water – primarily driven by tankering of water, provision of chemical toilets and PPE,
- JPC – sanitization of office building was the major expenditure item
- Social Development – purchase of food and fleet lease drove expenditure,

Now, as South Africa (and the City alike) collectively records relatively low levels of infections, the focus of these pillars will shift to enhancing resilience, recovery and building a new reality as detailed below.

20.1.2 COMPREHENSIVE HEALTH RESPONSE

The City's response in this regard will shift to contributing toward the National COVID-19 vaccination strategy. This aims to ensure that sufficient supply and adequate access to a safe and effective vaccine to achieve population immunity to COVID-19. The Country has adopted a phased approach to vaccination rollout:

- Phase 1 – Health Care Workers
- Phase 2 – Essential Workers, persons with co-morbidities, persons >60 years
- Phase 3 – Other persons > 18 years

The City will need to play a prominent role in Phase 2 and 3 which will entail:

- a. Identifying target population – consideration of different ways of reaching various target groups
- b. Demand Generation – facilitating communication and stakeholder engagement to increase uptake of vaccines once they become available
- c. Identifying vaccination sites, service delivery models – consideration for use of fixed facilities or outreach teams or hybrid models underpinned by site readiness
- d. Administering of vaccines – to be undertaken by trained vaccinators at dedicated vaccination sites

20.1.2 FOOD SECURITY AND SOCIAL SUPPORT

The food security challenge was compounded as a result of the impact of COVID-19 where communities felt the brunt. The pandemic has contributed to the contraction in the economy resulting in massive job losses and having more citizens with no avenue to provide for themselves and their families. Therefore, the City must continue to implement initiatives to provide food to the most distressed communities. The City must also focus on targeted interventions and developmental initiatives that enable self-sustainability and social inclusivity.

20.1.3 LAW ENFORCEMENT AND COMPLIANCE

For as long as the Country's COVID-19 Alert Level Strategy is in place, lockdown regulations must be enforced, i.e. roadblocks, patrolling of streets, security provision at places such as the shelters for displaced communities (e.g. Wembley Stadium), social distancing at various over-crowded points, i.e. malls, funerals and taxi ranks. Law enforcement initiatives will become more important as the country continues to unlock economic sectors now and into the future.

20.1.4 ECONOMIC IMPACT

The COVID-19 pandemic has had adverse economic consequences for businesses, individual and revenue collection for municipalities. The vision for economic growth for the City of Johannesburg as

per the Joburg 2040 Strategy is ‘an economy that is inclusive, livable and prosperous for all’. Economic development and growth are critical because the City of Johannesburg is regarded as the commercial and economic hub of South Africa. COVID 19 pandemic will have lasting impact of the economy of the country and that of Johannesburg. The country’s economic growth will be negative in the remainder of 2020 and start stabilizing and growing towards end of 2021, but this is, however, dependent on the rollout of the COVID-19 vaccines.

The Provincial and COJ Economic Reconstruction and Recovery Plan considers the Eight Priority Interventions highlighted in the National Plan and groups them under these four pillars:

- SMME & Township Enterprise Empowerment
- Infrastructure as a catalyst for Corridor Development
- Partnerships with the private sector
- SEZ / PEZ and revitalization of Industrial Park

These pillars form the basis for driving economic recovery in COJ over the next 5 years and beyond.

20.1.5 SOCIAL MOBILISATION

Of importance is the need for the City to partner with business, the NGOs and other stakeholder to augment the City’s efforts to respond to the pandemic. Moving forward, this requires a strong focus on building sustainable partnerships that aid in the City’s recovery and shaping the New Normal.

20.1.6 CONTINUATION OF MUNICIPAL SERVICES

The city will ensure that there is continuation of housing, public transport, road and traffic signal maintenance and provision of burial services. Given the massive disruption caused by COVID-19, the City must re-imagine how it delivers services in future to be resilient and agile in the face of any future crises.

20.1.7 NEW NORMAL CONSIDERATIONS: ROAD TO THE FUTURE

Over the next 5 years of the IDP, the City needs to direct its thinking around recovery plans that look to build resilience and a new reality. Experiences over the past year have aided in understanding the unique concerns and how one could tackle these difficulties. Six dimensions have been identified to direct the City’s thinking in shaping business plans toward the ‘New Normal’ – 1) Operational, 2) Customer, 3) Policy and Regulation, 4) Financial, 5) Workforce and 6) Digital/Data.

20.2 CUSTOMER

COVID-19 has challenged our communities in ways once considered unimaginable. It will require COJ to find new ways to ensure there is continuity and compassion at the service delivery level as we engage with customers. This disruption means that COJ must focus on:

- Simplifying mechanism of service delivery and actual services with citizens being at the centre
- Embedding strong digital services in order deliver services equitability through various platforms,
- Ensuring business and service delivery continuity that are most essential to communities now and into the future,

- Embedding helpful communication strategies to dispense information that is deemed important by communities
- Reprioritising service provision and investments in the context of changing demands of service (as part of a New Normal)

The road to a better future requires the City to consider which services are most important to communities. The above focus areas will allow COJ to refocus on its purpose within the communities it serves and to ensure equitable delivery to all customers in a 'post-COVID-19' world.

20.3 WORKFORCE

Several benefits were realised as a result of COVID-19 enforced remote working and the City must consider how to embed such benefits. Several areas must be considered in shaping such an output:

- Sustaining streamlined decision making by understanding what changes are required to traditional processes as well as embedding agility realised through remote working,
- Continuing to prioritise the health and wellbeing of staff onsite and working remotely as we move to a 'COVID-19 normal' state,
- In the new reality, it becomes essential to establish a revised workforce design, considering implications for the configuration and size of facilities,
- Ensuring leadership and management practices support any newly defined working models (office-based and virtual)

In terms of Workforce, the City must focus strongly on considering how to support new ways of working and maintain engagement with its workforce. A key consideration for Leadership is the shift toward productivity rather than time at the desk.

20.4 FINANCIAL

COJ will need to ensure that resources are deployed optimally to meet community needs due to reductions in revenue. As we move into the next 5 years, the focus will shift to:

- Identifying and analysing opportunities to optimise existing revenue streams as well as new sources of revenue,
- Developing plans for longer term strategic infrastructure investment through gaining an accurate and complete picture of infrastructure maintenance and renewal costs,
- Understanding total cost of the appropriate set of service delivery focus areas which shaped by changing community priorities and expectations
- Strengthening financial planning and resilience by ensuring required strategic capabilities are fit for purpose in an uncertain environment,

A key aspect is the need to refine infrastructure delivery schedules in order to drive investment that will enable reduction in costs i.e. reduction in technical losses. Furthermore, COJ will look to stimulating the productive use of the same cost envelope e.g. tapping into existing skillsets across ~41,000 employees and reassigning them within the organisation may assist in finding extra capacity which means expenditure on external service providers.

20.5 DIGITAL AND DATA

Technology has been highlighted as an essential requirement due to the nature of the disruption caused by COVID-19. Now is the time to explore and embed the necessary changes required to create a safe, reliable and robust technology environment. This requires identification of solutions in the following areas:

- Enabling the establishment of new capabilities needed through a cloud enablement strategy which increases staff productivity and keeps the business running,
- Establishing a single source of truth through addressing disparate data sources and quality issues which in turn will enable efficient digital service delivery,
- Prioritising key technology initiatives that will enable the City to respond effectively to post-COVID-19 needs and emerge equipped in our new reality

Timeous, reliable and robust data continues to be a major challenge across public sector. And so, COJ must revisit and prioritise IT strategies and initiatives, and decide what to fund and when. More consideration must also be given to accessing apps that allow field services staff to delivery services more efficiently.

20.6 OPERATIONAL

COVID-19 created a major disruption in the way COJ services were delivered. It is key now that the City must ensure that it builds agility and operational resilience into the future. This requires business plans to consider:

- Further enhancing our business continuity framework by updating scenarios and ensuring feedback loops for lessons learnt are in place,
- Redesigning the depot and office space to that maintains social distancing whilst ensuring face-to-face and remove service delivery is driven effectively,
- Leveraging partnerships by identifying operations that need to be delivered in-house (core) vs. those that could be delivered through shared arrangements or partners

COJ must give strong consideration on the role facilities and assets will need to be play in the New Normal. As a means of reducing costs and finding efficiencies, the City should look to consideration of shared, outsourced or partnered services (aligned with set benchmarks).

20.7 POLICY AND REGULATION

To an extent, COJ policy and regulatory environment served as a constraint during the lockdown, especially when situations changed rapidly. The experiences of the pandemic indicated several ways that change must be enacted:

- Strengthening Inter-Governmental Relations (IGR) by maintaining effective collaboration related to COVID-19 interventions,
- Developing a more optimised/streamlined SCM framework that will allow for co-design of solutions and partnering which leads to agility in responses to changing circumstances,
- Redesigning and ensuring alignment of employment and HR policies to new working arrangements / practices.

The rigidity of many policies and procedures was highlighted as a result of the need for speedy responses to COVID-19 requirements.

Concluding Remarks

The road that COJ must travel to reach a new reality involves leveraging of our past COVID-19 response. This will enable how we re-think services and how they supported by assets and infrastructure, how we enhance digital/workforce enablement, improve citizen centricity and overall become more responsive and agile.

PART D: 2021/22 BUDGET

21. JOBURG FISCAL AND BUDGETING OUTLOOK

21.1. INTRODUCTION

This section provides the context for the 2021/22 Financial Year planning and discusses key national and local constraints that inform the City's operating environment. It is the second year of planning under the Government of Local Unity (GLU), with the GDS 2040 as the city's strategic guide for resource prioritisation and utilisation. In order to ensure adequate resources for the implementation of strategic interventions, financial sustainability is the leading priority area. Group Finance's programmes remain focused in revenue optimisation, resource mobilisation, sound financial management, efficient procurement processes and sustaining healthy financial ratios as a measure of financial sustainability.

21.2. IMPACT OF COVID-19 PANDEMIC AND ECONOMIC OUTLOOK

At the time of compiling the 2020/21 Medium term budget, the full impact of Covid-19 had not yet been quantified and its impact on the economy was still unfolding. In planning for the 2021/22 financial year the City has the benefit of hindsight and can better take into consideration prevailing conditions and interventions required to drive economic stimulation going forward.

According to analysis from National Treasury, the South African economy contracted by an estimated 7.2 per cent in 2020 compared with the 7.8 per cent contraction projected in the 2020 Medium Term Budget Policy Statement (MTBPS). The revised estimate is as a result of easing lockdown restrictions and a faster-than-expected resumption of global growth, especially in China. The National Treasury projects real economic growth of 3.3 per cent in 2021, following an estimated contraction of 7.2 per cent in 2020. Real GDP growth is expected to moderate to 1.9 per cent in 2022 and 2023, at pre-pandemic levels.

The outlook remains highly uncertain, and the economic effects of the pandemic are far-reaching. There were 1.7 million fewer jobs by December 2020 compared to the same period in 2019. Rising unemployment and declining household income have further entrenched existing inequalities.

Although growth rates are likely to improve quickly as restrictions are removed and more economic sectors are reopened, based on current projections, the output is only expected to return to pre-pandemic levels in 2024. Given South Africa's structural constraints, its recovery is expected to be slower than many other developing-countries. Industrial sectors such as mining, manufacturing, construction and utilities, are lagging substantially, undermined by structural constraints including unreliable electricity supply and weak public investment that preceded the pandemic. In order to sustain higher growth rates, the country requires structural reforms over the next several years.

Under these conditions, the country's tax collection targets have not been met and this means that the fiscus has less funds available to allocate across the various spheres of government. As part of government's fiscal consolidation policies over the medium term, transfers to local government have been reduced by R19.4 billion, including R14.7 billion from the local government equitable share, R2.7 billion from the general fuel levy and R2 billion in direct conditional grants.

In the last 9 months municipal revenue performance has been characterised by the following observations:

- Loss of Revenue from rental of municipal facilities and property rates collection.
- Reduced revenue consumption for Water and Electricity.
- Impact of contracting economy on household disposable income level and ability to pay for municipal services – pressure on collection levels.
- Impact of Lockdown regulations (i.e. social distance requirements) on revenue raising ability i.e. bus revenue.
- Increased revenue foregone in providing indigency support and relief measures to customers.

However, over the same period there have been additional pressures on municipal expenditure:

- Additional expenditures to curb the spread of COVID -19 i.e. PPE and sanitisation costs.
- Increased frequency of service provision in informal settlements (water sanitation and waste removal).
- Food security response plan.
- Displaced and homeless people support.
- Delays in project implementation (SCM processes in virtual context).

The prevailing economic challenges will continue to exert pressure on municipal revenue generation and collection levels; hence a conservative approach is advised for revenue projections.

This considering these pressures' municipalities must consider the following when compiling their 2021/22 MTREF budgets:

- Improving the effectiveness of revenue management processes and procedures;
- Cost containment measures to, amongst other things, control unnecessary spending on nice-to-have items and non-essential activities as highlighted in the Municipal Cost Containment Regulations read with MFMA Circular No. 82;
- Ensuring value for money through the procurement process;
- The affordability of providing free basic services to all households;
- Not taking on unfunded mandates; and
- Curbing the consumption of water and electricity by the indigents to ensure that they do not exceed their allocation.
- The Salary and Wage Collective Agreement for the period 01 July 2018 to 31 June 2020 has come to an end and a new agreement is under consultation, which hopefully will consider the current fiscal constraints faced by government. Therefore, in the absence of any information in this regard from the South African Local Government Bargaining Council (SALGBC),

municipalities are advised to consider their financial sustainability when considering salary increases.

21.3. PLANNING ALIGNMENT AND INTERGOVERNMENTAL RELATIONS

Under the current constraints, Municipalities are therefore required in managing and coordinating the distribution of resources made available through various spheres of government to optimise utilisation of resources and amplify the impact. Government continues to reform the system of conditional grant transfers to local government based on the principles set out in the 2019 Budget Review. In 2020, the integrated city development grant (ICDG) was repurposed to assist cities to build internal capacity or obtain technical support to prepare and package key infrastructure projects. This will continue in 2021 and private sector participation will be encouraged in these projects.

A standalone informal settlement upgrading grants for municipalities will be introduced from 2021/22. This grant has in the past two years been a component of the urban settlements development grant (USDG). Spending patterns in the past have been slow with multiple dependencies affecting the speed with which informal settlements can be upgraded successfully. As a stand-alone with its own conditions for spending, there will be greater pressure to ensure effective spending of the grant.

Historically underperformance has created an unnecessary wedge for political tension. The City and the Gauteng provincial government should share their development plans and coordinate their development trajectories. There is already an effort through the Cities Support Programme at National Treasury, to align metropolitan planning with departments and state-owned entities plan. Such effort needs to be strengthened and complemented by the participation of other spheres of government to have coordinated development plans. The role of each sphere is defined clearly in the Constitution and there is no doubt that coordination will result in a maximum impact, and the correct distribution of the limited resources available. These interactions will continue to be strengthened in the context of the District Development Model and the development of the “One Plan”.

21.4. THE CITY’S APPROACH AND ITS FISCAL STANCE

The recently launched SA Cities Network State of City Finances 2020 report, makes some interesting observations regarding municipal finances. These observations are a critical starting point for determining the fiscal stance to be taken for the medium-term budget framework:

- Cities are increasingly finding it difficult to raise revenue to cover municipal mandate due to:
 - Structural issues in Local Government Fiscal Framework that has not been reviewed since the 1998 White Paper on Local Government
 - Deteriorating economy exacerbated by COVID-19
 - Increasing populations in cities in search of employment with limited contribution to the local fiscus

- Reducing margins on water and electricity services due to above inflation increases in bulk purchases over the years. This has reduced cross subsidization ability for provision of basic services to the vulnerable
- Cities are becoming more dependent on the Local Government Equitable Share (LGES) to subsidise other broader obligations and are not able to use it only for free basic services
- Slow Economic growth at a national level has however resulted in slower growth in Equitable Share (evidenced by reduction in recent budget speech)
- Household incomes have largely remained stagnant while the cost of providing municipal services has increased due to above average bulk purchase increases and negotiated wages

It therefore becomes essential that in putting together the medium-term budget the City takes a stance of fiscal preservation. A careful balancing act must be undertaken in tariff setting being cognisant of setting cost reflective yet affordable tariffs that protect the most vulnerable and encourage payment. In delivering municipal services there must be focus on increasing efficiencies (e.g. reducing non-revenue losses). Greater fiscal effort should be exercised in exerting sufficient effort in collecting revenues due for services rendered. The levels of service to be with a view to stretch available scarce resources. Resources should be prioritised on core municipal services and getting the basics right.

Over the past 8-10 years the City has been emphasising strengthening its balances sheet and intentionally aiming to generate surpluses to be directed towards infrastructure investments. This was done while managing the key ratios ensure continued financial sustainability while creating fiscal space for increased investment. However in the last 2-3 years there has been a shift towards increased operational expenditure and thus there is a need to introduce measures that should contain the outpacing of expenses in line items such as employee related costs and contracted services to align with the growth of main revenue sources. The ratio between operational and capital expenditure in need to shift closer to the upper range of 20% of the budget going towards capital expenditure in line with the provisions of Circular 71. It is critical that capital expenditure is largely directed toward service delivery infrastructure and not administrative assets. Over the medium term this increased infrastructure investment will have a particular focus on historically deprived areas, bringing much needed infrastructure such as tarred roads, stormwater drainage systems, pedestrian walkways, open space development, housing, sewer amongst others. The intention is to improve the lived experience of communities in Orange Farm, Kliptown, Ivory Park and Diepsloot.

Revenue forecasts should be neither overly optimistic nor overly conservative and should be based on quantified estimates and proposed tariffs. No expenditure should be attached on revenue understood to be a 'windfall'. Should economic downturns develop which could result in revenue shortfalls, the City will adjust in the anticipated expenditures to compensate for the shortfall in revenue to protect the net operating margin.

Bearing in mind current constraints on revenue, strategic priorities need to be incorporated within the existing allocations - there is no new money, which emphasises the importance of prioritization within budget allocations.

In order to progressively improve the City's surplus position over the medium-term the following were incorporated into the indicative budget allocations:

- Salaries are capped at an increase of 4.3% (a natural attrition rate of 0.5% has been provided and no funding for strategic appointments has been made); and
- The increase of other materials, contracted services and other expenditure are limited to an increase of 2.2%.

Austerity measures must continue against line items identified through the expenditure review process. These line items include but are not limited to - Engagement of consultants; Travel and subsistence; Domestic hotel accommodation; Vehicle hire; Credit cards; Catering; Events; Advertising; Sponsorships; Conferences; Office furnishing; Printing and stationery; Purchasing of newspapers and magazines; and Security measures

21.5. FINANCIAL SUSTAINABILITY AND LIABILITY MANAGEMENT

The Group Treasury, among other activities, continues to monitor developments in financial markets worldwide and the achievement of the key financial ratios and sustainability target as required by Circular 71 of the MFMA, and report performance through the necessary government structures.

The organisation continues to be subjected to consistent and continuous review of its spending, cashflow and receipts patterns to assess the level of financial risk exposure. Sessions with key stakeholders that have vested interest in financial governance of the City will continue to be held, while the City will put efforts in better understanding the new environment. A process will be undertaken to review and understand the need of alternative funding instruments including off-balance sheet instruments, PPP, project financing, tax incremental financing amongst others. The City's funding strategy will be presented for approval by council together with the medium-term budget to ensure overall strategic alignment.

Fiscal policy demands that there be clear guidelines used to guide expenditure and hence a design of an appropriate funding strategy. The City also subscribes and participates in various research projects needed to benchmark its performance on financial matters, transparency of its budgeting processes and evaluation of its fiscal capacity. Sometimes, debt funding comes with conditions built into the funding agreement. The City in the review of its financial development plan includes such covenants to ensure that appropriate risk levels are adopted by the organization. Furthermore, there are guidelines and processes built into the system to monitor and strengthen accountability on the group and treasury activities. Below are key ratios build into understanding the City's financial sustainability:

Key Financial Indicators						
Ratios	Actual 2019/20	Adjusted Budget 2020/21	Bench- marks	Budget 2021/22	Estimate 2022/23	Estimate 2023/24
Current ratio	1:1	1.2:1	1.5 - 2:1	1:1	1.1:1	1.1:1
Solvency ratio	2.3:1	2.4:1	Above 2:1	2.4:1	2.5:1	2.6:1
Debt to Revenue ratio	40%	39%	Below 45%	38%	35%	32%
Remuneration as % of Total Operating Expenditure ratio	27.4%	26.9%	25% - 40%	26.5%	26.0%	25.7%
Repairs and Maintenance as a % of PPE ratio	3.7%	4.6%	8%	4.7%	4.6%	4.6%
Capital cost (interest and redemption) as a % of total operating expenditure	7%	8%	6% - 8%	7%	10%	9%
Net Operating Surplus Margin	2%	0%	Above 0%	1%	1%	1%
Cash / Cost coverage (days)	41.9	33.8	30 - 90 days	30.4	29.1	27.5

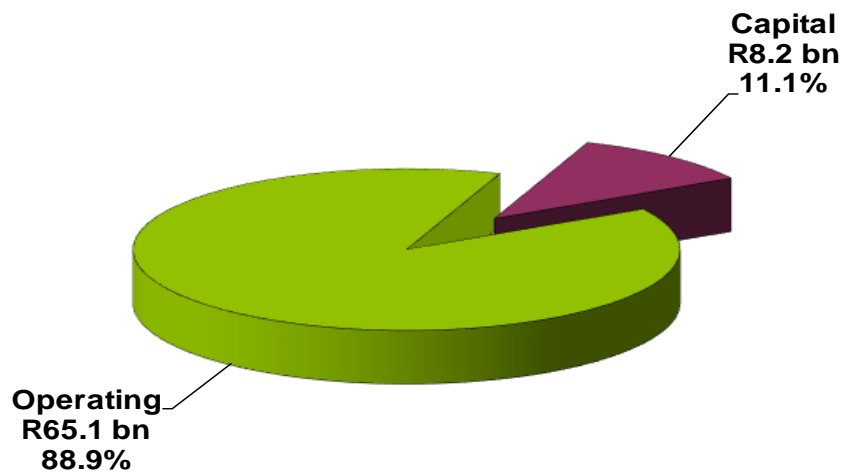
Key Financial Indicators

21.6. TECHNOLOGICAL EMPOWERMENT AND OPERATIONAL EFFICIENCY

The City is currently implementing the local government municipal standard chart of accounts (mSCOA) and concurrently upgrading its financial system into the SAP S4Hana platform. The implementation of these two programmes will result into the integration of various financial system and improved customer experience. Citywide there is an expansion of Wi-Fi-roll out, re-orientation of the traditional forms of service delivery to modern thinking, use of software platforms to improve service delivery experience, and enhance risk management activities. A wave of technical and technological support may be required also to cope with the demands of the 'new normal'. There will be benefits to employees of the organisation, and the citizens in general. The Integrated Operation Centre also remains as one of the cornerstones of integrating operations, security and law enforcement citywide. Sectorial programmes targeting special communities have been identified in various departments, and entities programmes. All these initiatives, assessed as a package, should be able to improve the lived experience of a Johannesburg resident from a service delivery point of view and resonate with the relevance of information technology to the modern world.

21.7. A SUMMARY OF THE PROPOSED OPERATING AND CAPITAL BUDGETS

In 2021/22, the City's total budget amount to approximately R73.3 billion, the split between operating and capital are as follows:

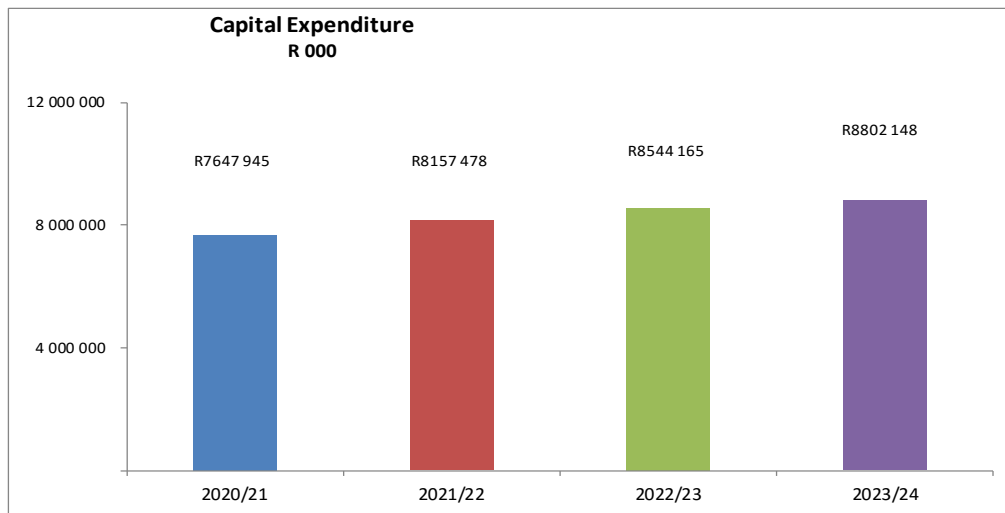


2020/21 Budget (Capex and Opex)

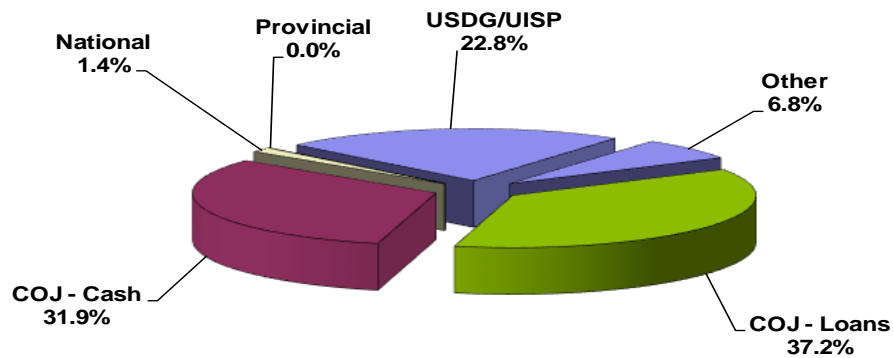
Financial Performance (revenue and expenditure)

	Adjusted Budget 2020/21 R 000	Budget 2021/22 R 000	%	Estimate 2022/23 R 000	Estimate 2023/24 R 000
Revenue	60 905 717	65 846 786	8.1%	69 986 901	73 773 527
Internal revenue	8 444 237	8 975 784	6.3%	9 425 470	9 839 157
	69 349 954	74 822 570	7.9%	79 412 371	83 612 684
Expenditure	60 801 510	65 137 354	7.1%	68 943 497	72 765 390
Internal expenditure	8 444 237	8 975 784	6.3%	9 425 470	9 839 157
	69 245 746	74 113 138	7.0%	78 368 967	82 604 547
Surplus (Deficit)	104 208	709 432		1 043 405	1 008 137
Taxation	72 256	225 944	212.7%	497 533	568 913
Surplus (Deficit) for the year	31 952	483 488		545 872	439 224
Capital grants and contributions	3 027 503	2 525 478		3 121 165	3 259 148
Surplus (Deficit) for the year including capital grants and contributions	3 059 455	3 008 966		3 667 037	3 698 372

Financial Performance (revenue and expenditure)



Capital Budget



Capital Budget- sources of funding

	Adjusted Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
COJ - Loans	3 000 000	3 032 000	2 751 000	2 594 000
COJ - Cash	1 620 442	2 600 000	2 672 000	2 949 000
National	787 704	112 826	709 200	729 477
Provincial	7 632			
USDG/UISP	1 843 641	1 859 474	1 889 397	1 972 671
Other	388 526	553 178	522 568	557 000
Total	7 647 945	8 157 478	8 544 165	8 802 148

Further details of the split in budgets between departments and municipal entities are available in the City's Medium Term Budget document.

22. THE 2021/22 CAPITAL INVESTMENT FRAMEWORK

22.1. 2020/21 CAPITAL INVESTMENT FRAMEWORK

The Capital Investment Framework (CIF) reflects the medium term (3 year) investment priorities of the City, which in this case will be the proposed capital investment over the 2021/2022, 2022/2023 and 2023/2024. The Capital Investment Framework is a key component of the Metropolitan Spatial Development Framework (MSDF) as required in terms of Section 21(n) of the Spatial Planning and Land Use Management Act, 2013, and Section 26 of the Municipal Systems Act (Act 32 of 2000). The Framework also strives to meet Section 153(a) of the Constitution, in which the developmental duties of a municipality is outlined to “structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community”. The purpose of the CIF is therefore to strategically and spatially guide, align and co-ordinate municipal capital expenditure across all sectors that will make provision for balanced spending of the municipal budget so as to promote economic growth and meet the infrastructure and services needs for the City of Johannesburg residents.

The CIF takes cognisance of overarching national policies and framework such as the National Development Plan (NDP) 2030, Integrated Urban Development Framework (IUDF) and the National Spatial Development Perspective (NSDP), 2006. These tools outlines the need for metro municipality to target investment into strategically identified spatial areas with the spin off effect of transforming inherited spatial, social and economic inequalities. In doing so the metro need to consider the principles of the NDP, IUDF and the NSDP when developing and implementing the CIF as part of strengthening the spatial strategy as set out in the city’s SDF. Those principles in summary speak to achieving rapid economic growth, the provision of basic services to the community, focusing fixed investment into economic growth points, and promoting infrastructure investment into these economic nodes and potential economic growth points. Imperative this is to ensure that planning for programmes and investment is not dispersed but focused in the city and that is the function of the CIF.

In addition, the CIF assists in bridging the gap between the Integrated Development Plan (IDP), Budget, GDS and the MSDF in order to achieve and align the city’s overarching objectives, to promote economic growth, and meet basic infrastructure needs for all, including the marginalised areas in brief, the function of the CIF is to spatially and strategically influence, guide and prioritize the allocation of the municipal budget in a coordinated manner across all sectors in order to achieve targeted spatial transformation of the urban environment and realize the overarching strategic objectives of the COJ.

The main objectives of the CIF are to:

- Ensure the improved management of the City’s existing infrastructure;
- Contribute towards the eradication of service delivery backlogs, especially in poor and marginalised areas by prioritising capital projects in these locations;

- Improve new service delivery through infrastructure and services that are planned, delivered, and managed in a structured manner;
- Prioritise projects and programmes through a strategic and spatially-linked information system known as the Johannesburg Strategic Infrastructure Platform (JSIP) in the context of a constrained capital budget;
- Direct future public and private investment, by aligning capital budget requirements of departments and entities to priority areas, defined in the Joburg 2040 Growth and Development Strategy (GDS), Spatial Development Framework 2040 and the Integrated Development Plan.

The implementation of the SDF and the development strategy of the city takes place at two key levels as far as capital investment is concerned.

- Firstly, state and private sector developments are overseen by the city through its development approval process. The intent of the Spatial Development Framework is realised through the application of policy and legal guidelines, requirements and mechanisms to direct development towards achieving its overall goals and outcomes.
- Secondly, the implementation of the SDF relies on capital investment in infrastructure. This investment guides growth directions and ambitions for future development. Through guiding public investment in bulk infrastructure and services the SDF will in turn guide private investment and development in the city. Public sector investment in infrastructure and services represents the most significant portion of capital investment in the city and the direction the spatial framework provides for the capital investment programme is essential for successful implementation.

Spatially guided investment planning is well established in Johannesburg and is the focus of this chapter. The City's approved Built Environment Performance Plan (BEPP) provides detailed evidence of the strategic integration of capital investment programmes with development strategy and spatial plans. The BEPP incorporates the Capital Investment Framework and the Consolidated Infrastructure Plan (CIP) that focus primarily on engineering infrastructure related to asset management plans and future bulk requirements.

Along with aligning spatial policies and goals with capital investment, the capital budget process ensures compliance with the requirements and regulations of the Municipal Finance Management Act (MFMA) and the guidelines of National Treasury. The process consists of a number of extensive consultations between all departments and entities responsible for capital investment and the Development Planning Department. Development Planning is the custodian of the SDF and related development strategies and also coordinates the capital planning process and formulation of the capital budget. This technical process is overseen by and reports to a leadership process consisting of a number of Mayoral Lekgotlas, Budget Steering Committee sittings and ultimately Mayoral Committee and Council approval of the three year budget. To support this process the City had

developed and implemented a software model, the Joburg Strategic Infrastructure Platform JSIP, which provides:

- A consolidated database of all infrastructure project requirements across the City.
- A sophisticated prioritisation model underpinned by strategic spatial directives (SDF), asset management requirements (CIP) and the growth and development strategies of the City.
- A 3 year Medium Term Expenditure Framework (MTREF) linked to financial sources and budget allocations for prioritised projects over multiple years. The budget is further broken down into spatial development programmes like the Corridors of Freedom, Deprivation Areas, Inner City (Urban Core) and various asset management programmes.
- Project implementation tracking and reporting system.

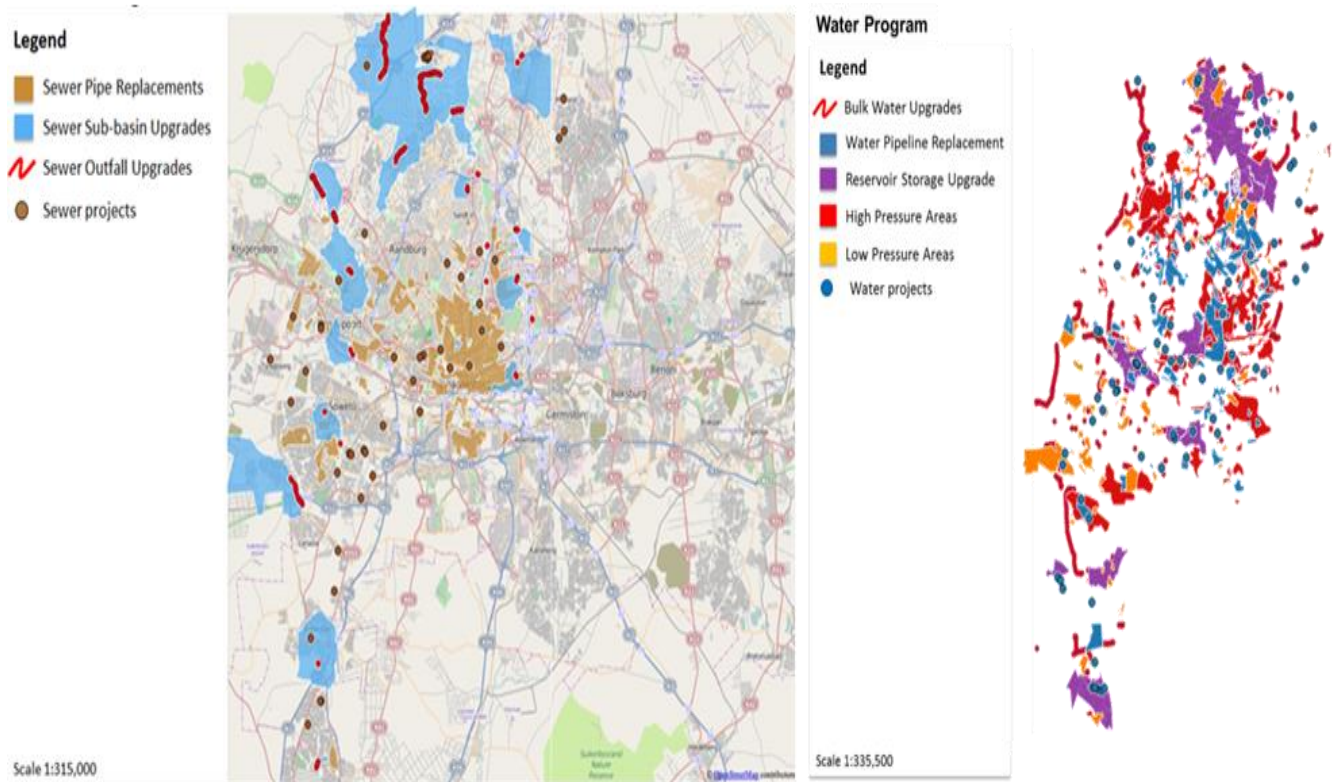
22.2. CAPITAL INVESTMENT AND GROWTH MANAGEMENT

There are three broad categories for capital investment that contribute to the overall Capital Investment Framework strategy. These relate to managing existing assets, meeting infrastructure backlogs, and increasing capacity to direct growth. These are discussed below.

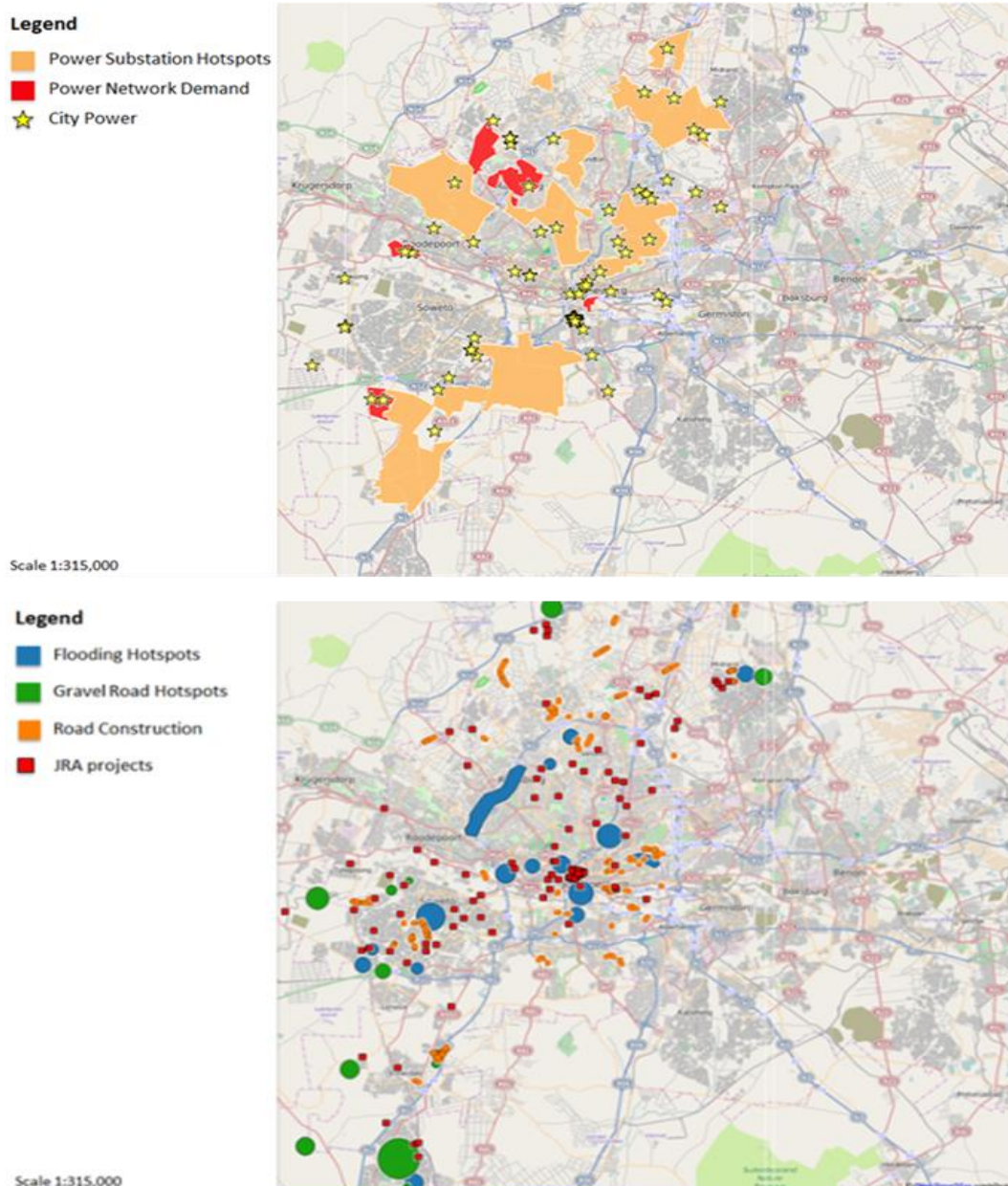
1. Infrastructure Asset Management

Infrastructure Asset Management refers to investment in existing infrastructure assets to address asset life cycle requirements. It includes refurbishment and replacement in order to secure continued service delivery. The Consolidated Infrastructure Plan prioritises areas that require refurbishment and replacement, including those where service constraints exist (where demand currently exceeds capacity), and upgrading of capacity is required.

The priority areas for upgrading, refurbishment and replacement of existing infrastructure for roads, power, water and sewer are depicted in 1 and 2.



Map : Priority Sewer and Water Upgrade Areas



Map: Priority Power and Road Upgrade Areas

In priority development areas including the transformation zones, strategic economic nodes and deprivation areas, upgrading of existing infrastructure, (in addition to refurbishment and replacement), to create additional capacity for development will form part of the asset management investment where it contributes to the intended development outcomes of the SDF.

2. Infrastructure investment to deal with backlogs in deprivation areas

This investment focuses on servicing backlogs and deficiencies in engineering and social infrastructure in underserved, marginalised parts of the city. Investment in these areas also needs to address the structural and built form concerns that have been raised in the SDF. Infrastructure investment is therefore targeted at resolving backlogs and inequalities specifically related to the deprivation areas towards creating more sustainable and liveable settlements with improved quality of life for residents.

A number of deprivation area programmes are already in place (previously referred to as marginalised area programmes) including in Orange Farm, Diepsloot, Ivory Park/Kaalfontein and Alexandra. These programmes will be supplemented by similar programmes focussed on the Zandspruit area and the general area of the Southern Deprivation areas.

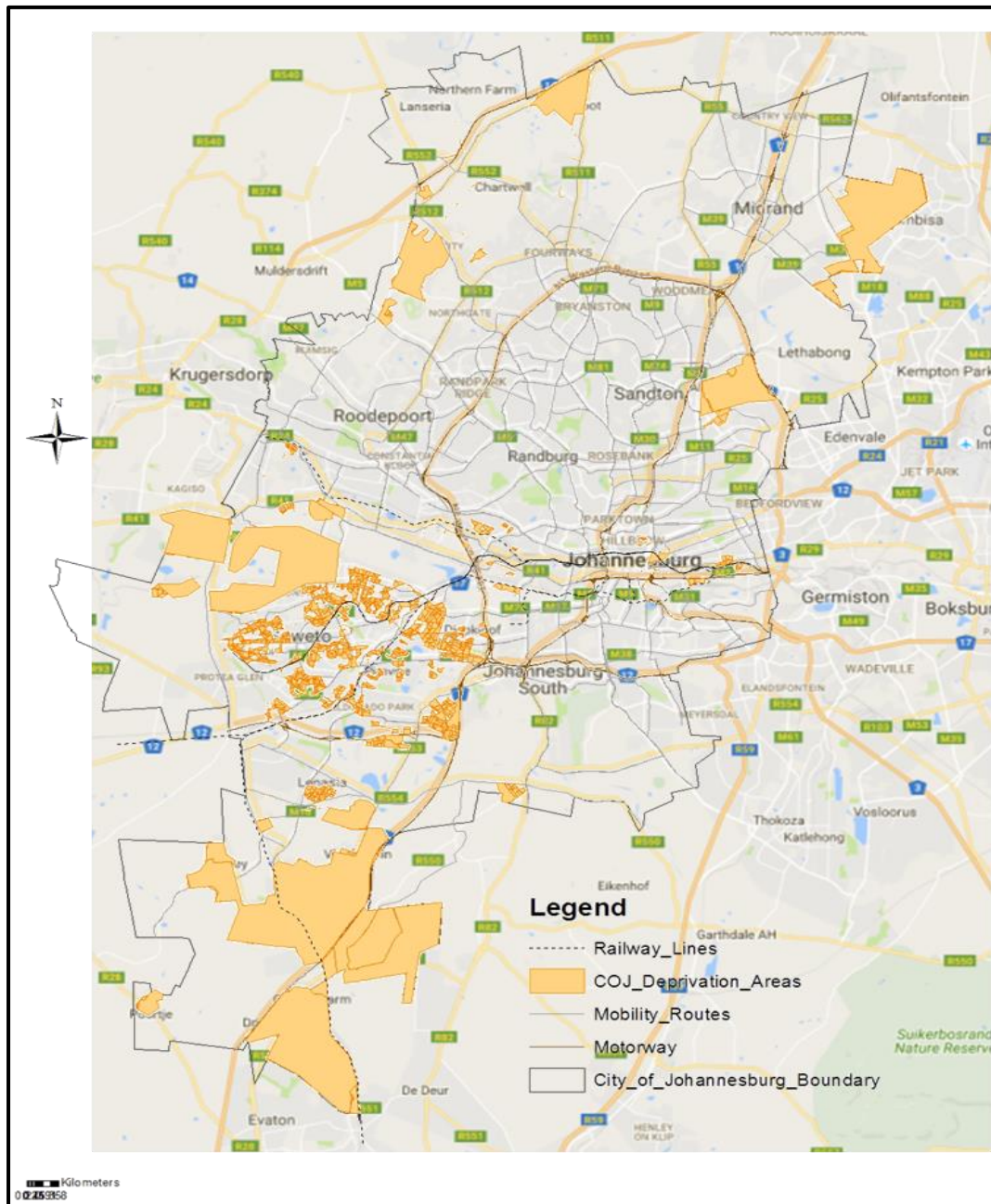


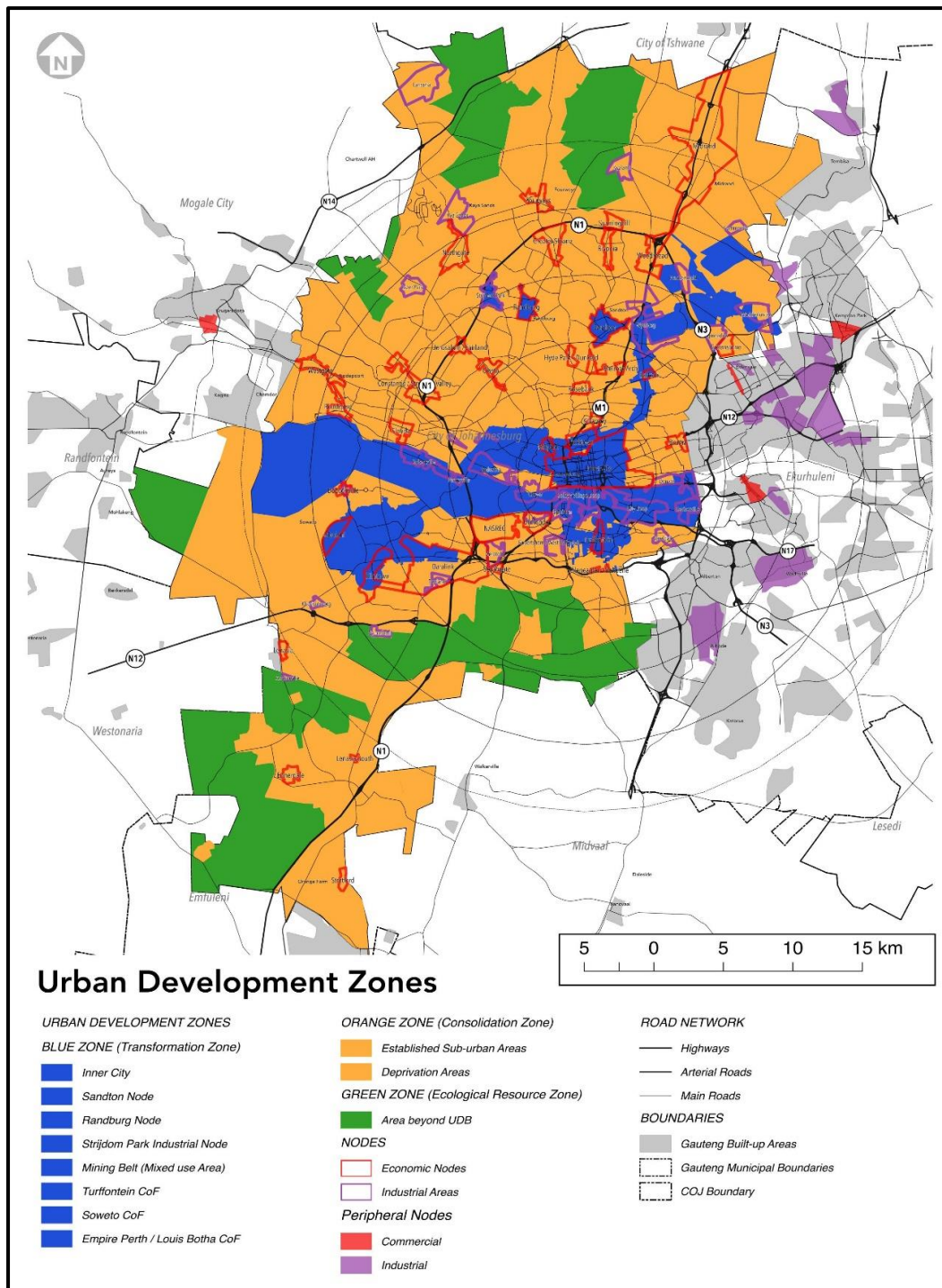
Figure Deprivation Areas and Informal Settlements

These areas are classified as high priority investment areas with clear envisaged outcomes and spatial opportunities as expressed in the SDF with well detailed frameworks and development strategies for the individual areas. The Formalisation of Informal Settlements Programme is an integral part of the deprivation areas investment plan. A large number of housing projects are currently addressing

demand in these areas. The development strategy is to conclude existing projects already underway and to align new in-situ development projects to the SDF policy imperatives for integrated and sustainable human settlements before new capital investment is allocated.

3. Increasing infrastructure capacity for development in strategic growth areas

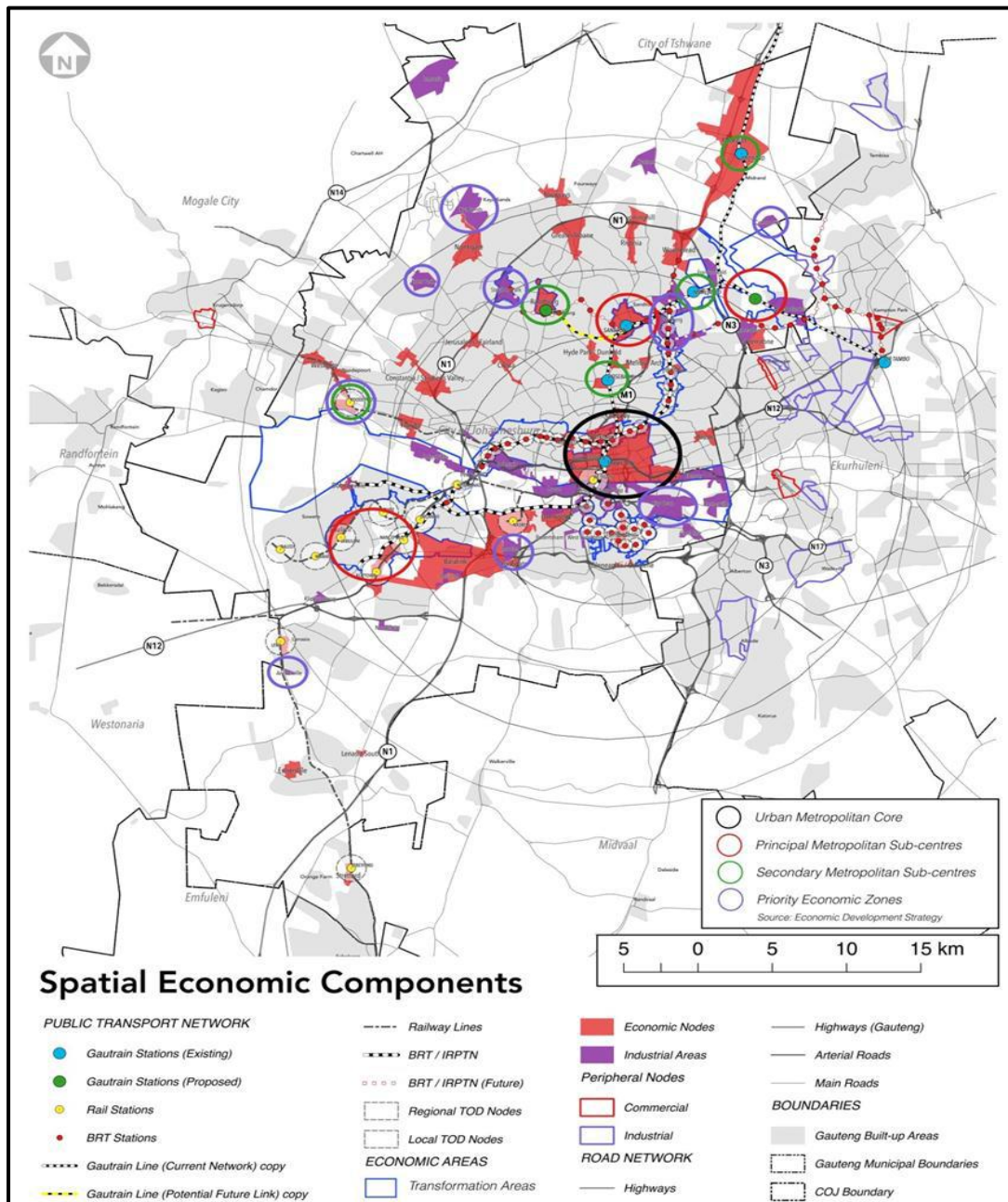
This investment targets the transformation zone and strategic economic and ToD nodes to provide adequate capacity for higher intensity development promoted throughout the SDF. This growth is aimed at accommodating urbanisation and economic growth, in line with the compact polycentric model defined. Development programmes in these areas require pre-emptive capacity upgrades both to allow for the densities proposed, and to attract private investment towards building a more compact, efficient and ultimately liveable city.



Map 3: Urban Development Zones (Transformation zones)

The Urban Development Zones (transformation areas) are the main focus for future development through urban intensification and growth and thus are high priority areas for growth enabling capital investment. Each programme that makes up the transformation zone already has detailed development frameworks and precinct plans to guide capital investment. Investment in these areas covers all infrastructure requirements, including engineering infrastructure, social infrastructure and public facilities. The Corridors of Freedom and Inner City have clear investment programmes, with funding allocations in the MTREF, that will ensure the desired urban structure and developmental

outcomes are achieved. Another priority for intensification and expansion is investment to support economic growth centres in terms of the Johannesburg Economic Strategy. Investment in economic infrastructure will support and safeguard the current economic mainstay of the city and ensure growth opportunities and job creation. The investment focus on the nodes is also of strategic importance for the deprivation area programme to ensure more economic growth and job opportunities in close proximity of economically marginalised areas. Where economic nodes form part of the transformation zone such investment is already integrated in the respective development programmes.



Map 4: Investment Priority Economic Nodes

With numerous competing infrastructure and development needs across the city, and a finite capital budget, it is inevitable that trade-offs through prioritisation have to be made. The JSIP and the associated capital investment planning process assist the city to find an optimal balance in

infrastructure delivery to secure and improve the current asset base, achieve the objectives for upgrading and development in deprived areas and accommodate the future development aspirations and needs of the city.

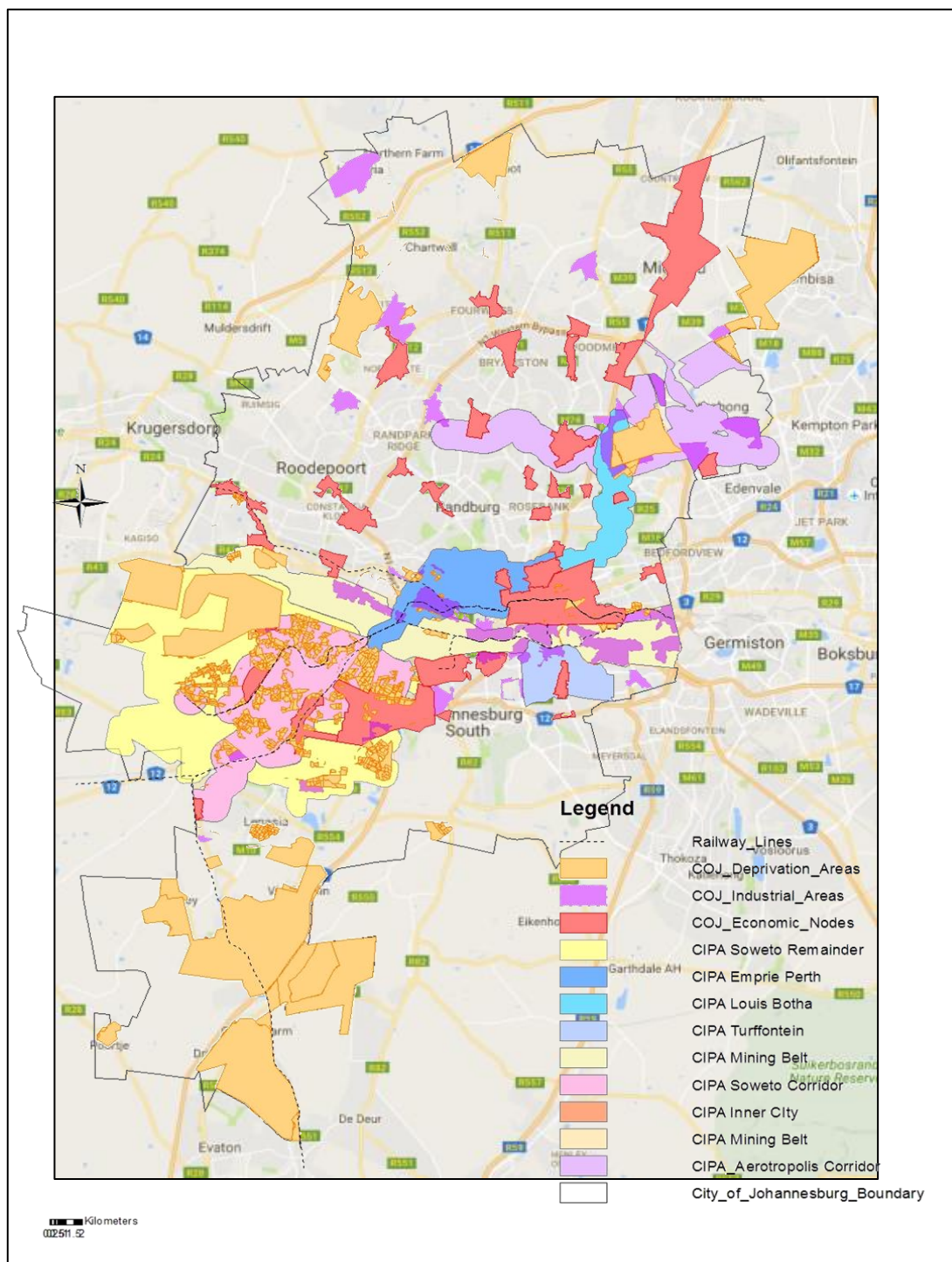
While broad priority areas for investment have been identified, funding availability, economic growth rates and other practical considerations require that development and growth have to be managed. The concept of growth management firstly requires that growth and investment have an area based focus in order to consolidate a range of investments that will have a catalytic, multiplier effect on returns (social, environmental and financial). The second implication of growth management is the phasing of growth and the timing of investment that will release new growth opportunities. It is therefore important that growth trends be monitored and interpreted continually to influence policy and investment decisions. Growth management is thus linked to the SDF development indicators that will provide a measure of the success in relation to the intended development outcomes and targets. This would then allow for future adjustments of investment policy to be more responsive to prevailing conditions and development objectives.

The CIF seeks to integrate all urban components of infrastructure, transport, and housing, the environment and economic development to provide the basis for targeted capital investment to achieve future development outcomes and targets. In order to increase coordination within the City, departments and municipal entities are grouped into clusters. There are four clusters: the Sustainable Services Cluster; the Economic Growth Cluster, the Human and Social Development Cluster and the Good Governance Cluster.

22.3. 2021/22 CITY PRIORITIES

The City has aligned itself to the strategic objectives of the National Government within the context of the Gauteng City Region (GCR). The City priorities are supported by the strategic objective which aims to establish the City as a leading metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive GCR.

The City's capital budget planning is directly aligned to the City's development strategy and priorities referred to in the Joburg 2040 Growth and Development Strategy, the Integrated Development Plan (IDP) and the Spatial Development Framework 2040 (SDF). The SDF outlines the City's spatial developmental strategy and provides the basis for Spatially Targeted Investment Areas (STIAs).



Map: Spatially Targeted Investment Areas – SDF 2040 areas and key public transport corridors

The focus for capital investment in the 2021/22 MTREF is balanced between firstly, ensuring that the current infrastructure and facilities are properly maintained and functional, and secondly, to ensure adequate investment to respond to urbanisation and growth needs.

1.1 Refurbishment and upgrading of existing infrastructure are prioritised in terms of the asset management plans and life cycle cost of infrastructure. The Consolidated Infrastructure Plan, (CIP), provides guidance and quantifies the need for investment in order to maintain functionality of the existing networks.

1.2 The focus for investment in Spatially Targeted Investment Areas, (STIAs), are as follows:

- I. Inner City
- II. Corridors of Freedom
- III. Deprivation and Informal Settlement areas
Secondary Economic Nodes

22.4. 2020/2021 MTREF CAPITAL DRAFT BUDGET IMPLICATIONS

The total 2021/2022 – 2023/2024 MTEF capital budget allocation for the City is R25 503 791 000 with the average capital investment of about R 8,5 billion per annum as depicted in figure 1 below. There will be a growth in capital budget in 2021/22 of about 1.1 % when compared to 2020/21 and 2.5% growth from 2022/2023 to 2023/2024 financial year.

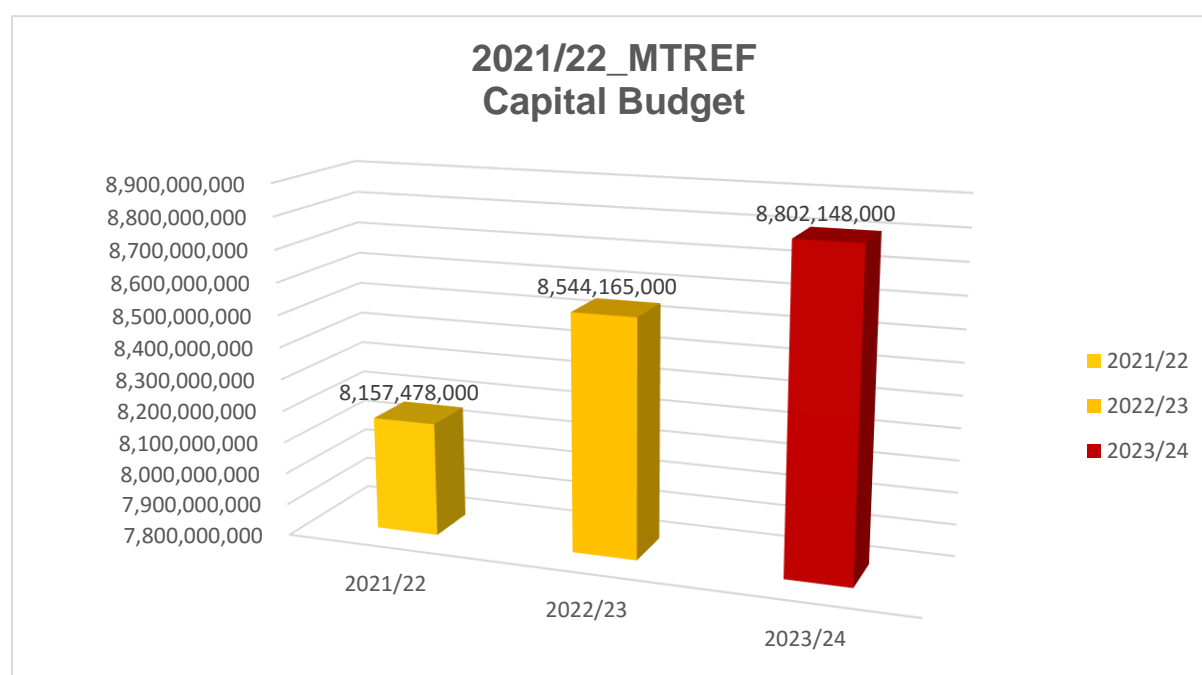


Figure : Total Capex per Annum – 2021/2022 MTREF

22.5. SOURCES OF FUNDING FOR THE 2021/22 BUDGET

The city receives funding from different sources as illustrated in Figure 2 below. Similar to 2020/21 financial year, the majority of the funding still comes from Loans with R 3 032 000, Cash of R 2 600 000 and also from Urban Settlement Development Grant (USDG) with an amount of R 1 213 099. The UISP amounts to R646 375.

In brief, 66.4% of capex is funded from City resources in the form of loans and cash surplus, and 33.6% of capex is funded from Inter Governmental Grants.

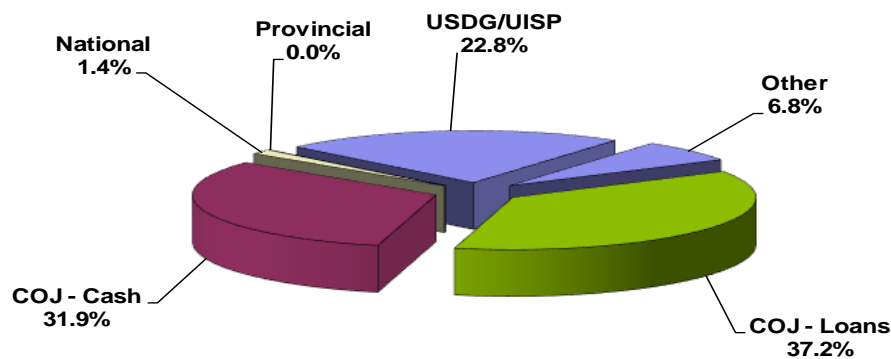


Figure: 2021/22 Sources of Funding (get from finance)

22.6. CAPEX ALLOCATIONS PER DEPARTMENT/ENTITY

The city aims to deliver transformational change in the communities within the city of Johannesburg. The most critical needs of the city's residents, communities and businesses will, begin to receive long-term investment that will drive transformational change within the City. The effect will be a City where basic service delivery, redressing the legacy of our painful past and growing our economy to create jobs can be realised. Therefore, the CoJ ensures that capital budget is allocated in a way that it will lead to the achievement of objectives of GDS. The table below indicates allocation of capex per department (Refer to Table 1).

Table 1 Capex Allocation per Department/Entity

DEPARTMENTS	2021/22	2022/23	2023/24
Arts; culture	R 10 500 000	R 5 600 000	R 15 800 000
City power	R 939 823 000	R 958 953 000	R 876 133 000
Community Development	R 3 500 000	R 5 035 000	R 8 800 000
Development planning	R 149 612 000	R 155 700 000	R 197 000 000
Economic Development	R 12 880 000	R 500 000	R 500 000
Environment and Infrastructure	R 68 000 000	R 84 500 000	R 92 000 000
Finance	R 28 000 000	R 10 500 000	R 0
Group Corporate and Shared Services	R 355 364 000	R 206 111 000	R 54 703 000
Group Forensic and Investigation Services	R 5 250 000	R 5 000 000	R 0

Group ICT	R 555 600 000	R 325 600 000	R 395 600 000
Health	R 119 300 000	R 60 100 000	R 111 900 000
Housing	R 1 158 759 000	R 1 391 027 000	R 1 892 875 000
JDA	R 214 000 000	R 182 000 000	R 72 000 000
Joburg Market	R 79 500 000	R 67 500 000	R 93 500 000
Johannesburg Theatre Management Company	R 11 767 000	R 12 626 900	R 13 195 000
JOSHCO	R 648 086 317	R 596 120 898	R 665 177 411
JPC	R 56 658 000	R 129 907 000	R 850 000
JRA	R 732 500 005	R 975 131 675	R 1 126 908 014
Legislative Arm of the Council	R 5 000 000	R 3 000 000	R 2 500 000
Libraries	R 15 500 000	R 11 500 000	R 20 000 000
Mayors office/City Manager	R 613 334 250	R 537 108 000	R 508 166 553
Metropolitan Trading Company	R 33 500 000	R 0	R 0
Metrobus	R 147 633 000	R 90 292 600	R 50 321 860
Ombudsman office	R 550 000	R 1 400 000	R 200 000
Pikitup	R 179 704 000	R 99 186 000	R 180 236 000
Public Safety:EMS	R 60 000 000	R 45 000 000	R 0
Public safety: JMPD	R 33 965 000	R 37 000 000	R 0
Public safety: Head office	R 75 400 000	R 45 000 000	R 30 000 000
Sewer	R 381 587 000	R 487 090 000	R 393 000 000
Social Development	R 76 200 000	R 45 000 000	R 0
Sport and Recreation	R 114 500 000	R 110 500 000	R 50 800 000
Transportation	R 399 591 428	R 1 097 659 927	R 1 217 482 162
Water	R 759 214 000	R 679 716 000	R 620 300 000
City parks and zoo	R 102 700 000	R 82 800 000	R 111 700 000
GRAND TOTAL	R 8 157 478 000	R 8 544 165 000	R 8 802 148 000

Most departments and entities reflect a downward adjustment in capital allocation for the 2021/22 MTREF, compared to the 2019/20 MTREF allocations, due to financial pressure. The 2021/22 MTREF are as follows:

- Water (increase of R 759 214 000) – To focus on infrastructure upgrades and installation of new infrastructure to enable access to clean water across the city.
- Pikitup (increase of R179 704 000)– This increase is due to focus on various mechanisms of reducing the amount of waste generated, upgrading and acquiring new infrastructure and tools in order to enable them in improving integrated waste management services in the city.
- Environment and Infrastructure (slight decrease of R 68 000 000) – The main contribution of this increase will focus on infrastructure upgrades and installation of new infrastructure in order to ensure that the city has clean environment and less of degradation. The city aim to ensure on mitigation and also disaster management.

Despite the increases over the 2020/21, there are departments that receives a higher allocation of budget even though they experienced budget cuts when compared to 2020/21 MTREF (refer to Figure 3 and 4). Those departments are:

- JRA (constitute 13.8% of the 2021/22 Capex)- The highest allocation is aimed at carrying forward projects fixing Inner City traffic lights and road rehabilitation as well as priority road resurfacing, rehabilitation and priority bridge refurbishment across the city.
- Housing (constitute 14.2% of the 2021/22 Capex) – the focus is on housing the poor especially in strategic located areas such as the inner city as it is located close to places of work and variety of social amenities and range of services
- City Power (constitute 10.1% of the 2021/22 Capex) – The main contribution of this increase will focus on electrification of previously disadvantaged settlements and improvement of the aging infrastructure in order to effectively deliver services to the citizens of the city.

22.7. BROAD CAPEX ALLOCATIONS

The following set of tables and graphs provide the high level split in allocation of capital budget between various strategic objectives.

Consolidation vs Transformation and Integration Zone

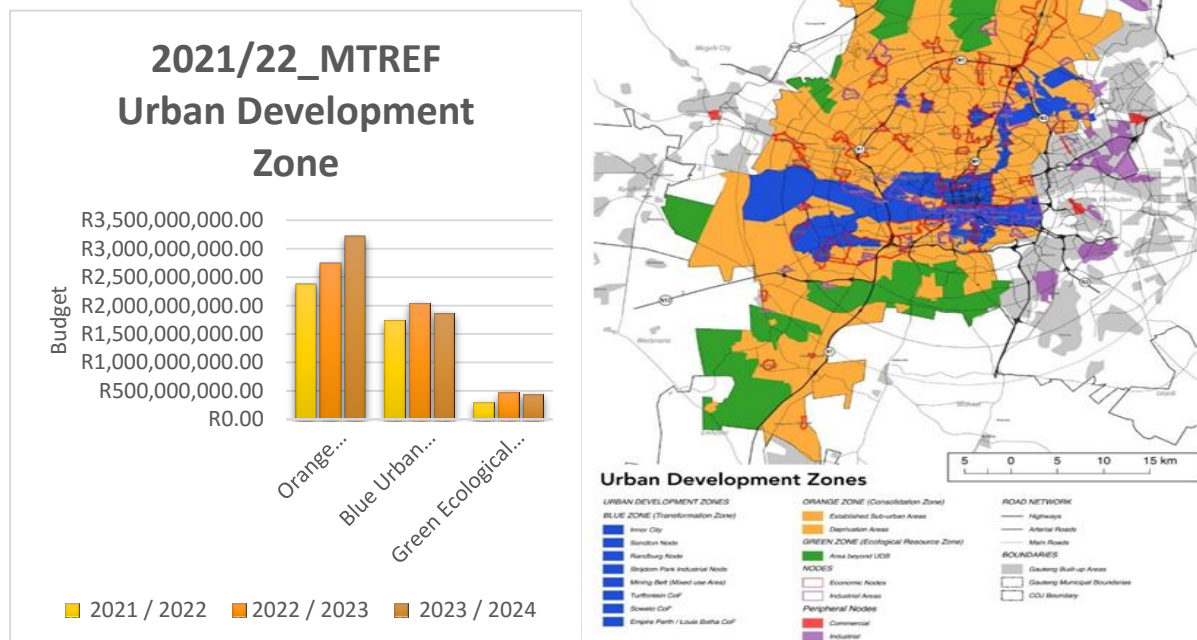


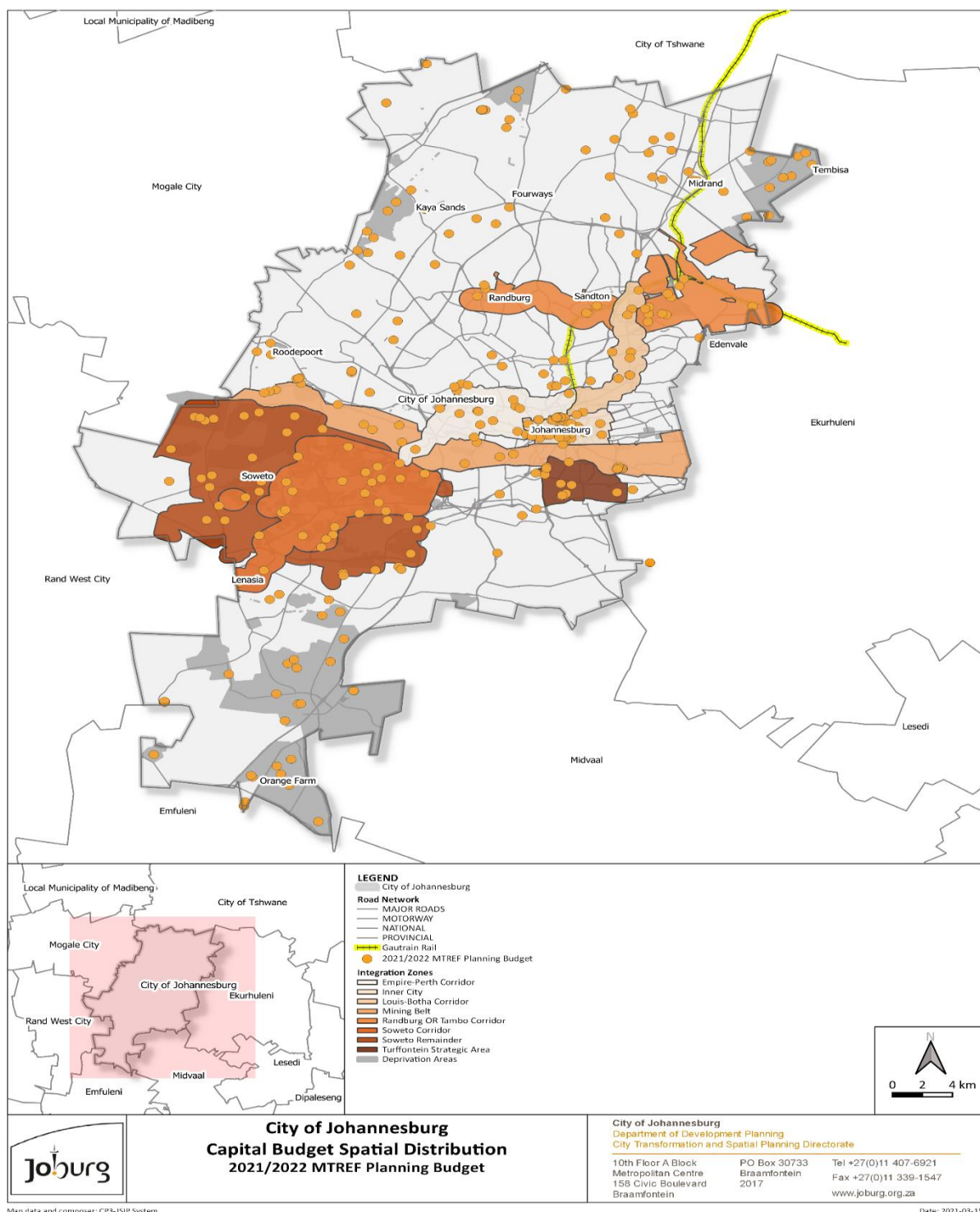
Figure: Capex Allocation per SDF Development Zone

The capital investment over the MTREF there is a slight difference between the Transformation / Integration Zone (Blue) and the Consolidation Zone (Orange) where there is a decrease over time from 2021/22 to 2023/24. This implies that there is uneven investment split between investing for new

capacity for growth and intensification in the Blue zone with a slight bias towards refurbishment, investment in Deprivation Areas, economic nodes and Informal Settlements in the Orange Consolidation zone. Figure 3 depicts three financial years (Blue: 2021/2022, Orange: 2022/2023 and Grey: 2023/2024) for all three deprivation classes. As per figure, increase in financial support is projected to be R5 125 031 950 in the year 2022/2023 as more investment and prioritisation towards mitigating on deprivation areas have been evidently required from the previous year 2021/22.

22.8. SPATIALLY TARGETED INVESTMENT AREAS (STIAS) VS OTHER CAPITAL

STIAs receive 30% of the total MTREF capex. There is therefore a strong alignment to the strategic areas identified for development and investment, mainly the Inner City, Corridors of Freedom, Informal and Deprivation Areas and secondary economic nodes. Investment in these areas includes both refurbishment and replacement of existing infrastructure and new infrastructure. The general spatial distribution of capital projects clearly indicates alignment with the spatial development strategy of the City (Map 6).



Map: 2021/22 MTREF Capex Distribution

2021/22 Capex Allocation per Spatially Targeted Investment Area (STIA)

The STIA receive approximately 30% of the total MTREF capex (Figure 7). This outlines that there city has improved compared to other financial years. In other words the city is trying harder to ensure that capital budget allocation is alignment to the strategic areas identified for development and investment, mainly the Inner City, Transit Oriented Developments, Deprivation Areas, informal

settlements and secondary economic nodes (see Figure 6). Investment in these areas includes both refurbishment and replacement of existing infrastructure and new infrastructure. The inner city on the other hand is still receiving the attention followed by the Soweto remainder. The breakdown of the various STIAs is reflected in Figures 4 and 5.

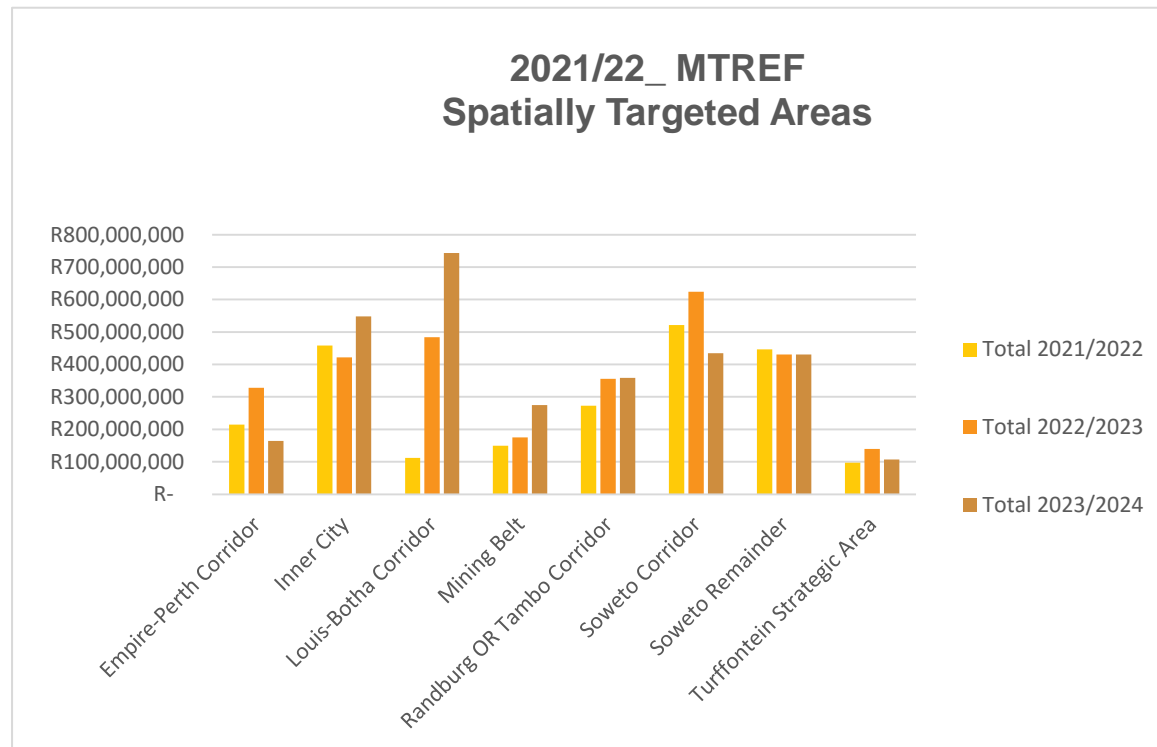


Figure : 2020/21 MTREF Capex Allocation per STIA

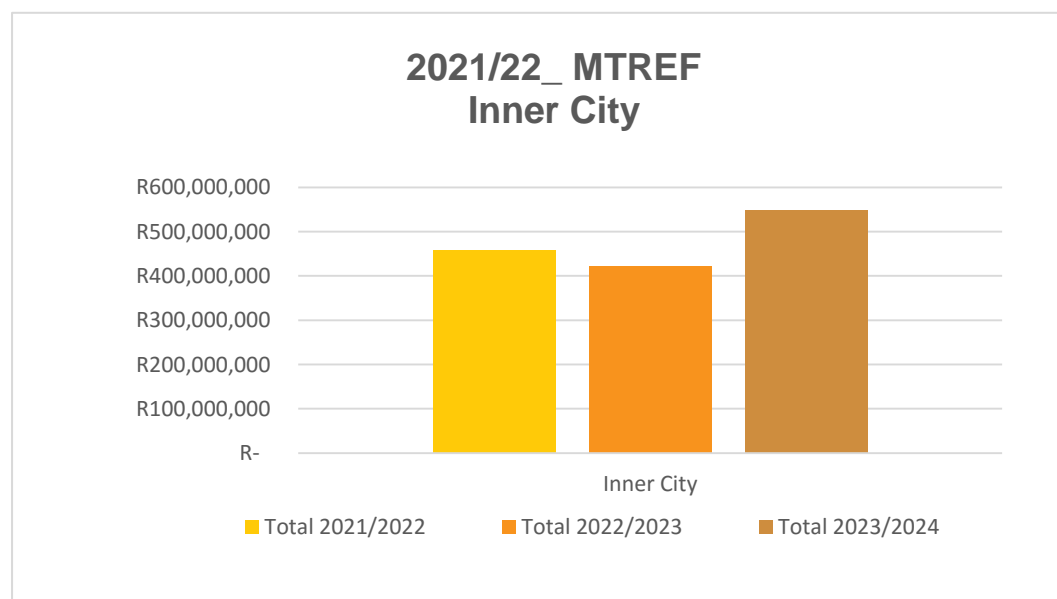


Figure : Inner City 2021/2022 MTREF

The Inner City revitalization is being prioritized to restore the core of Johannesburg, and stimulate economic activity in the hub of the South African economy, the budget allocation as per the graph above illustrates how much funds will be spent in 2021/22 MTREF. In 2021/22 financial year the City will spend is approximately **R 458 million** which is 6% of the total capital budget.

Informal Settlement Upgrading Programme

The informal settlements upgrading programme is clearly supported by the UISP grant earmarked for informal settlements (Table 2) and deprivation areas over the MTREF period (refer to table 3).

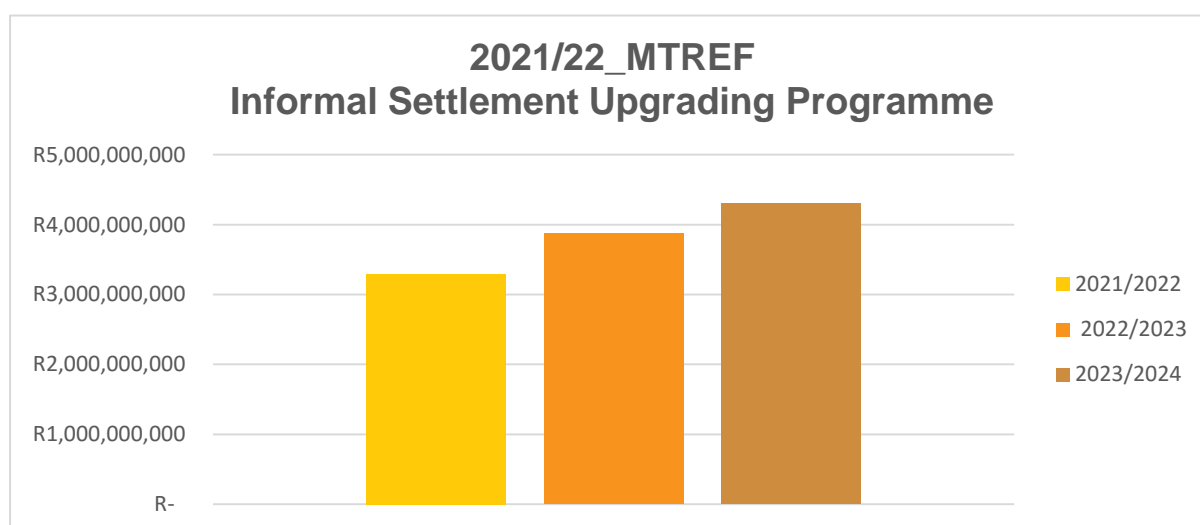


Figure: City of Johannesburg Informal Settlement Upgrading budget

Informal settlements related projects	2021/22	2022/23	2023/24
Electrification of various Informal Settlements - City Wide	R200,000,000	R200,000,000	R200,000,000
Formalisation of informal settlements (UISP)	R446,375,000	R484,888,000	R515,075,000
Grand Total	R646,375,000	R684,888,000	R715,075,000

Table 2: Capex Allocation of UISP for informal settlements upgrading.

Informal settlements related projects have been allocated budget from the UISP as indicated in table 3. This allocation covers most areas within the city. The infrastructure investment in such Informal settlements and marginalised areas focus mainly on housing, bulk water, sewer and electricity infrastructure as well as the upgrading of gravel roads and improvement of the road network. In brief, the areas are targeted because the city aim at creating liveable neighbourhoods with high quality public amenities and environments that are well connected with economic opportunities in the urban centre and sub-centre out of them. The allocation of capital over the MTREF ensures that at least 30% of the capital budget is directed at poor communities over the MTREF.

The table 2 outlines that capital allocation over this MTREF period will increase by R104 million from 2021/2022 to 2023/2024. Despite that class 2 will see an increase of approximately R 6.6 million from 2021/2022 to 2023/2024 which is the lowest compared to class1 and 3.

Category	2021/2022	2022/2023	2023/2024
Deprivation Class 1	R 796,207,112	R 931,872,035	R 1,377,180,659
Deprivation Class 2	R 434,474,413	R 491,184,987	R 760,326,635
Deprivation Class 3	R 828,332,371	R 885,023,269	R 1,093,814,641
Grand Total	R 2,059,013,896	R 2,308,080,291	R 3,231,321,935

Table : Capex Allocation per Deprivation Area Category

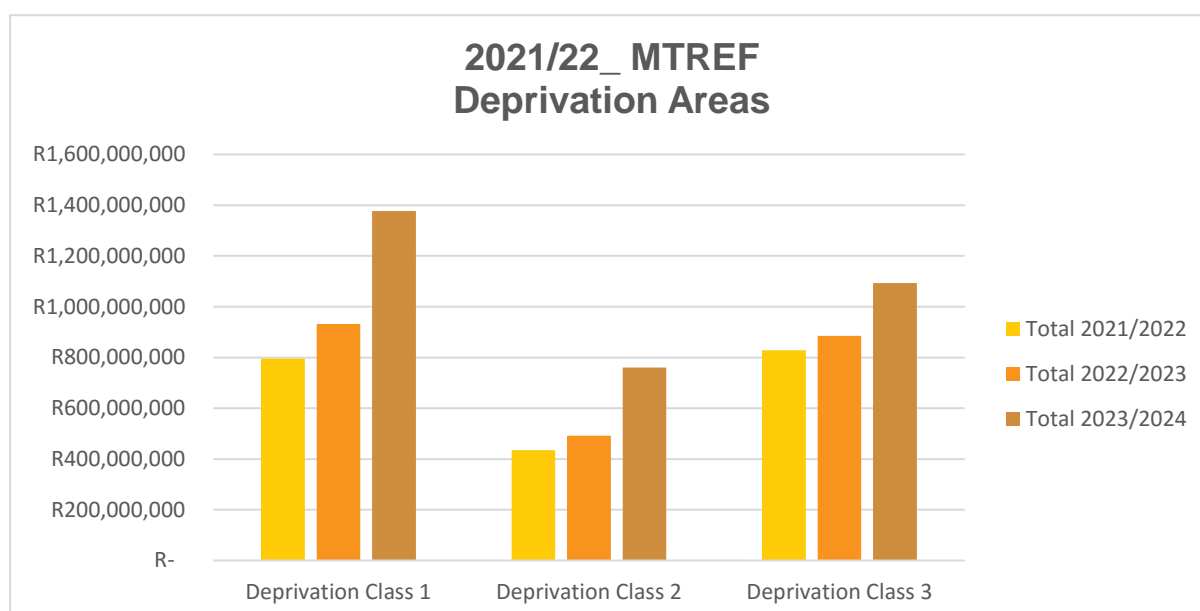


Figure : MTREF Budget for Deprivation Areas 2021/2022

Figure 7 shows that most investments for the 2021/22 financial year will concentrate mainly in the Class 3 Deprivation Areas which are known peripheral areas. These areas are characterised by high fragmented suburban structure, poor connectivity to urban centres with limited transport options and very economic base. The Class 3 Deprivation Areas receive most attention because the city aim to address the past injustices in such areas by creating liveable neighbourhoods with high quality public amenities and environments that are well connected with economic opportunities in the urban centre and sub-centre.

Summary

The Capital Investment Framework provides an overview of the policy and processes that the City uses to identify and prioritise capital projects within the City. It highlights the City's commitment to providing services to the City's deprived and informal areas and to address upgrading requirements

of existing infrastructure and facilities. The budget reflects the priority to achieve economic growth and provide infrastructure to accommodate urbanisation and urban growth. The proposed budget is well aligned with the overall development strategy and will achieve the outcomes envisaged in the SDF and IDP.

The CIF will enable a platform for investor confidence and promote private sector participation. It will form a basis for strategic planning through capital projects and planning ensure fiscal stimuli for infrastructure investment and spending. With consensus growing in the city that new and improved infrastructure is needed, it is more important for the city to optimize their infrastructure investment. A structured framework as the CIF is fundamental in order to identify priorities, select the right portfolio of projects, plan for how best to finance and execute those projects, achieve that execution and evade schedule and budget overruns, and continually measure progress. With such a framework in place, the odds are good that the city will see infrastructure investment boost near-term economic growth and long-term growth potential while aiding national development and increasing citizens' quality of life.

23. 2021-26 COJ'S HIGH IMPACT PROGRAMMES

For the next MTREF cycle, the City will focus on deprivation areas to improve the quality of lives for residents living in these areas. These are deprived because of the following reasons:

- They comprise of formal low-income housing and informal settlements
- They have a highly fragmented urban structure
- They have poor connectivity to urban centres with limited transport options
- They are located far from economic centres
- They have a very low economic base
- No principal or secondary metropolitan sub-centres in the surrounding regions

The areas and interventions are indicated in the table below:

Region	Areas	Interventions
Region A	Ivory Park, Ebony Park, Rabie Ridge, Mayibuye, Kaalfontein and Diepsloot	Infrastructure upgrades (sewer, water), tarring of roads, improving the public environment (pedestrian walkways, open spaces, street lighting), new housing development, ECDs, and Gender Based Violence centres
Region B	Riverlea	Housing development, infrastructure upgrades (water, sewer & stormwater), ECDs, and Gender Based Violence centres
Region D	Kliptown	Infrastructure upgrades (water, sewer & stormwater), public environment upgrades, ECDs, and Gender Based Violence centres
Region G	Orange Farm, Eldorado Park, Driezik	Focus on incomplete housing projects, new housing development, tarring of roads, infrastructure upgrades (sewer, water & stormwater), public environment upgrades (pedestrian walkways, open spaces, street lighting), ECDs, and Gender Based Violence centres

In addition to the areas indicated in the table above, the following areas remain a priority for the City. These **include the Inner City, the Mining Belt, Corridors of Freedom and the Greater Soweto Area**. The focus in these areas include

- The provision of new housing units with a strong focus on social housing units
- Upgrading of infrastructure (water, sewer and electricity)
- Improving the public environment (pedestrian walkways, street lighting, open spaces)
- New roads particularly in the Mining Belt

- New social facilities – clinics, libraries, community halls, swimming pools, Early Childhood Development centres

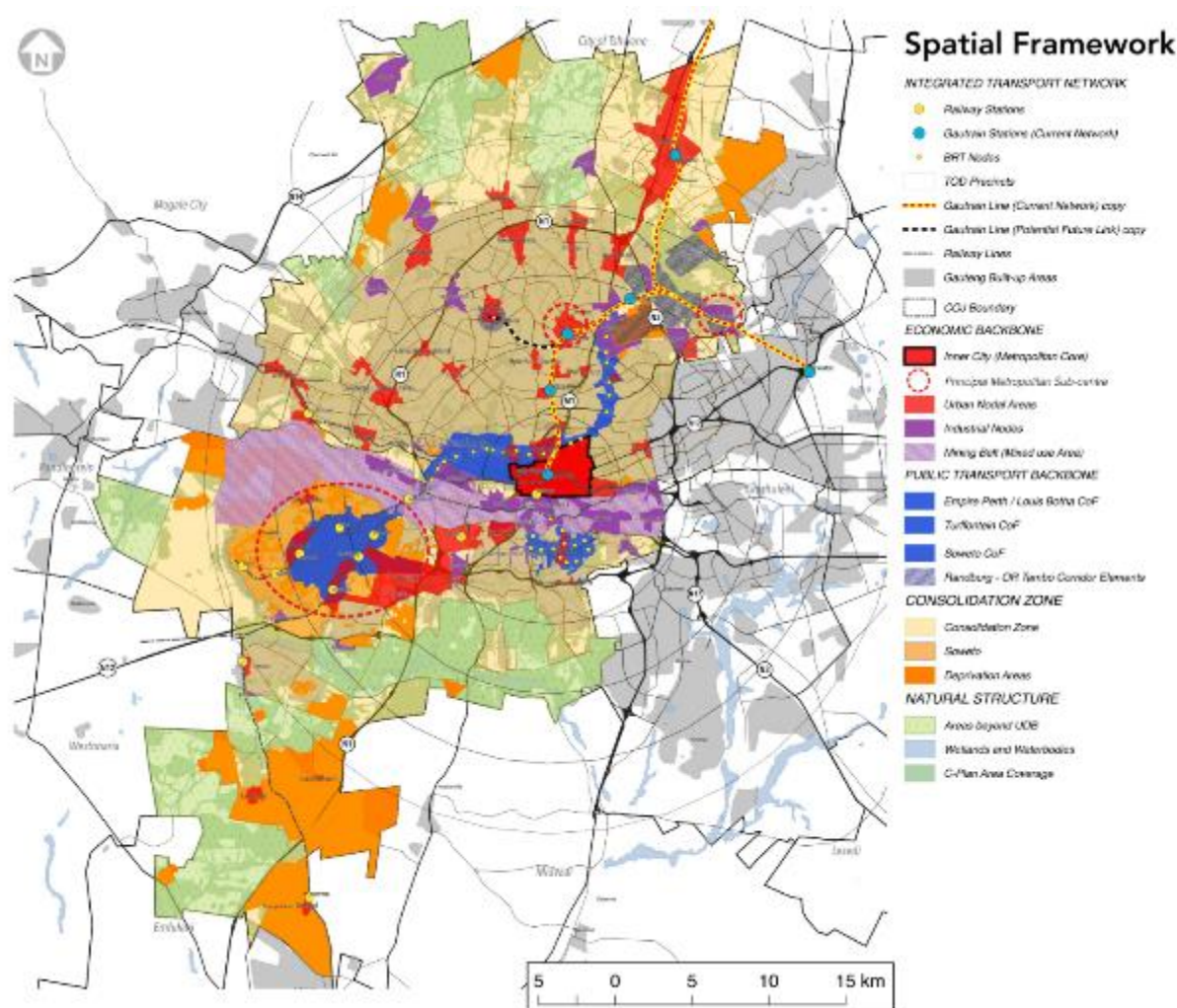


Figure A: Priority development areas as identified in SDF 2040

Capex Focus Area (Transformation Zone)

The Transformation Zone includes areas where investment is prioritised for future urban intensification and growth, as they have the capacity to trigger positive effects on a metropolitan scale. The Transformation Zone also indicates areas where the development of detailed spatial plans, where they don't exist already, will be prioritised.

Strengthening the metropolitan core – Through Inner City Transformation Roadmap and Inner-City Housing Implementation Plan, building on the opportunities of the CBD as a dense economic core of the city and tackling issues of fragmented developments, crime, 'bad buildings' and lack of affordable housing. The strategy suggests creating compact precincts of inclusive residential densification structured around public transit and economic activity. An investment programme in social facilities and engineering infrastructure to support development is critical. It further supports economic growth in the Inner City through various measures. The strategy proposes consolidating the Inner City through

a public space/street network and expanding it towards the southern industrial area and the Turffontein Corridor of Freedom.

The Corridors of Freedom – Consolidating growth and development opportunities around existing and future public transport nodes, starting from the Corridors of Freedom linking Soweto, through the Inner City, to Sandton (along Empire-Perth and Louis Botha Avenues) and linking Turffontein into the Inner City. This will also include a focus on transit-oriented development nodes, including Gautrain, Rea Vaya (BRT) and PRASA stations.

Unlocking Soweto as a True City District – Diversifying and intensifying Soweto to address its largely residential nature by developing mixed land uses (particularly economically productive, job creating ones) and social services, making use of its good street pattern and public transport network. The strategy is to develop Soweto into a series of self-sufficient mixed-use nodes (starting around public transit stations and nodes) as drivers of economic growth and job creation, allowing Soweto to function as a liveable city district in its own right with access to jobs and the full array of urban amenities.

Unlocking the Mining Belt – This historical spatial discontinuity presents significant opportunities for development and public open space that could integrate the north with the south of Johannesburg and improve cross-border linkages with Ekurhuleni and the West Rand. By identifying strategic interventions along the belt - road linkages, mixed use redevelopments, rehabilitation of degraded and damaged land – this feature could become one of inclusion.

23.1. TRANSIT ORIENTED DEVELOPMENT (TOD) UPDATE: LOUIS BOTHA CORRIDOR & EMPIRE PERTH CORRIDORS

Both the Transit Oriented Development (TOD) Corridors and Spatial Development Framework 2040 respond to historical spatial challenges associated with inequality, exclusion, access and urban sprawl in the Johannesburg context. TOD corridors are strategic areas where the City of Johannesburg utilizes a public transit backbone in the form of the “Rea Vaya” in order to compliment residential, economic and social developments around transit nodes. TOD Corridors are a key strategy for developing substantial compact economic, social and housing development around strategic points within walking distance of the public transport network. The City of Joburg’s TOD Corridor Programme has been conceptualised and implemented since 2013, the Corridors with the strongest focus being Louis Botha and Empire Perth. The TOD Corridor Programme includes the formulation of detailed spatial plans for the priority precinct areas and the implementation of projects identified within these spatial plans. Implementation is dependent on the annual approved budget allocations in terms of the City’s MTEF.

Objective of TOD Programme

The main objective of the TOD corridors is to improve urban efficiency through improved connectivity, and to create liveable neighbourhoods. Corridors are proving to be effective in providing meaningful destinations and enabling increased access to opportunities, affordable housing, and mixed-use development by reducing travel distances as well as inclusive design. The TOD capital investment

strategy is focused on investing in the building blocks that creates good TOD precincts through increased accessibility and connectivity; improved social amenities to cater for increased densities and infrastructure upgrades.

To adequately carry out the vision of the TOD Corridors, the Development Planning Department coordinates a range of catalytic projects. It also supports regulatory planning and fiscal mechanisms that reside both with and beyond the Department, to create an environment conducive to urban development. The implementation of approved development proposals, both public and private, in line with the City's Spatial Development Framework and the TOD corridors, are believed to result in urban development, increased urban land values and economic wealth.

Louis Botha TOD Corridor

The Louis Botha Avenue Development Corridor is located to the north-east of the Inner City within Region E, between the CBD and northern parts of the City around Alexandra. The southern parts of the corridor study area are predominately residential in nature, encompassing some of the oldest residential suburbs in the City. Further northwards, the corridor passes through several key commercial and industrial areas, such as Bramley, Kew and Wynberg. The corridor also has a role to play in terms of providing opportunities for economic activity, and related employment potential. The northern areas are more significant in this regard, providing some of the best located industrial land in the city.



The catalytic projects and interventions are:

- Paterson Park precinct with approximately 2000 proposed units as well as a regionally accessible social cluster within walking distance of a Rea Vaya station, consisting of mixed-income high density residential developments
- Construction of the BRT lanes and stations along the corridor have reached technical completion and busses will be operational along the route by June 2022.
- The Great Walk: which links Louis Botha corridor with Sandton CBD via a pedestrian oriented, walkable route
- Watt Street Interchange; where approximately 900 residential units will be built up in an up to 11 storeys urban environment
- Land acquisition: 79 properties were acquired by the City in various locations along the Louis Botha corridor and have been tendered out for development by the private sector.

Figure 51: Louis Botha TOD Corridor

Empire-Perth TOD Corridor

The Empire-Perth Development Corridor is situated within Region B of the City, immediately to the west of the Central Business District of Johannesburg. The corridor services the media centre of the SABC, tertiary education centres and is near established economic and business nodes of the CBD, Rosebank and Parktown. Of the 16 local areas within the broader Empire Perth Corridor boundaries, 5 precincts are prioritised: The knowledge Precinct, Brixton, Westbury, Milpark Node and Pennyville/ Noordgesig based on their potential to elicit short to medium term growth and intensification within the corridor.

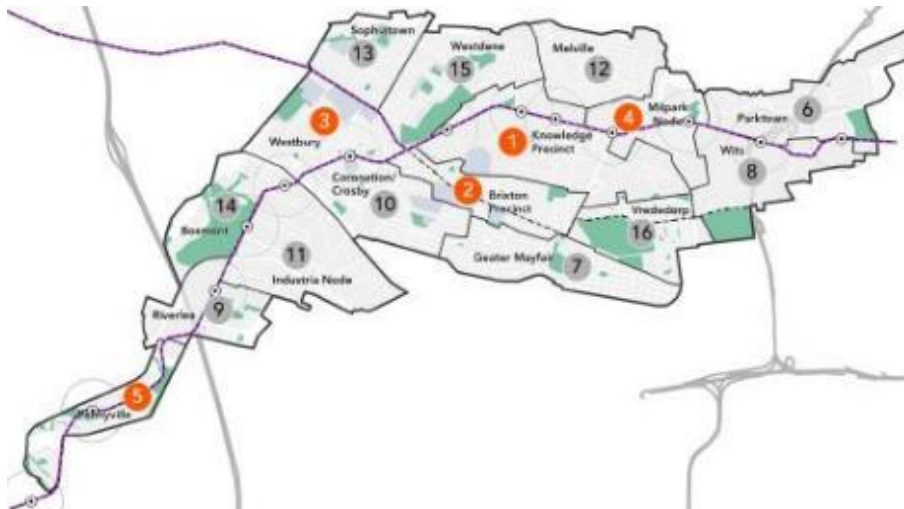


Figure 52: 5 key priority precincts within the Empire Perth TOD Corridor

Some of the catalytic projects within the priority precincts include:

- Milpark Pedestrian Bridge: stronger pedestrian linkage through the construction of a bridge across Barry Hertzog on Stanley Avenue
- Noordgesig Social Cluster: Social Precinct Implementation
- Brixton Social Cluster: The project forms part of the Brixton precinct upgrade and is decomposed into two work packages as follows-
 - Work Package 1: Multipurpose Sports and Recreation Centre, Parking Area and Sports Fields
 - Work Package 2: Library, Play Area, Upgrading of Swimming Pool, Hard and Soft Landscaping

Way Forward

The City has seen growing interest from private developers on both corridors, with an estimated 6500 residential units built on both corridors between the years 2016-2020. To adequately support the realisation of the Corridors, more efforts are required in improved monitoring systems, more capital investment in bulk infrastructure development to support the encouraged density and land use intensity.

23.2. INNER CITY

Overview

As mandated in the Growth and Development Strategy 2040 and the Spatial Development Framework, the Inner City is identified as the central core of the City of Johannesburg and plays a significant role in terms of economic growth and development.

The Inner City is a formally identified area bounded by the along the promulgated Urban Development Zone boundaries. This area represents the most diverse and land use intense area of the City and have historically played a significant economic, social and cultural role in terms of the greater Johannesburg. Within the Inner-City boundaries are individual, yet integrated precincts - each of which have its own sense of identity, role and function. However, with the continuous redevelopment of areas within the Inner City, these identities and roles become more and more convoluted as each area essentially holds the potential to adopt any and several identities simultaneously.



The inner city has evolved from a mining camp to the core of a bustling international city. Today the inner city is a crucial hub within a sprawling metropolis of multiple centres. It has witnessed gold rushes, building booms, decline and capital flight.

In the last fifteen years the courageous efforts of many – private developers, non-governmental organisations, community groupings and municipal departments and entities - have established the inner city as a place of increased residential development, improved transportation and growing business and cultural sectors. Partnerships between these stakeholders, and notably the Inner-City Charter Partnership working within the framework of the Inner-City Charter (2007- 2012), have actively developed joint projects to upgrade the inner city.

Challenges

Since the early 1990's the Inner City have been facing accelerated degradation. Issues facing the Inner City include sporadic disinvestment, degradation of infrastructure, decreasing quality of urban public spaces, crime and grime, poverty, social exclusion, derelict and abandoned buildings, and, limited social amenities to cater for the ever-increasing population. The City therefore faces the tough task of reversing this decline and have been responding in several ways to various degrees of success.

Vision and strategy for the inner city

As part of the City's intervention a strategy referred to as the *Inner-City Roadmap* has formally been adopted. This strategy guides and influences a range of strategic investment and implementation programmes. The Inner-City Roadmap is the City of Johannesburg's statement of intent for transforming the inner city of Johannesburg. It is a framework that recognises the central role of the inner city as an entry point and a place of opportunity for many, including the poor. The inner city continues to be a meeting point for diverse cultures, as scores of individuals aspire to create a livelihood and find a foothold in the heart of Johannesburg.

The Inner-City Roadmap defines the vision for the Inner City as:

A place of opportunity ... A well-governed, transformed, safe, clean and sustainable inner city of Johannesburg, which offers high quality, sustainable services; supports vibrant economic activity; and provides a welcoming place for all residents, migrants, commuters, workers, traders, investors and tourists.

To support this vision the Inner-City Roadmap outlines the following key strategies:

- *Strategy for a well governed inner city*
- *Strategy for a clean and safe inner city*
- *Strategy for a sustainable inner city*
- *Strategy for a productive inner city*
- *Strategy for an inclusive inner city*

Each of these strategies are further encapsulated into distinct workstreams that adopts a multi-disciplinary and cross sectoral approach to designing and implementing key interventions. These workstreams are represented by a combination of different departments and entities who in turn each focus on specific mandates and interventions.

A Place of Opportunity

Despite the Inner City's challenges, it remains the COJ's prime area of opportunity and investment. To this extent continued investment by both the public and private sector has taken place over the past decades. This investment has created construction-related employment opportunities and significant economic value through the construction value chain.

The City's Response

To fully realize the vision of the Inner City as an accessible, equitable and investor-ready Metropolitan Node a range of incentives and tasks have been defined that will increase investor confidence and the general quality and condition of the area. These incentives, tasks and interventions include, but are not limited to: Development Policy Review and Innovation; Public Environment Upgrades; and; Public Private Partnerships. These projects take on a multi-year approach and therefore it is essential that adequate capital budget is allocated to these priority projects.

23.3. THE MINING BELT – A SNAPSHOT

The Mining Belt is part of a broader spatial system that extends across 6 municipalities in Gauteng from the east to the west. The broader belt begins in the Randfontein and Merafong area in the west of the province to Ekurhuleni in the Brakpan area in the east. In the City of Johannesburg context, the mining belt is divided into the Eastern and Western Mining Belt Corridors. The Eastern Mining Belt Corridor is bordered by the N3 to the East and the M1 to the West. The Western Mining Belt Corridor extends from the M1 in the east up to the Tshepisoong and Leratong residential areas in the west at the municipal boundary between the City of Johannesburg and Mogale City Municipalities. Each of these corridors is governed by its own Strategic Area Framework (Mining Belt East SAF and Mining Belt West SAF respectively). The mining belt outlines an iconic physical barrier between the more developed north and less developed south of the City.



Figure 53 Eastern Mining Belt Boundary

23.4. LANSERIA SMART CITY PROJECT

In his 2020 State of the Nation Address, President Cyril Ramaphosa outlined a new post-apartheid smart city in Lanseria that will become home to up to 500 000 people over the next decade. As the Lanseria Regional Spatial Development Policy prepared in 2017 makes clear, the Lanseria area represents one of the most significant regional development opportunities in Gauteng and provides an opportunity to create the first genuine post-apartheid urban node in South Africa at scale. This important development initiative lies within the jurisdiction of three municipalities, these being the City of Johannesburg Metropolitan Municipality, City of Tshwane Metropolitan Municipality, Mogale City Local Municipality in Gauteng Province and Madibeng Local Municipality in North West Province.

This initiative will require the collaboration of all three spheres of government as lead by the Presidency, state owned enterprises, development agencies and the private sector.

This must be achieved despite the recent history of coordination challenges driven largely by Lanseria's position at the urban edge of three different municipalities, none of which are in a position to fund the necessary bulk infrastructure and institutional framework within the timeframes required to fully unlock the many development applications which collectively represent the building blocks for a new city node underpinned by a range of economic development activities focused on the green and blue economy, tourism, agro-processing and logistics.

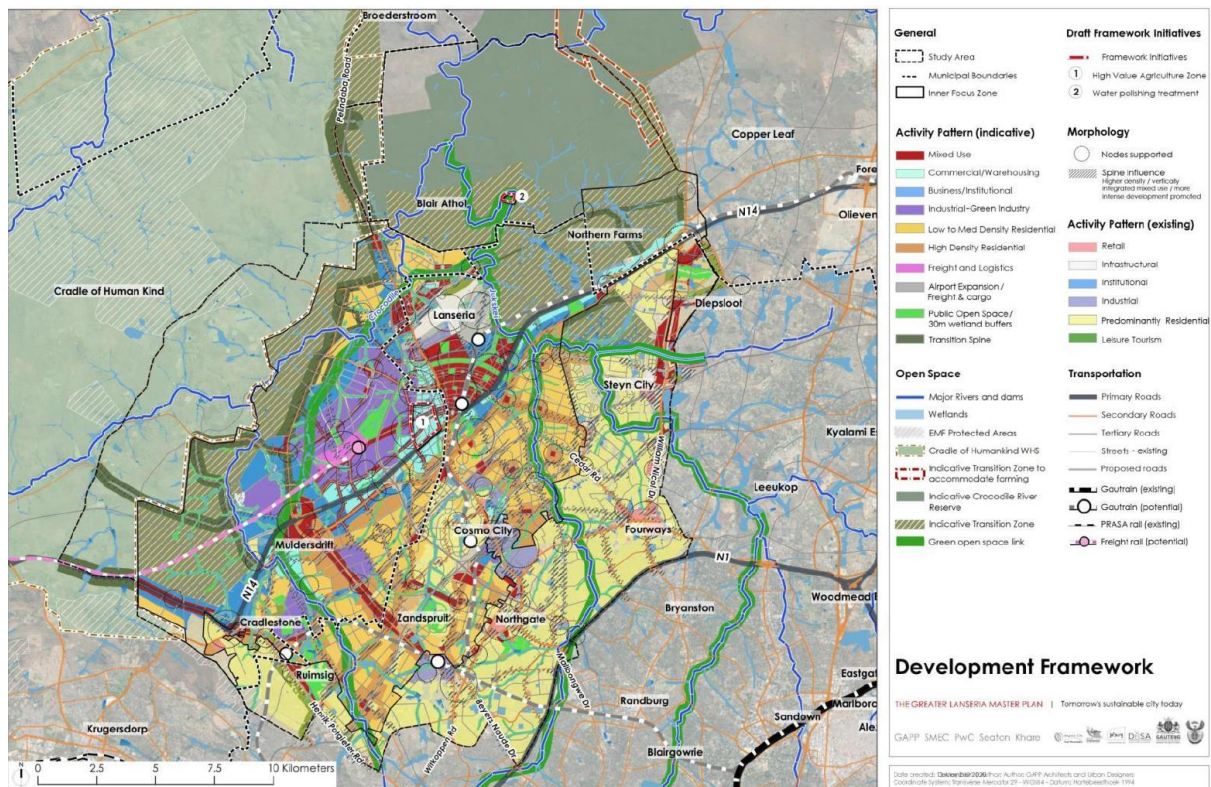
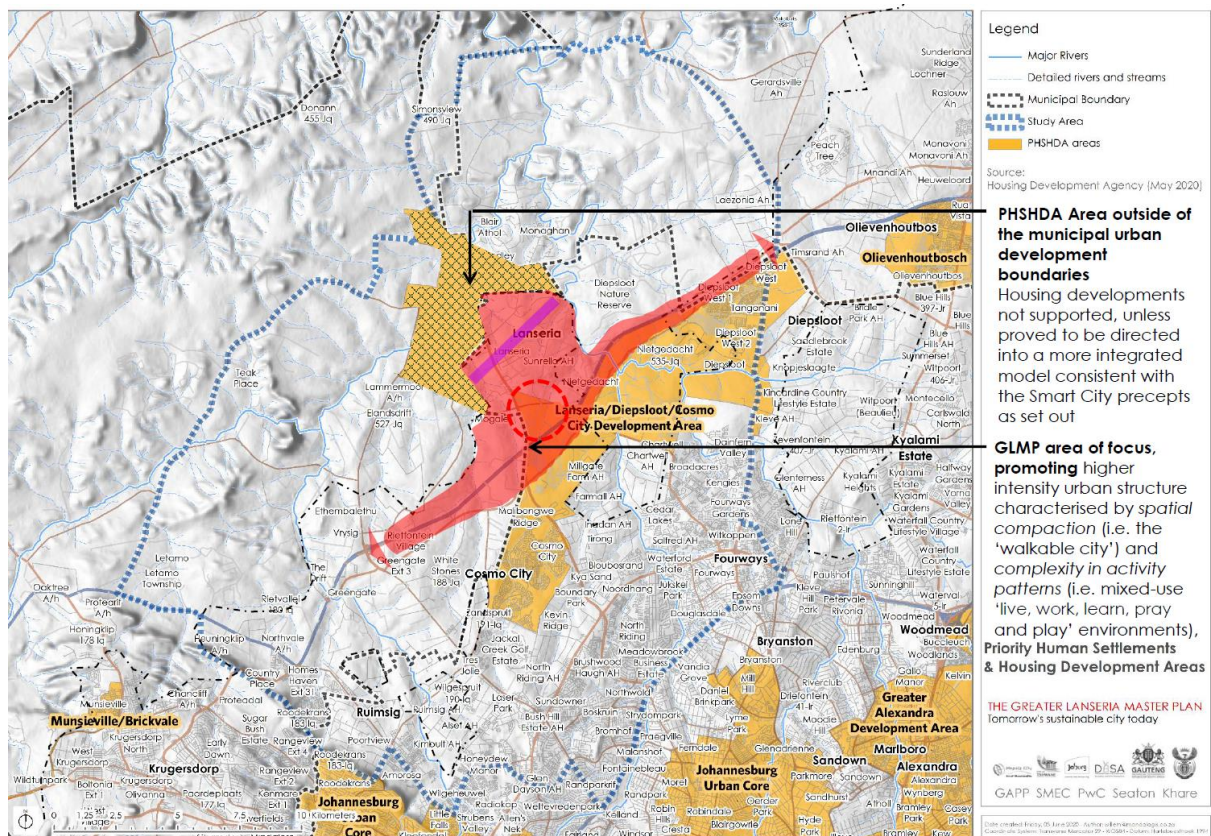
The process to develop the new Lanseria City node has required a range of coordination processes that include:

Innovative financing which matches future flows of funds which can be responsibly encumbered to collateralise the upfront cost of bulk sewerage, electricity, water, road and fibre networks.

An infrastructure master-planning process which can consolidate all the detailed technical planning work towards Lanseria as city node done by various parties to date – including the various property developers with applications pending within the area defined for the new urban node, the four municipal governments within which the area of the proposed node falls, Gauteng and the North West Provincial Governments and national agencies with transport infrastructure mandates.

An economic master-planning process which will integrate all the potential economic development activities that will underpin the sustainability of the new City node

A coordination mechanism that can phase the work required into a coordinating structure for the new city node, analogous to a city improvement district but at larger scale



23.5 ORANGE FARM – A SNAPSHOT

From Marginalisation to Opportunity: A New Development Programme

Orange Farm, a semi-rural, underdeveloped area located 42km south of the Johannesburg CBD, has become one of the biggest and most populous settlements in the country and one of COJ's most geographically isolated communities. Located on the southern-most boundary of Johannesburg with Emfuleni District Municipality, Orange Farm has long been identified as one of the most marginalised parts of the City in terms of access to economic opportunities, social amenities and other infrastructure. Despite many years of public sector investment in housing and basic services, major challenges remain - including high levels of dense informal living, weak public infrastructure and communities isolated from social and economic opportunities, contributing to extreme levels of poverty and the highest unemployment rate in the City. Besides lack of basic services and housing, people's quality of life is further impacted by issues of crime and safety, with vulnerable groups being most affected.

The first residents of Orange Farm originally came from Wielers Farm in 1988, many of them farm workers. Since then, Orange Farm became a reception area for new migrants to the city. Today most are migrants from Gauteng, Limpopo, Eastern Cape and KwaZulu-Natal while there are also small numbers of foreign nationals from neighbouring countries such as Mozambicans, Zimbabweans, Malawians, Zambians, Basotho, Swazis, Somalis, Ethiopians, as well as Pakistanis and Bangladeshis. Recent studies indicate that the population of Orange Farm has grown substantially due to an increasing number of land invasions in the area as well as the relocation of residents from Mshenguville in Soweto, and new arrivals from Alexandra and Evaton.

A youthful population, with indications that almost 90% of the population are not formally employed and most survive on state grant grants, informal jobs and informal trading. Between 45% and 55% of the population between 15 and 65 years of age have no income, while an additional approximate 22% of the same population sector have a monthly income of between R 1 and R 1 600. Educational levels are low, with a small percentage (a third) having completed matric.

Although many people, Orange Farm has few formal commercial and industrial economic activities and limited private sector investment. The Eyethu Mall is one of the few major private retail developments in the area that was informed by the City's urban design plan of the Stretford Railway Station. The mall measures approximately 27000 m² in total size and is located adjacent to the station. The main roads have many informal businesses located along them – restaurants and taverns, salons, spaza shop – and backyard rentals take place within residential properties everywhere.

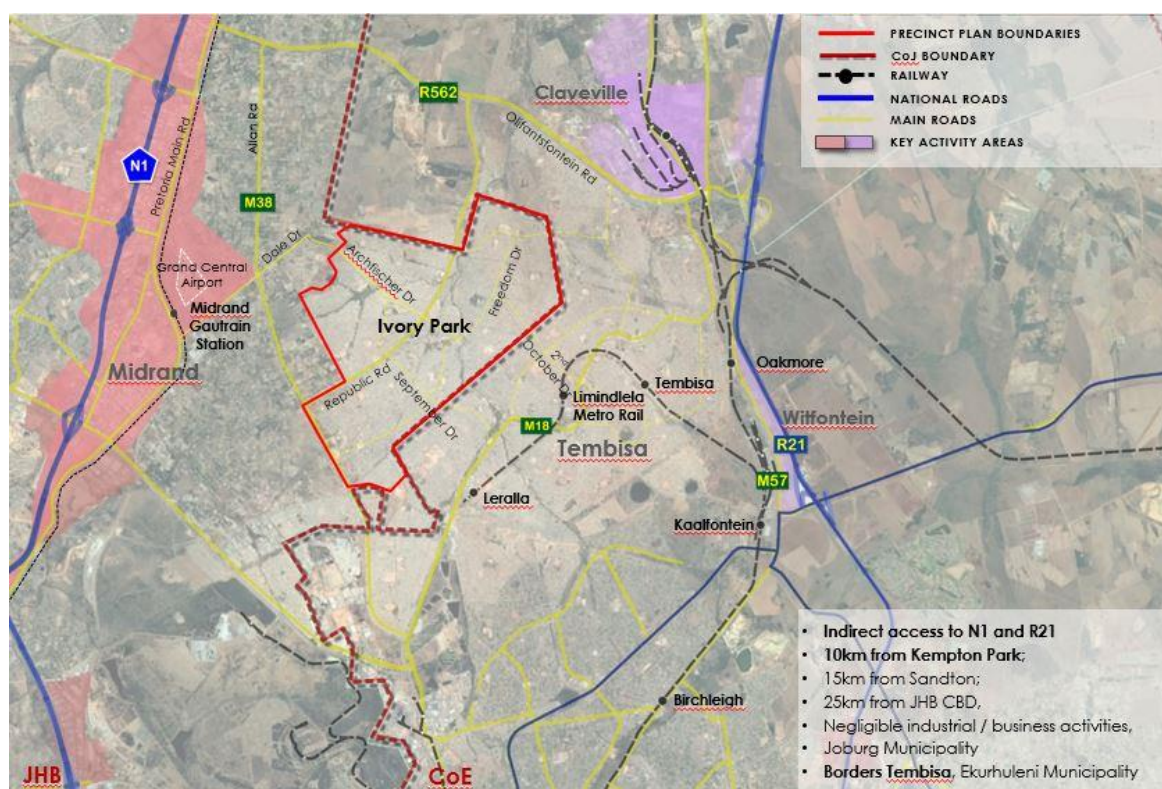
The City's approach to transforming Orange Farm into a place of opportunity hinges on developing the basic physical platform to support opportunity in the area, bringing opportunity to the areas and on building the capacity of citizens within Orange Farm to access opportunity. The first relates to creating neighbourhoods through spatial interventions - including infra structural developments – basic services and social facilities; improving mobility by investing in internal road infrastructure and public transport. Secondly, attracting investment and new opportunities into the area through partnerships and by growing local informal and micro enterprises is part of the strategy. Lastly, building the human capacity through improving the physical health, safety and well-being of residents with a focus on food security, safety interventions and better services; and a focus on education

(building strong ECD programmes, after school care, school finishing programmes, facilitating NGO led programmes).

It is clear that the City needs to create *locally specific* short, medium and long-term strategies and development programmes based on a clearly articulated vision for a better future for this area – and for the more than 180 000 residents of Orange Farm.

23.6 IVORY PARK

Ivory Park is one of the prominent marginalised townships in the northern parts of Johannesburg. Ivory Park has the capacity to become a well-performing urban settlement of great value in a post-apartheid city. Its strategic location between four major urban centres (Germiston, Midrand, Johannesburg and Pretoria), social history and nature of settlement (RDP and backyards) give it a unique advantage in terms of reshaping its own future from within. Similarly to most marginalised communities it is peripheral to economic centres and residents are socially, and environmentally excluded from opportunities.



The City's Spatial Development Framework⁷¹ identifies Ivory Park as one of the City's deprivation areas for which the development strategy is to develop the settlements to become liveable, diversified, integrated parts of the City. The SDF prioritises the following for development in deprivation areas:

- The upgrading of bulk services;
- The provision of quality social infrastructure and public facilities;
- Formalization and upgrading of informal settlements;

⁷¹ City of Johannesburg: Department of Development Planning (2016). Spatial Development Framework 2040

- The promotion of local economic opportunities through the promotion of economic growth and job creation;
- The improvement of connections and affordable public transport options through the extension of walking, cycling and the provision of high quality public transport and;
- The upgrading of precincts around public transport nodes such as taxi ranks, interchanges and rail and BRT stations.

The SDF provides a broad strategic direction for the prioritization of projects in these areas, as is outlined above. The key projects identified for Ivory Park are informed by this broad strategic direction in conjunction with strategic interventions outlined in more detailed planning documents such as the Urban Development Framework and the Marginalised Area Assessment as well as community IDP inputs.

At a broad strategic level, one of the key interventions required in Ivory Park is centred on infrastructural, streetscape and public environment upgrades with an emphasis on public safety through the provision of adequate and well-lit pedestrian walkways and traffic calming measures⁷². This sentiment is echoed in both the IDP inputs, the Ivory Park UDF and in the Marginalised Areas Assessment. Another key intervention area is in the development and upgrade of social facilities and, economic development through the creation of employment opportunities. The last strategic area of intervention, although not the least is housing, which includes the upgrading of informal settlements and the development and allocation of RDP houses and issuing of title deeds.

The Ivory Park Urban Development Framework as mentioned above, is centered on the nodal development of the area. However the prioritization of key projects ought to focus on the more strategic catalytic interventions prior to focusing on the identified nodes. However, it must be noted that some of the identified strategic projects may be located within the nodes, although the prioritization is not based on nodes.

23.7 KLIPTOWN, SOWETO – A SNAPSHOT

Kliptown is an area both of historic importance and as a strategic node with significant potential within Soweto and the City. It is also a complex urban area characterised by low income/affordability levels, densely populated informal areas, and a disjointed urban structure. Access to safe and secure housing for residents remains significant problem in the area, with the emphasis on the creation of sustainable neighbourhoods and providing homes in safe, secure, and healthy environments for a mix of income groups. Informal dwellings had spread across the tracts of vacant land found within the Greater Kliptown area, including the banks of the Klipspruit River, below the flood line, where those dwellings are susceptible to flooding. High levels of poverty combined with a lack economic development in the area also gave rise to increasing social problems, including violence against women and children, increasing teenage pregnancies, high rates of HIV/Aids prevalence and substance abuse.

The Greater Kliptown area has been the focus of numerous planning initiatives and projects over the last decade. The main focus has been on the implementation of a housing programme – from new social housing projects and new subsidised housing to considering the re-blocking of existing informal

⁷² IDP Ivory Park Inputs 2017- Notes from IDP sessions

settlements; and various urban regeneration initiatives mainly focused around the Walter Sisulu Square of Dedication and the business heart of Kliptown and Kliptown station. Investments into a range of social amenities were also made. Many projects were not sustainable (due to limited operational budgets and lack of community or institutional management structures) and the impact has been negligible. Despite sustained investment by the public sector, basic services and infrastructure is still not sufficient; and safe, affordable housing options and local economic opportunities that can be sustained remain major challenges.

The City of Johannesburg's Housing Department is still the main implementer of improved services in the area. The Department is in close contact with the civil organizations and is in the process of finalising a new social compact with the Kliptown community.

PART E: PERFORMANCE MONITORING

24. OUR 5 YEAR IDP CORPORATE SCORECARD

NATIONAL OUTCOME: Responsive, Accountable, Effective and Efficient Local Government GDS OUTCOME 4: A High Performing Metropolitan Government that Proactively Contributes to and Builds A Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region STRATEGIC PRIORITY: Good Governance													
KPI NO	Strategic Objective	GDS Output	Key Performance Indicator	Intervention	Baseline 2016/20	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	Lead Department of entity	Cluster Lead	Supporting department
1	To entrench the culture of good governance	A responsive, accountable, efficient and productive metropolitan	Audit outcome	Implementation of the audit remedial plan in response to the AGSA Management letter.	Unqualified	Unqualified without material finding	Unqualified without material finding	Unqualified without material finding	Unqualified without material finding	Unqualified without material finding	Group Finance	Good governance	All entities and departments
2	To reduce the levels of corruption in the City	A responsive, accountable, efficient and productive metropolitan	Percentage of fraud and corruption investigations concluded ⁷³	Recovery of financial resources and embedding ethics programme	41% average	65%	85%	95%	95%	95%	GFIS	Good Governance	All depts. And entities
3	Improve the City's responsiveness to service delivery breakdowns	A responsive, accountable, efficient and productive metropolitan	Percentage achievement of the Municipal Entities and Core Departments Service Standards	Provide quality services that meets the needs of community ⁷⁴ .	54%	70%	75%	75%	75%	75%	Group Governance	Good governance	All department and entities
NATIONAL OUTCOME: A Responsive, Accountable, Effective and Efficient Local Government System GDS OUTCOME 4: A High Performing Metropolitan Government that Proactively Contributes to and Builds A Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region STRATEGIC PRIORITY: Financial Sustainability													

⁷³ Concluded means all investigations initiated, executed and final report issued to all clients within 100 days as per standard operating procedure

⁷⁴ Quality is associated with the following dimensions: Appropriateness – refers to the service the individual/community needs and expects; Equity – citizens expect a fair share; Accessibility – means services are not compromised by undue limits of time or distance; Effectiveness – the intended benefit is felt by the community/individual; Acceptable – when they are provided to satisfy the reasonable expectations of the client, community, taxpayer;

KPI NO	Strategic Objective	GDS Output	Key Performance Indicator	Intervention	Baseline 2016/20	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	Lead Department of entity	Cluster Lead	Supporting department
4	To ensure the longevity of City infrastructure for today and for future generations	Financially sustainable and resilient City	Percentage of spend on repairs and maintenance to Property, Plant and Equipment	- Implementation of the integrated Asset Management Plan	3.74% average ⁷⁵	4.7%	4.7%	4.7%	6.4%	6.4%	COO	Good Governance	All depts. and entities
5	To maintain financial stability	Financially sustainable and resilient City	Percentage collection of revenue on property rates and billing services	-Revenue management system, customer incentives and all billable properties on LIS, Stand by stand audit	89.4%	90%	93%	94%	95%	95%	Good Governance	Group Finance	All depts. and entities
6	To ensure the longevity of City infrastructure for today and for future generations	establish sustainable infrastructure	Percentage budget spent on city-wide infrastructure	-10 year capital expenditure programme	85% average	95%	95%	95%	95%	95%	COO	Good Governance	All depts. and entities
7	To maintain financial sustainability	Financially sustainable and resilient City	Percentage of accurate disclosure of UIFW in line with legislative process framework	-UIFW disclosure in the monthly financial reports	New Indicator	100%	100%	100%	100%	100%	Group Finance	All dept and ME	City Manager, GFIS, GRAS
8	To maintain financial sustainability	Financially sustainable and resilient City	Debt to revenue ratio	Core Departments and Entities encouraged to meet ratio requirements	40%	40%	40%	40%	40%	40%	Group Finance	Good Governance	All depts and entities
9	To maintain financial sustainability	Financially sustainable and resilient City	Cash/Cost coverage (days)	Core Departments and Entities encouraged to	30 days	30 days	30 days	30 days	30 days	30 days	Group Finance	Good Governance	All depts. and entities

⁷⁵ 2016/17: 3.5%; 2017/18: 4%; 2018/19:4.46%; 2019/20: 3%

				meet ratio requirements									
10	To maintain financial sustainability	Financially sustainable and resilient City	Current ratio	Core Departments and Entities encouraged to meet ratio requirements	1.03:1	1.25	1.25	1.25	1.25	1.25	Group Finance	Good Governance	All depts. and entities
11	To maintain financial sustainability	Financially sustainable and resilient City	Net Operating Surplus Margin	Core Departments and Entities encouraged to meet ratio requirements	6%	6%	6%	6%	6%	6%	Group Finance	Good Governance	All depts. and entities
12	To maintain financial sustainability	Financially sustainable and resilient City	Remuneration as a Percentage of Total Operating Expenditure ratio	Group Corporate and Shared Services encouraged to meet ratio requirement	27%	30%	30%	30%	30%	30%	Group Finance	Good Governance	All depts. and entities
13	To maintain financial sustainability	Financially sustainable and resilient City	Interest Expense To Total operating expenditure	Core Departments and Entities encouraged to meet ratio requirements	5%	5%	5%	5%	5%	5%	Group Finance	Good Governance	All depts. and entities
14	To maintain financial sustainability	Financially sustainable and resilient City	Solvency ratio	Core Departments and Entities encouraged to meet ratio requirements	2.3	2.5	2.5	2.5	2.5	2.5	Group Finance	Good Governance	All depts. and entities

NATIONAL OUTCOME:

Sustainable Human Settlements And Improved Quality of Household Life

GDS OUTCOME 2:

Provide a Resilient, Liveable, Sustainable Urban Environment – Underpinned by Smart Infrastructure Supportive of a Low Carbon Economy

STRATEGIC PRIORITY:

Integrated Human Settlements

KPI NO	Strategic Objective	GDS Output	Key Performance Indicator	Intervention	Baseline 2016/20	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	Lead Department of entity	Cluster Lead	Supporting department
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15	To invest in area based development at identified deprived areas	Sustainable human settlements	Number of deprived areas developed	Infrastructure turnkey projects	New indicator	3 ⁷⁶	3	3	3	3	COO	Sustainable Services	Service delivery entities, Development Planning
16	To promote integrated human settlements	Sustainable human settlements	Number of mixed housing unit constructed	Construction of mixed housing units	2029	1100 ⁷⁷	2700	3000	3200	3500	Housing	Sustainable Services	Service delivery Entities
17	To promote integrated human settlements	Sustainable human settlements	Number of serviced sites developed	Installation of services	0	1057 ⁷⁸	855	900	950	1000	Housing	Sustainable Services	Service delivery Entities
18	To promote integrated human settlements	Sustainable human settlements	Number of title deeds issued to the beneficiaries	Issuing title deeds	2025	2800 ⁷⁹	4200	4400	4500	4700	Housing	Sustainable Services	Group legal
19	To promote integrated human settlements	Sustainable human settlements	Number of Alternative Housing units constructed within the inner city	Building and packaging	New Indicator	200 ⁸⁰	250	300	350	400	Housing	Sustainable Services	Service delivery Entities
20	To reduce housing gap market	Sustainable human settlements	Number of Social Housing units completed	Housing standards to create alternative rental stock	2566	257 ⁸¹	885	676	321	724	Johannesburg Social Housing Company	Sustainable Services	service delivery entities
21	To reduce housing gap market	Sustainable human settlements	Number hostels refurbished	Planned refurbishment and upgrade to housing stock	5	5 ⁸²	7	8	10	12	Housing	Sustainable Services	Service delivery Entities
22	To reduce housing gap market	Sustainable human settlements	Number flats refurbished	Planned refurbishment and upgrade to housing stock	8	8 ⁸³	10	13	15	18	Housing	Sustainable Services	Service delivery Entities

⁷⁶ Ivory Park, Kliptown, Orange Farm

⁷⁷ Lufhereng (600), Riverside(500)

⁷⁸ Zandspruit (701), Princess Plot (106), Groudland(250)

⁷⁹ Vredepark(203), Newclare (500), Westbury (400), Claremont (588), Bellavista(336), Moffat View (84), Eldorado Park (228), New Developments (689)

⁸⁰ Marily House (Erf 80 Stafford)

⁸¹ Abel Street (257)

⁸² Dube, Nancefield, Meadowlands, Lifeteng, Helen

⁸³ George and Gregory, Umfolozi Court, Chiawelo, Alex Flats (,Phase 1 Block D, E, F, H), Cairngorm court (Bellavista), Curtis Court in Jeppestown, Duikerhof (Bellavista), Phutaditjaba

23	To provide reliable public transport system for the citizens of the City	Improved Eco-mobility	Number of Rea Vaya Bus passenger trips per working day	Service promotion and customer outreach programme	35, 418	50,036	57,069	58,210	59,375	60,562	Transport	Economic Growth	Metrobus
24	To provide reliable public transport system for the citizens of the City	Improved Eco-mobility	Number of Metrobus passengers trips per working day	Improved fleet availability and adherence to scheduled trips	46 588	10 000	12 500	14 000	14 500	15 000	Metrobus	Economic Growth	Transport
25	Alleviation of poverty and hunger	Reduce poverty and dependency	Percentage reduction in food insecurity in the most deprived areas.	Food Distribution, Establishment of homestead and large-scale gardens.	42%	20%	20%	20%	20%	20%	Social Development	Human and Social Development	Joburg Market
<p style="text-align: center;">NATIONAL OUTCOME: Sustainable Human Settlements and Improved Quality of Household Life</p> <p style="text-align: center;">GDS OUTCOME 2: Provide a Resilient, Liveable, Sustainable Urban Environment – Underpinned By Smart Infrastructure Supportive of a Low Carbon Economy</p> <p style="text-align: center;">STRATEGIC PRIORITY: Sustainable Service Delivery</p>													
26	To improve the living conditions of people in Johannesburg	Sustainable and integrated delivery of water including water security	Percentage households with access to water	Communal/ yard Standpipes	99.2% ⁸⁴	100%	100%	100%	100%	100%	Joburg Water	Sustainable Services	Development Planning and Housing
27	To improve the living conditions of people in Johannesburg	Sustainable and integrated delivery of sanitation	Percentage households with access to sanitation	VIP latrines and ablution blocks	92.29%	93.17%	93.56%	93.93%	94.32%	94.72%	Joburg Water	Sustainable Services	Development Planning and Housing
28	To improve the living conditions of people in Johannesburg	Sustainable and integrated delivery of energy, including efficiency	Number of dwellings provided with connections to mains electricity supply by the municipality	Electrification programme	14708	3750	2500	2500	2500	2500	City Power	Sustainable Services	Development Planning and Housing

⁸⁴ Distance less than 200m from dwelling or better

29	To improve the living conditions of people in Johannesburg	Sustainable and integrated delivery of waste, including reduction	Percentage of all recognised informal settlements provided with integrated waste management services	Waste removal programme	100%	100%	100%	100%	100%	100%	PIKITUP	Sustainable Services	Development Planning and Housing
30	To improve the living conditions of people in Johannesburg	Reduce poverty and increase productivity	Number of indigent households benefitting from ESP (free basic services)	Indigent policy	100 100	120 000	140 000	160 000	180 000	200 000	Social Development	Human and Social Development	all
31	To improve road infrastructure and enabling increased mobility	Improved Eco-mobility	Number of lane km of road resurfaced	10 year Road Master Plan	1350.14 l/km	71 ⁸⁵ lane km	150	180	200	250	Johannesburg Roads Agency OCOO	Sustainable Services	Transport
32	To improve road infrastructure and enabling increased mobility	Improved Eco-mobility	Number of gravel km upgraded and surfaced	road infrastructure Plan	126.92km	11.7 ⁸⁶ km	27	32	37	40	Johannesburg Roads Agency OCOO	Sustainable Services	Transport
33	To improve road infrastructure and enabling increased mobility	Improved Eco-mobility	Number of kilometres of open storm water drains converted to underground systems	road infrastructure Plan	6.778km	1.5 km	5	7	9	11	Johannesburg Roads Agency	Sustainable Services	Transport
34	Promote youth development	Reduce poverty and increase productivity	Number of youth benefiting from socio-economic development programmes	Linkage to economic opportunities , Poverty Alleviation , Skills Development , Health Promotion, Establishment and support of youth forums,	5000	6000	6000	7000	8000	9000	Office of the Executive Mayor	Human and Social Development	All departments and entities

⁸⁵ JRA:56km, OCOO: 15km

⁸⁶ JRA: 5km, OCOO: 6.7KM

				and Youth Moral Regeneration									
35	To strengthen your child's immune system to fight diseases like polio, measles, hepatitis B, diphtheria, tuberculosis (TB) and meningitis.	A society characterised by healthy living for all	Percentage of children under 1 year old immunization coverage	Immunisation of children under 1	84.8%	1% increase from baseline	1% increase from baseline	1% increase from baseline	1% increase from baseline	1% increase from baseline	Health	Human and Social Development	Department of Health
36	Substantially reduced HIV prevalence and non-communicable diseases	A society characterised by healthy living for all	Percentage of HIV positive patients initiated on treatment	Testing and treatment of people tested positive for HIV and started on treatment	90.6%	95%	95%	95%	95%	95%	Health	Human and Social Development	Department of Health
37		A society characterised by healthy living for all	Percentage of TB patients initiated on treatment	Testing and treatment of people tested positive for TB and started on treatment	97%	95%	95%	95%	95%	95%	Health	Human and Social Development	Department of Health
38	To address homelessness in the city	A city characterized by social inclusivity and enhanced social cohesion	Number of People Living and Working on the Streets assisted through social service programme	-Shelter Management -Psychosocial support -Family reunification -Skills Development -Drug Rehabilitation	5000	9100 ⁸⁷	5000	3000	2000	1000	Social Development	Human and Social Development	Department of Social Development

⁸⁷ The number will be reduced per financial year due to the intervention that the department will be implementing

<p style="text-align: center;">NATIONAL OUTCOME: Decent Employment Through Inclusive Growth A Skilled And Capable Workforce to Support An Inclusive Economic Growth Path An Efficient, Competitive and Responsive Economic Infrastructure Network GDS OUTCOME 3: An Inclusive, Job-Intensive, Resilient and Competitive Economy that Harnesses The Potential of Citizens STRATEGIC PRIORITIES: Sustainable Economic Growth Job Opportunity and Creation</p>													
KPI NO	Strategic Objective	GDS Output	Key Performance Indicator	Intervention	Baseline 2016/20	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	Lead Department of entity	Cluster Lead	Supporting department
39	To create a Job intensive economy	Job intensive economic growth	Number of Expanded Public Works programmes (EPWP) work opportunities created City-wide	Job creation	84683	17 517	17 504	17 517	17 550	18 000	Economic Development	Economic Growth	all social and service delivery departments and entities
40	To create an enabling environment for businesses to source employment for young people	Job intensive economic growth	Number of participants enrolled in technical and artisan related skills training	Training, job placement and job shadowing programmes	Work based learning programmes 206	150	150	150	150	150	Economic Development	Economic Growth	All departments and entities
41	To promote the City as an ideal investment destination and grow the economy of the City by attracting and facilitating investments	Increased competitiveness of the economy	Rand value investment attraction realised within the city	Investment attraction policy and partnership collaboration	R83.5 billion	R 30 billion	R35 billion	R40 billion	R45 billion	R50 billion	Economic Growth	economic growth	economic growth departments
42	To stimulate the Joburg Economy	Promotion and support to informal and micro businesses	Number of SMMEs supported City-wide	Business and Training Support	52 330	16 546	17 000	17 500	18 000	18 500	economic development	Economic growth	All departments and entities

NATIONAL OUTCOME: All People in South Africa are and Feel Safe A Long and Healthy Life for All South Africans GDS OUTCOME 1: Improved Quality of Life And Development-Driven Resilience for All. GLU STRATEGIC PRIORITY: Safer City													
KPI NO	Strategic Objective	GDS Output	Key Performance Indicator	Intervention	Baseline 2016/20	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	Lead Department of entity	Cluster Lead	Supporting department
43	To improve the safety of citizens in the City	A safe and secure City	Percentage decrease in road fatalities	-Roadblock -Roadside check points -Awareness campaign	3%	3%	3%	3%	2%	2%	Public Safety	Human and Social Development	JRA, City Power, City Parks and Zoo
44	To improve the safety of citizens in the City	A safe and secure City	Percentage of wards with ward based policing programme	-Deployment of officers per ward -Establish a forum to strengthen relations with the role-players - Enforce Covid-19 state of Disaster Regulations	80%	100%	100%	100%	100%	100%	Public Safety	Human and Social Development	
45	To improve the safety of citizens in the City	A safe and secure City	Number of initiatives implemented to combat substance abuse	-Education and awareness -Effective Parenting -Hotspots interventions -Crisis Line substance abuse calls attended -Maintenance of LDAC - Establishment of regional substance abuse multi-stakeholder forum	6	6	6	6	6	6	Social Development	Human and Social Development	Health, Public Safety

46	To support victims of Gender-based violence	A safe and secure City	Number of safe shelter facilities established	Convert city owned into a centre for gender based violence victims	New indicator	1	1	1	1	1	Social Development	Human and Social Development	Public Safety; JPC, JDA
47	To care for the overall wellbeing of survivors and individuals vulnerable to GBV&F	A safe and secure City	Percentage of survivors of GBV&F receiving basket of social services in accordance with established protocols.	Counselling Psycho-social support	New indicator	100%	100%	100%	100%	100%	Social Development	Human and Social Development	Public Safety
<p align="center">NATIONAL OUTCOME: A Diverse, Socially Cohesive Society With a Common National Identity</p> <p align="center">GDS OUTCOME 4: A High Performing Metropolitan Government That Proactively Contributes to and Builds A Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region</p> <p align="center">STRATEGIC PRIORITY: Active And Engaged Citizenry</p>													
KPI NO	Strategic Objective	GDS Output	Key Performance Indicator	Intervention	Baseline 2016/20	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	Lead Department of entity	Cluster Lead	Supporting department
48	To improve community participation	Meaningful citizen participation and empowerment	Number of Izimbizo hosted ⁸⁸	Izimbizo	1	8	8	8	8	8	8	Good Governance	Group Communication and Marketing
49	To improve community participation	Meaningful citizen participation and empowerment	Percentage improvement in the level of participation by the citizens of the City	Community conversations SMS Notice boards	19%	1%	1%	1%	1%	1%	Legislature	Good governance	All depts. and entities
50	Satisfied citizenry	Guaranteed customer and citizen care services	Percentage increase in customer satisfaction levels ⁸⁹	-Customer Satisfaction report	59% ⁹⁰	1%	1%	1%	1%	1%	Group Strategy, Policy Coordination and Relations	Good governance	All service delivery depts.

⁸⁸ *Izimbizo* can refer to any public or community meeting / engagement hosted by Group Communication and Marketing.

⁸⁹ 2021/22 (customer satisfaction survey), 2022/23 (Quality of life) 2023/24 (Customer satisfaction survey), 24/25 (Quality of life) 2025/26 (Customer satisfaction survey)

⁹⁰ Current baseline is based on the 2019/20 draft Integrated Annual Report informed by the monthly opinion polling compiled by AskAfrika for the City of Joburg. 59% of respondents polled were satisfied with municipal service delivery, reporting average to excellent delivery across a range of services. This figure is an average of 12 months of opinion polls conducted by AskAfrika.

				-Action plan informed by CSS findings Tracking schedule from implementing departments of actions against action plan									
<p align="center">NATIONAL OUTCOME: Protect and Enhance our Environment Assets and Natural Resources</p> <p align="center">GDS OUTCOME 3: An Inclusive, Job-Intensive, Resilient and Competitive Economy that Harnesses The Potential of Citizens'</p> <p align="center">STRATEGIC PRIORITY: Sustainable Environmental Development</p>													
KPI NO	Strategic Objective	GDS Output	Key Performance Indicator	Intervention	Baseline 2016/20	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	Lead Department of entity	Cluster Lead	Supporting department
51	To reduce waste disposed at landfill site	Climate change resilience and environment protection	Percentage waste diverted from landfill	Recycling at city's facilities, taxi ranks, Office recycling Separation at-source Waste-to-Energy Biogas digester	15.7%	15%	17%	19%	21%	23%	Sustainable Services	Environment , Infrastructure Service Dept.	PIKITUP
52	To increase service delivery through savings coming from reduced water losses	Climate change resilience and environment protection	Total water losses	Pipe replacement	24.8%	21%	21%	18%	17%	15%	Sustainable Services	Johannesburg Water	N/A
53	To increase service delivery through savings coming from reduced electricity losses	Climate change resilience and environment protection	Percentage total electricity losses	Infrastructure upgrade	25,5%	24.%	23,%	20%	17%	15%		City Power	N/A

NATIONAL OUTCOME: An Efficient, Competitive and Responsive Economic Infrastructure Network GDS OUTCOME 3: An Inclusive, Job-Intensive, Resilient and Competitive Economy that Harnesses The Potential of Citizens' STRATEGIC PRIORITY: Smart City													
KPI NO	Strategic Objective	GDS Output	Key Performance Indicator	Intervention	Baseline 2016/20	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	Lead Department of entity	Cluster Lead	Supporting department
54	To reduce the digital divide	Smart city	Number of Wi-Fi Hotspots rolled out across the City	Wifi hotspot rollout	2200	2000	2000	2000	2000	2000	GICT	Good Governance	MTC
55	To reduce the digital divide	Smart city	Number of participants in the e-learning programmes in the libraries	Online programmes, social media activities, e-Resources, e-Classrooms, digital training	150 000	50,000	55,000	60,000	65,000	70,000	Community Development	Human and Social Development	GICT, MTC
56	To reduce the digital divide	Smart city	Number of initiatives that transition the City to a smart city	Smart City strategic implementation plan Tracking of key interventions citywide	New Indicator	10	12	14	16	18	OCOO	Good Governance	All departs and entities
NATIONAL OUTCOME: A Long and Healthy Life for All South Africans GDS OUTCOME 4: A High Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region STRATEGIC PRIORITY: Minimizing the impact of COVID (and future pandemics)													
KPI NO	Strategic Objective	GDS Output	Key Performance Indicator	Intervention	Baseline 2016/20	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	2025/26 Target	Lead Department of entity	Cluster Lead	Supporting department
57	Substantially reduced HIV prevalence and non-communicable diseases	A society characterised by healthy living for all	Number of clinics that provides COVID 19 testing sites ⁹¹ across all the regions	Screening and testing	75	77	77	77	77	77	Health	Human and Social Development	Gauteng Department of Health

⁹¹ This is dependent on the testing kits availability from the Gauteng Health Department

25. CIRCULAR 88

NO	NATIONAL TREASURY PROPOSED INDICATORS	REF NO	2019/20 BASELINE	2021/22 TARGETS	LEAD DEPARTMENT/ENTITY
1	Percentage of households with access to electricity	EE1.1	70.8%*	70.9%	City Power
2	Number of dwellings provided with connections to the mains electricity supply by the municipality	EE1.11	3688	3500	City Power
3	System Average Interruption Duration Index	EE3.1	27	25	City Power
4	Percentage of unplanned outages that are restored to supply within industry standard timeframes	EE3.11	4.4	5.5	City Power
5	Customer Average Interruption Duration Index	EE3.2	30%	30%	City Power
6	Percentage of Planned Maintenance Performed	EE3.21	27	25	City Power
7	System Average Interruption Frequency Index	EE3.3	6.12	5.5	City Power
8	Customer Average Interruption Frequency Index	EE3.4	6.76	5.5	City Power
9	Installed capacity of approved embedded generators on the municipal distribution network ⁹²	EE4.12	New	4MVA	City Power
10	Percentage total electricity losses	EE4.4	30.30%*	24.00%	City Power
11	Percentage of atmospheric emissions licenses (AELs) processed within guideline timeframe	ENV1.11	12 AEL compliance monitoring inspections	12 inspections Cumulative target	EISD
12	Proportion of AQ monitoring stations providing adequate data over a reporting year	ENV1.12	44% of AQ monitoring stations providing adequate data over a reporting year	66% stations reporting adequate data (4 out of 6 operational stations)	EISD
13	Percentage waste diverted from landfill	ENV2.1	17% waste diverted from landfill	15% waste diverted from landfill	EISD/Pikitup
14	Tonnes of municipal solid waste diverted from landfill per capita	ENV2.2	New Target	25% waste diverted from landfill	EISD/Pikitup
15	Percentage of households with basic refuse removal services or better	ENV3.1	100%	100%	Pikitup
16	Percentage of biodiversity priority area within the metro /	ENV4.11	Bioregional Plan	Draft Biodiversity Assessment report concluded	EISD

⁹² The wording of the KPI as per City Power measurement: **Tons CO₂ offset in greenhouse gas emissions**

NO	NATIONAL TREASURY PROPOSED INDICATORS	REF NO	2019/20 BASELINE	2021/22 TARGETS	LEAD DEPARTMENT/ENTITY
	% Biodiversity Assessment concluded for priority areas				
17	Number of inland water samples tested for monitoring purposes	ENV5.1	New Indicator	100 Sampling points	EISD
18	Number of subsidised housing units completed	HS1.11	2029	1100	Housing
19	Number of formal sites serviced	HS1.12	0	800	Housing
20	Number of informal settlements enumerated and classified (in terms of NUSP or equivalent classification)	HS1.31	10	10	Housing
21	Percentage of informal settlements using a participatory approach to planning or implementing upgrading	HS1.32	0	6	Housing
22	Average number of days taken to process building plan applications	HS2.22	New Indicator in 2020/21	30 & 60 taken to process residential building plan less & greater than 500 square meters	Development Planning
23	Number of weekday scheduled municipal bus passenger trips	TR3.11		90%	Metrobus/ Transport
24	Percentage of municipally-contracted scheduled bus services 'on time'	TR4.21		90%	Metrobus
25	Percentage of municipally-contracted bus fleet that are low entry	TR5.21	New	100%	Metrobus/Transport
26	Percentage of unsurfaced road graded	TR6.11	New	(900/1440km) 62.5%	Joburg Road Agency
27	Percentage of surfaced municipal road lanes which has been resurfaced and resealed	TR6.12	New	3% (*56/4000 km)	Joburg Road Agency
28	Percentage of households with access to basic sanitation	WS1.1	92.29%	93.17%	Joburg Water
29	Number of new sewer connections meeting minimum standards	WS1.11	2 735	5 720	Joburg Water
30	Percentage of households with access to basic water supply	WS2.1	99.2%	100%	Joburg Water
31	Number of new water connections meeting minimum standards	WS2.11	10 393	3 325	Joburg Water

NO	NATIONAL TREASURY PROPOSED INDICATORS	REF NO	2019/20 BASELINE	2021/22 TARGETS	LEAD DEPARTMENT/ENTITY
32	Frequency of sewer blockages	WS3.1	554 sewer blockages per 100 km of network length	599 sewer blockages per 100 km of network length	Joburg Water
33	Percentage of complaints/callouts responded to within 24 hours (sanitation/wastewater)	WS3.11	94.94%	95%	Joburg Water
34	Frequency of mains failures	WS3.2	453.83 Water pipe bursts per 100 km of network length	464 Water pipe bursts per 100 km of network length	Joburg Water
35	Percentage of complaints/callouts responded to within 24 hours (water)	WS3.21	68.45% of water bursts restored within 24 hours of notification	69% of water bursts restored within 24 hours of notification	Joburg Water
36	Frequency of unplanned water service interruptions	WS3.3	New	105 unplanned water service interruption	Joburg Water
37	Percentage of Drinking Water Compliance to SANS 241	WS4.1	99.4%	99%	Joburg Water
38	Percentage of wastewater samples compliant to water use license conditions	WS4.2	72%	90%	Joburg Water
39	Percentage of industries with trade effluent inspected for compliance	WS4.21	New	95%	Joburg Water
40	Percentage of wastewater treatment capacity unused	WS4.31	New	5%	Joburg Water
41	Percentage of non-revenue water	WS5.1	38.6%	30% of NRW	Joburg Water
42	Total water losses	WS5.2	24.8%	21%	Joburg Water
43	Infrastructure leakage index	WS5.21	7	7	Joburg Water
44	Total per capita consumption of water	WS5.3	284.92 l/c/d	275 l/c/d	Joburg Water
45	Water connections metered as a percentage of total connections	WS5.31	85.02%	89%	Joburg Water
45	Percentage of water reused	WS5.4	New	60%	Joburg Water
47	Percentage of municipal skills development levy recovered ⁹³	GG1.1	100%	100%	GCSS
48	Top management stability (% of days in a year that all S56 positions are filled by fulltime, appointed staff not in acting capacity)	GG1.2	nEW	75% days	GCSS

⁹³ Financial years of the LGSETA and the CoJ are different: The quarterly tranches received from the LGSETA are different, hence the quarterly percentages cannot be predetermined.

NO	NATIONAL TREASURY PROPOSED INDICATORS	REF NO	2019/20 BASELINE	2021/22 TARGETS	LEAD DEPARTMENT/ENTITY
49	Staff vacancy rate	GG1.21	Less than 10%	Less than 10%	GCSS
50	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	GG2.1	87%	100%	Legislature
51	Number of agenda items deferred to the next council meeting	GG4.11	100%	100%	Legislature
52	Percentage (%) of suspensions completed within three months period for Section 54A & 56 (of MSA) for the CoJ Group ⁹⁴	GG5.11	0	85%	GCSS
53	Quarterly salary bill of suspended officials ⁹⁵	GG5.12	60%	70%	GCSS
54	Number of work opportunities through EPWP, CWP and other related infrastructure programmes ⁹⁶	GG6.12	16 471	17 430	Economic Development
55	Number of building plan applications processed in integration zones as a percentage of the total number of building plans applications city-wide	CC3	New Indicator	100%	Development planning
56	Hectares approved for future development outside the 2015 urban edge as a percentage of Hectares allocated for future development as defined by the 2015 SDF	CC1.	New Indicator	Total developments approved outside the urban edge	Development planning
57	Gross residential unit density per hectare within integration zones	IC2.	New Indicator	100%	Development planning
58	Ratio of land use types (residential, commercial, retail, industrial) in integration zones	IC5.	New Indicator	Ratio of different types of land use	Development Planning
59	Number of all dwelling units within Integration Zones that are within 800 metres of access points to the integrated public transport system as a percentage of all dwelling units within Integration Zones	IC7.	New Indicator	% Dwelling units within integration zones within 800 metres	Development Planning
60	Road traffic fatalities per 100,000 population	FE1.1	3%	4%	Public Safety
61	Average number of fatalities per fatal crash	FE1.11	3%	4%	Public Safety

⁹⁴ Municipal Systems Act governs the suspension of Section 54A & 56.

⁹⁵ This figures is for both Section 54A & 56

⁹⁶ The City focuses on EPWP:

26. UISP INDICATORS

KPI No	Proposed Indicators	Ref No	Baseline 2019/20	2021/22 Targets	Quarterly Targets				Total Budget R 000		Quarterly budget R 000				Lead Department/Entity
					Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4	
1	Number of Informal settlements upgraded		0	13 ⁹⁷	0	0	06	13							Housing
2	Number of substations upgraded/developed	1.3.	2	2	0	0	0	2	R319m	-	R31m	R63.8m	R95.7m	R111m	City Power
3	KM of electricity reticulation/pipes installed	2.3	22km	23km	5	7	6	5	25m	N/A	5m	8m	7m	5m	City Power
4	Number of serviced sites delivered in relevant housing programmes	4.1	0	1057	0	0	0	1057	R10 000	-	R250	R500	R750	R10 000	Housing
5	Hectares of well-located land acquired for development of housing opportunities	4.1	0	164.46 ha.	0	0	0	164.46H a.							Housing
6	Number of public and socio-economic amenities developed/upgraded	6.1	10	10	0	1	3	10	R85,099, 000		5%	40%	50%	5%	Community Development
7	Percentage households with access to water	7.2. 1	99.2%	100%	100%	100%	100%	100%	50,000						Joburg water
8	Percentage households with access to sanitation		92.29%	93.17%	92.29%	92.29 %	93.17 %	93.17%		35,445					Joburg water
9	Number of households in informal settlements provided electricity		3688	3750	0	0	700	3750	R200m	N/A	R20m	R40m	R60m	R70m	City Power
10	% informal settlements basic waste removal services		100%	100%	100%	100%	100%	100%							Pikitup
11	Number of access roads upgrades in Hostel areas		New	2	-	-	-	2	10 000		-	-	-	10 000	JRA

⁹⁷ Driezik Ext 5 taxi rank, Hospital Hill, Klipsruit, Poorjie, Slovo Park (Nancefield), Rugby Club, Heavenly Valley, Princess Plot, Bottom Compound, Kya Sands, Amarasta, Organic Market, Meriting

27. REVISED PERFORMANCE MONITORING, REPORTING AND EVALUATION FRAMEWORK

Performance monitoring, reporting and evaluation is a value adding function to the City of Johannesburg's progress and success. The Performance Management System (PMS) of the City is used to measure organisational and individual performance, thus, enhancing the achievement of the municipality's long term objectives, goals and strategies. To properly execute its functions in monitoring, reporting and evaluation, the City formalised and institutionalised the functions in 2001. A Monitoring and Evaluation Framework was developed to drive and guide monitoring and evaluation City-wide.

The M&E Framework is aligned to the strategic plans (GDS, IDP and SDBIP) of the City in order to respond to the needs of the organization.

LEGISLATIVE FRAMEWORK FOR MONITORING AND EVALUATION

The Performance, monitoring, reporting and evaluation at the City of Johannesburg is informed by the following legislations and policies:

Legislation/Policy	Requirements for monitoring and evaluation
Municipal Systems Act, (Act 32 of 2000)	The MSA requires all municipalities to promote a culture of performance through the establishment of a PMS, which must set Key Performance Indicators (KPI) and targets, as well as monitor, review and report on municipal performance, based on indicators linked to the Integrated Development Plan (IDP), including the national indicators prescribed by National Department of Cooperative Governance and Traditional Affairs (CoGTA)
Municipal Planning and Performance Management Regulations (MPPMR):	MPPMR (2001) require that a municipality's Integrated Development Plan (IDP) identifies all Key Performance Indicators (KPIs) set by the municipality. The 2001 Regulations, also defines a municipality's performance management system as a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review and reporting and improvement will be conducted including determining the roles of different role-players in the PMS process. The regulations require that in developing a PMS, a municipality must ensure it complies with the requirements of the MSA by demonstrating the operation and management of the PMS, clarifying roles and responsibilities, determining frequency of reporting and accountability lines for performance as well as ensuring alignment of IDP processes with employee performance management.

Municipal Finance Management Act, (Act 56 of 2003) (MFMA)	The MFMA sets out reporting obligations of the municipality on the budget and IDP implementation, to promote sound financial management.
Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006):	Set out how the performance of municipal managers will be directed, monitored and improved
Framework for Managing Programme Performance Information	The framework set out how performance information should be managed by government institutions. It provide a guidance on the SMART principle which mainly applies to KPIs and Targets.
National Evaluation Policy Framework	The Framework is a reference guide for evaluations studies that can be undertaken by government institutions
Policy Framework for the Government-Wide Monitoring and Evaluation	This is an apex document that guide the establishment and institutionalization of monitoring and evaluation in government-wide

REFLECTIONS ON M&E OVER THE PAST FIVE YEARS

In the past five years, the Monitoring and Evaluation Unit has channeled its capacity in ensuring that there is coherent and shared understanding in the execution of M&E related functions. This resulted in improvements in the execution of monitoring and evaluation functions throughout the City.

- a) Departments and entities adopted the M&E framework: This led to the standardization of reporting templates City-wide and adherence to monitoring and evaluation requirements and procedures.
- b) In 2016, a diagnostic assessment termed *“Developing & Implementing a Comprehensive Capacity Building Programme for Monitoring & Evaluation in the City of Johannesburg”* was conducted by the Centers for Learning on Evaluation and Results at Wits School of Governance. Capacity building on M&E: The report identified shortage of skills in M&E amongst practitioners in the City.

Following the recommendation of the study, a Capacity Building Programme designed specifically for M&E practitioners in the City was implemented in collaboration with Centers for Learning on Evaluation and Results at Wits School of Governance. The programme benefitted General Managers, Directors, Support Managers, Deputy Directors, Assistant Directors, and Specialists. Areas covered by the programme included (i) Situating monitoring and evaluation in development interventions; and (2) Organisation-wide monitoring and evaluation systems and supportive environments

- c) A Monitoring and Evaluation Handbook has been developed.
- d) Guidelines on Standard Operating Procedures (SOPs) were developed and communicated.

- e) In house Monitoring and Evaluation Standard Operating Procedures (SOP): The SOP provide timeframes for reporting, articulate data quality assurance process and procedures, planning process and other important M&E milestones to be achieved annually.
- f) Evaluation studies: The Monitoring and Evaluation Unit has developed an Evaluation Plan to facilitate evaluation studies in the City. Four programmes would be evaluated in 2021.

THE REVISED M&E FRAMEWORK

Monitoring, evaluation and reporting are evolving functions. Over the years, M&E government-wide was output driven since the focus was on counting the number of services delivered to individuals, communities and institutions. However, the profession has evolved beyond output level to outcome and impact oriented. This has resulted in the development and adoption of Result-Based Management approach.

The City has carried out M&E activities as part of its performance management process for many years. However, new priorities, challenges and changes within the City, across other spheres of government, and within broader society have heightened awareness of the importance of meaningful M&E processes. The City's policies, procedures and systems associated with the inter-related areas of performance management including monitoring, evaluation and reporting have changed significantly through time. The wider set of policies, procedures and systems associated with performance management, the domain within which M&E activities reside, have changed drastically over time due to the following needs, amongst others:

- The imperative to deliver to the City's citizens and to meet commitments made to its wider spectrum of stakeholders and adapting methods for delivery where necessary;
- Managerial requirements identified as necessary for successful delivery of duties, e.g. accurate, data-rich information and ongoing tracking of delivery to support continuous and improved service delivery and;
- Need to ensure alignment with longer-term outcomes and outputs necessary for delivery on the City-wide strategy such as the Growth and Development Strategy 2040 and the 5 year IDP's growth and development outcomes;
- Good practice requirements and legislative and regulatory amendments, necessitating improvements – e.g. to governance arrangements and performance audit approaches; and
- Changes resulting from revisions to the City's institutional model, with each amendment leading to shifts in roles and responsibilities, reporting lines and supporting systems such as those associated with M&E.

For the above reasons the City of Johannesburg embarked on an exercise to review its Monitoring and Evaluation Framework originally drafted in 2012 to ensure that the framework was reconfigured as an appropriate mechanism through which the performance of the City at all levels can be enhanced and the goals and outcomes of the organisation aligned to support the revised 2019 Growth and Development Strategy 2040 (Joburg 2040 GDS), and the National Development Plan 2030 (NDP).

Thus, the aim of this amended M&E Framework is to provide guidelines on the development and implementation of policies and processes to ensure that the CoJ achieves the goals, outcomes and impact articulated in the Joburg 2040 GDS. In developing the framework, national M&E benchmarks were considered, alongside legislative requirements relating to the field of M&E. These include:

- The National Evaluation Policy Framework' (NEPF) 2011
- Government-wide Monitoring and Evaluation System (Presidency, 2007)
- Presidency's 2010 'Guide to the Outcomes Approach', and more specifically, Outcome 9
- NT Revised Framework for Strategic and Annual Performance Plans (2019)
- Draft Integrated Planning Framework Act (2018).
- NT Guidelines for Implementation of the Framework for Strategic and Annual Performance Plans (2019)
- NT Framework for Managing Programme Performance Indicators (FMPPI) (2007)
- National Development Plan, Monitoring Framework (2018)
- South African Statistical Quality Assessment Framework (2010)

ORGANISATIONAL PERFORMANCE MANAGEMENT

The City of Johannesburg's organisational performance management is implemented within the Revised M&E Framework. It provides guidance in terms of conduction monitoring, reporting and evaluations City-wide.

5.1 Integrated Development Plan (IDP)

The City's Integrated Development Plan contains five-year strategic objectives, programmes, key performance indicators (KPIs), baselines and targets to measure progress over the medium term. This is in line with the Municipal Planning and Performance Management Regulations (2001). As a strategic document, the IDP is a five year plan and an apex document that guides service delivery over the five year period. It contains programmes, key performance areas, interventions, and 5 year targets that must be achieved by the City.

The legislated five-year IDP process assists in translating the GDS' long-term impacts and outcomes into measurable and achievable targets. In the City's case, these are framed within the context of the Mayoral Flagship Programmes, located within five- year IDPs that contain cluster-specific priorities and plans. It is only through working 'backwards' from 2040 to our current IDP cycle that we will be able to successfully cascade the intended impacts and outcomes reflected in the GDS, and ensure progressive delivery through each five-year period.

Through this process of cascading, the City's M&E mechanisms across each successive IDP cycle, serves as a form of glue, aligning the delivery targets of all sections of the City through a metro-wide 'theory of change', and thereby the supporting achievement of City-wide impacts and outcomes defined within the GDS. While the City has performed certain M&E functions to date, the GDS lays the foundation for a refined M&E Framework. Figure 4⁹⁸ below provides a clear view of the focus of the five-year IDP and associated cluster plans, where M&E initiatives are more oriented towards

⁹⁸ The City of Johannesburg's Monitoring and Evaluation Framework (2012)

understanding the achievement of medium-term outcomes and in some areas, outputs, aligned to the long-term impacts.

M&E in the context of GDS 2040 Outcomes/ Outputs



Associated activities for delivery in relation to the long-term, medium-term and short-term outcomes and outputs have been identified through a set of five-year IDPs (reflected above as ‘cluster priorities and programmes’). The five-year Mayoral Flagship Programmes define key outcome based programmes to be implemented for the Mayoral term (which serve to operationalize the GDS). These are further translated into five-year cluster-specific priorities and plans that address integrated delivery within each of the four clusters. All these plans are then annualised within an annual IDP, the SDBIP, business plans and individual performance plans.

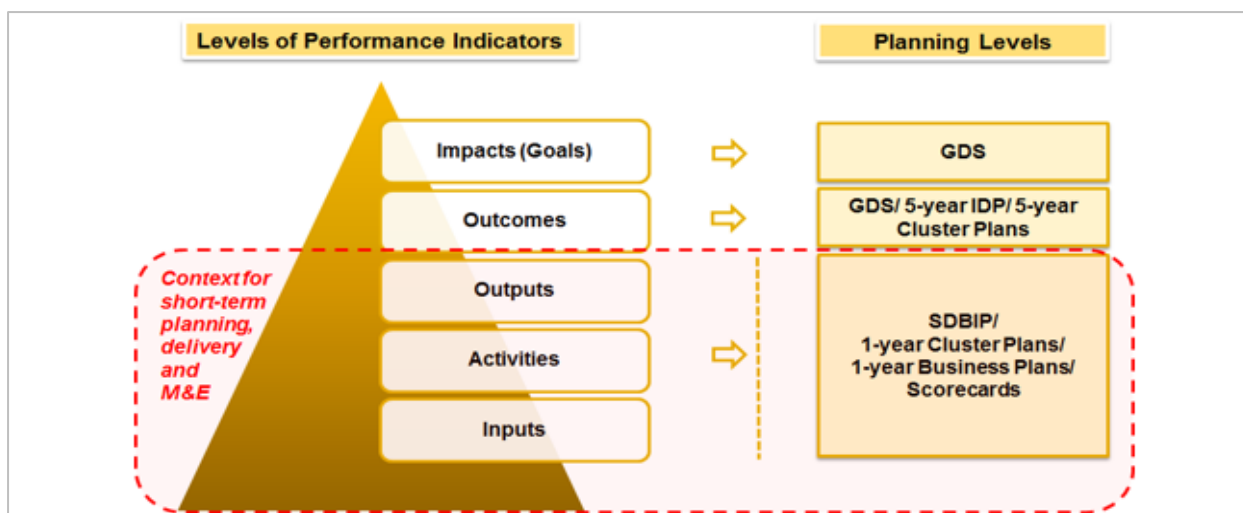
SERVICE DELIVERY AND BUDGET IMPLANTATION PLAN, BUSINESS PLANS AND SCORECARDS

The Service Delivery and Budget Implementation Plan (SDBIP) frames an annual delivery outputs by determining Key Performance Indicators (KPIs) and annual targets which includes prescribed national indicators (Circular 88), departments and entities scorecards, as well as the Municipal Entity (ME) and departmental-specific business plans to inform expected city-wide, departmental and individual performance outputs.

Building on the outcomes approach depicted above, the City has adopted a further level of distinction within its M&E Framework, in relation to the concept of ‘**outputs**’, and those activities that contribute to their achievement. The final level of M&E activity within the City relates to the more short-term elements in the City’s planning cycle as reflected through planning tools such as the SDBIP, Business Plans and individual scorecards. This is depicted in figure 5⁹⁹ below.

M&E in the context of the City's SDBIP

⁹⁹ Ibid



Ongoing delivery on daily priorities is as important as achievement of the big ideas a truth acknowledged by other organisations¹⁰⁰ that have chosen to adopt a more nuanced approach to the identification of planned outputs. Given the need for a balanced focus on short, medium and long-term responsibilities, the City's M&E Framework allows for a balance in emphasis across three categories of delivery namely:

- *Continuous improvements* – improvements that are ongoing in nature, focused on day to day service delivery requirements;
- *Impactful improvements* – improvements that bestow a significant benefit and may be delivered within a defined Term of Office; and
- *Broad initiatives* – initiatives that are more long term in nature aligned to the 2040 GDS and more intensive in nature in terms of capital or technical resources.

These concepts emerge as a consequence of the recognition that focusing only on outputs directly associated with those outcomes included in the long-term strategy may lead to the neglect of the City's day-to-day service delivery obligations. Certain outputs that are necessary for short and medium-term delivery may also not align directly to the loftier strategies reflected in the long-term GDS. Pursuing long-term ideas alone would be to the detriment of those responsibilities that fall squarely within the City's core mandate, e.g. waste collection and road maintenance.

Maintaining a balance between different types of outputs is a significant challenge for all organisations, particularly where resources are limited and where prioritisation is necessary. The City has adopted this stance in acknowledgement of the fact that ongoing delivery is as important as the achievement of longer term objectives. Balanced focus is required in respect of activities and outputs focused on achieving primary outputs as well as longer term outcomes and impacts.

¹⁰⁰ Including, for example, the South African Revenue Service

MONITORING, REVIEWING AND REPORTING OF ORGANISATIONAL PERFORMANCE

Monitoring reports such as the quarterly review report assist in building an understanding of progress and delivery in the context of business plans and the SDBIP, thereby ensuring ongoing strategy-aligned implementation. In contrast, evaluation reports such as the Mid- Term Performance Assessment Report (undertaken in respect of the five-year IDP and cluster plans) represent time-specific analyses of commitments delivered, and those that remain unmet. As such, the City's annual, five-year and longer-term planning cycle effectively includes elements of a predefined M&E plan. A more refined M&E system in the City will allow for nuanced reflection of types of reporting, audience, purpose, format and frequency, thereby supporting more optimal results that are aligned with their intended use.

QUARTERLY PERFORMANCE REPORTING

The Monitoring and Evaluation Unit receives performance reports from departments and entities and conducts quarterly performance assessments, primarily focusing on the performance of programmes in the Service Delivery and Budget Implementation Plan and Business Plan. The reports are assessed and feedback is provided to Executive Management Team, Technical Clusters, Sub-Mayoral Clusters, Mayoral Committee, Council and Provincial Treasury.

MID-YEAR PERFORMANCE REPORT

The Mid-Year performance report is a crucial report in the annual calendar as it not only reports organisational performance but also supports deviation on the basis of budgetary requirements. Section 72 (a) (ii) (iii) of the Municipal Finance Management Act, 56 of 2003 requires that the Accounting Officer of a municipality must by the 25th of January, each year assess the performance of the municipality during the first half of the financial year

Mid-year budget and performance assessment deal with the past year's annual report and the progress made on resolving problems identified in the annual report. The performance of the municipal entities is also a focus of the mid-year budget and performance assessment report. Where budget adjustments require adjustment to performance information, departments request approval to deviate from approved original KPI's and targets as set in SDBIP, Business Plans and scorecards.

INTEGRATED ANNUAL REPORT

The Annual Performance Report is prepared in terms of the Municipal Systems Act (MSA), 32 of 2000, section 46(1) and (2), as well as the MFMA Circular 63 on annual reporting. This report focuses on the implementation of the annual Service Delivery Budget and Implementation Plan (SDBIP), in relation to the objectives as encapsulated in the Municipality's Integrated Development and Plan (IDP).

The City of Johannesburg prepares its Annual reports in terms of Section 121(1) of the Municipal Finance Management Act, 56 of 2003 (MFMA) and Section 46 of the Municipal Systems Act, 32 of 2000 (MSA) and according to guidelines provided in National Treasury MFMA Circulars No 63 from National

Treasury which provides for the format, content and process of preparing and considering the city's Integrated Annual Report

In addition to the above reporting mechanisms, the City is also obligated to report on progress and delivery, as per the provisions set out in National Treasury's Municipal Finance Management Act (MFMA) Circular No.63 (in respect of the Annual Report) and its 2007 FMPP. Reporting mechanisms included here have been designed with these considerations factored in. The Gauteng Provincial Government (2012) also notes the duty to report on the following:

- National Sector Targets and Indicators
- Service Delivery Improvement
- Batho Pele Targets
- Transversal Issue Targets (Gender, Youth, PWD etc.)
- Employment Equity Targets
- Financial Performance

END OF TERM REPORT

The End of Term Report is not a legislative requirements. However, the City of Johannesburg develops the report to reflect on the five year period of the IDP. The report provide a high level summary of achievements, challenges and future prospects.

OVERSIGHT STRUCTURES FOR MANAGEMENT OF PERFORMANCE IN THE CITY

Regulation 7(2c) of the Municipal Planning and Performance Management Regulations requires municipalities to clarify the roles and responsibilities of each role player, including the local community, in the implementation of the Performance Management System (PMS). The City established the necessary structures to manage and operationalise the system. The roles and responsibilities of the different structures are defined as follows:

STRUCTURE	OVERSIGHT ROLE
Group Performance and Audit Committee (GPAC)	<p>To enhance performance monitoring, measurement and review, the City established a Group Performance Audit Committee</p> <p>(GPAC) that considers the quarterly performance audit reports and reviews the City's PMS to recommend improvements. The Group Performance Audit Committee (GPAC) is expected to convene and prepare at least two reports to Council annually and has been provided with a secretariat to support its work. GPAC also reviews quarterly progress reports against the City's SDBIP. The active participation of GPAC is useful in enhancing performance management within the City. In carrying out its responsibilities, GPAC closely interacts with the City's top management</p>

Group Audit Committee	The Group Audit Committee (GAC) plays an internal performance auditing role, which includes monitoring the functioning of the PMS and compliance to legislative requirements. The internal audit function within the City supports the work of GAC through validating the evidence provided by executive directors in support of their performance and compliance achievements. They also assess the levels of internal control within the City.
Executive Mayor and Members of the Mayoral Committee	The Executive Mayor and Members of the Mayoral Committee manage the development of the municipal PMS and oversee the performance of the City Manager and Managers directly accountable to the City Manager.
Council and Section 79 Committees	Council and Section 79 Committees play an oversight role and consider reports from the Mayoral Committee pertaining to the functions in different portfolios. The role extends to the impact on the overall objectives and performance of the municipality. In particular, they consider the quarterly performance of Departmental as well as municipal entities and undertake oversight visits to verify reported performance.
Communities	Communities also play a role in the PMS through the annual IDP and reporting consultation processes which are managed by the Legislature through the Office of the Speaker, in close collaboration with the Group Strategy Policy Coordination and Relations (GSPCR). Ward councillors are agents for facilitating community participation in the PMS, mainly through ward committees and public meetings.

ENGAGEMENTS WITH AUDITOR GENERAL SOUTH AFRICA

The City's commitment to good corporate governance remains key. This commitment serve as one avenue to;

- attract investors;
- improve credibility;
- meet the increasing demands from communities for quality services

Therefore the City continues to strive for a clean audit outcomes and in its continued effort to foster good governance, the City has established Operation Clean Audit (OPCA) Steering Committee. OPCA is purely an administrative committee that seeks to strengthen the control environment of the City, risk management, the City's governance processes, performance management and compliance.

In order to improve Audit of Predetermined Objectives (AoPO), the M&E Unit has been engaging with the Auditor General South Africa on a regular basis, thus, responding to requests timeously. The M&E Unit has also participated actively in the OPCA to ensure that the City improve its audit related issues.

PART F: ANNEXURES

ANNEXURE A: SERVICE STANDARD CHARTER

CITY POWER		
No.	Core Service	Service Level Standard
1.	Average time taken to repair logged streetlight queries (Motorways)	2 days
2.	Average time taken to repair logged streetlight queries (Secondary Roads, Main Arterials and Area lighting)	6 days
3.	Percentage resolution of logged illegal connection queries within 30 days – multiple properties.	95%
4.	Percentage resolution of logged queries within 30 days.	95%
5.	Percentage of Large Power Users (LPU) meters read as per the download file.	98%
6.	Percentage of Domestic meters read as per the download file.	95%
7.	Average time take to communicate logged service interruption - Planned interruption.	7 days
JOBURG WATER		
No.	Core Service	Service Level Standard
8.	Percentage of water supply interruptions concluded within 12 hours of notification.	95%
9.	Percentage of fire hydrants repaired within 48 hours of notification.	85%
10.	Percentage of stolen meters replaced within 24 hours of notification.	95%
11.	Percentage of defective meters repaired within 3 days of notification.	90%
12.	Percentage of leaking valves repaired within 48 hours of notification.	95%
13.	Percentage of missing manhole covers replaced within 24 hours of notification.	95%
14.	Percentage repair of water pipe burst within 48 hours of notification.	85%
15.	Percentage sewer blockages cleared within 24 hours of notification.	92%
16.	Percentage of new water connections completed within 15 days of receiving request from customer.	75%
17.	Percentage of actual accounts billed on actual meter readings	88%
18.	Percentage of planned service interruption communiqués send within 7 days.	95%
19.	Percentage unplanned interruption communiqués send immediately.	95%
20.	Percentage coverage of households with access to basic water in informal settlements	93%
21.	Percentage coverage of households with access to basic sanitation in informal settlements	45%
22.	Percentage coverage of households with access to water city-wide	100%
23.	Percentage coverage of households with access to sanitation city-wide	94%
24.	Ratio of households per chemical toilet	10:1
PIKITUP		
No.	Core Service	Service Level Standard
25.	Resolution of Complaints	85%
26.	Cleaning of Illegal Dumping Spot	85%
27.	Removal of Animal Carcasses	100%
28.	Delivery of new or replacement wheelie bins (240l) ordered by customer	85%

29.	Collection of refuse bags on the curb side	90%
30.	Households in informal settlements provided with waste management services	90%
JOSHCO		
No.	Core Service	Service Level Standard
34.	Billing of customers	98% accurate bills of all active customers.
35.	Attending to requests for maintenance	96 % of maintenance requests attended within 14 working days
36.	Routine building maintenance	Once per year and as when required.
37.	Application of rental housing	Outcome of enquiry to be sent to application within 5 days.
38.	Application of rental housing	Outcome of the application communicated within 7 days.
39.	Resolution of complaints	Acknowledgement and response within 24 hours of complaint being logged.
40.	Resolution of complaints	Resolution of the complaints/ queries within 5 workings days.
JOHANNESBURG ROADS AGENCY		
No.	Core Service	Service Level Standard
41.	% of damaged / missing road barriers or guardrails repaired from when a valid call is logged	40% within 14 days. 60% within 20 days. 80% within 30 days.
42.	% of blocked stormwater kerb inlets (KI's) repaired from when a valid call is logged	40% within 10 days. 60% within 20 days. 80% within 30 days.
43.	% of missing JRA manhole covers made safe and replaced after a valid call is logged	40% within 10 days. 60% within 20 days. 80% within 30 days.
44.	% of reported damaged / missing regulatory road traffic signs replaced or repaired from the time when a valid call is logged	40% within 10 days. 60% within 20 days. 80% within 30 days.
45.	% of reported potholes repaired from time of recording of a genuine pothole by the JRA from all sources.	40% within 14 days. 60% within 20 days. 80% within 30 days.
46.	% of reported faulty traffic signals repaired from the time of genuine fault recorded by JRA from all sources.	40% within 24 hours. 60% within 48 hours. 80% within 7 days.
47.	% of reported damaged traffic signal poles repaired/ from when a valid call is logged.	40% within 14 days. 60% within 20 days. 80% within 30 days.
TRANSPORT		
No.	Core Service	Service Level Standard
48.	Rea Vaya Station waiting time peak(trunk route) on a working day	95% adherence to daily bus schedule
49.	Rea Vaya Station waiting time peak(trunk route) on a working day	10 minutes maximum
50.	Rea Vaya Station waiting time off peak(trunk route) on a working day	30 minutes maximum
51.	Rea Vaya Feeder bus peak waiting time on a working day	15 minutes maximum
52.	Rea Vaya Feeder bus off peak waiting time on a working day	30 minutes maximum
53.	Safety of commuters	100% compliance to safety and security of commuters
54.	bus seating-standing	Enforcing of bus seating-standing in line with applicable regulations
55.	Comments on permit applications / concurrencies	30 days turnaround time
56.	Access Restriction Applications (SAR)	90 days turnaround time from receipt of application

METROBUS		
No.	Core Service	Service Level Standard
57.	% of scheduled public bus trip arriving on time	90%
58.	Bus timetable	90-95% adherence to daily bus schedule (<5 min headway)
59.	Safety of passengers	100% compliance to health and safety legislation 1) Zero security incidents on buses 2) Zero fatalities Enforcing of bus seating-standing in line with applicable regulations
60.	Response time for walk in enquiries	All walk-in queries acknowledged within 1 hour
JOBURG MARKET		
No.	Core Service	Service Level Standard
61.	Opening a new buyer account	20 minutes
62.	Electronic Sales Processing System disruptions	Mirror/back-up 12w system to go live: within 55 minutes
63.	Time to resolve cashiering queries when clients are depositing money.	Resolution of depositing queries within 30 minutes.
64.	Repairs of infrastructure facilities	Commencement with repairs process on reported infrastructure breakdown within 24 hours
65.	Repairs to ripening facilities	90% Availability
66.	Cold Room facilities	Average temperature variance not greater than 2°c of agreed customer requirements
HOUSING		
No.	Core Service	Service Level Standard
67.	Response to Group Legal and Contracts on new eviction matters, where City is joined to provide TEA.	Written response to Group Legal and Contracts within 7 days of receiving a request.
68.	Title deed registration	Within 21 days from lodgment date
69.	Issuing of title deeds	<6 months
JOHANNESBURG CITY PARKS & ZOO		
No.	Core Service	Service Level Standard
70.	Maintenance of Flagship Parks	12 maintenance cycles per quarter
71.	Maintenance of Developed Parks	3 maintenance cycles per quarter
72.	Maintenance of Undeveloped Parks	1 maintenance cycle per quarter
73.	Maintenance of Main Arterials	3 maintenance cycles per quarter
74.	Maintenance of Landscaped Islands and Town Entrances	6 maintenance cycles per quarter
75.	Maintenance of Flagship/Active cemeteries	6 maintenance cycles per quarter
76.	Maintenance of passive cemeteries	1 maintenance cycle per quarter
77.	Response to calls logged for removal of emergency fallen trees	80% of emergency calls attended to
78.	Response to calls logged for emergency damaged infrastructure	80% of emergency calls attended to
HEALTH		
No.	Core Service	Service Level Standard
80.	Waiting times at clinics	Under 2.5 hours
82.	Request for services attended to by environmental health services	100% of requests attended to within 48 hours
83.	Response to complaints and requests for personal health services	100% response to complaints and requests within 48 hours
PUBLIC SAFETY		
No.	Core Service	Service Level Standard
84.	Vehicle registration process complete in under 1 hour from point of service.	301 332

85.	Bulk vehicle registration: Process complete in within 24hrs from point of service.	162 000
86.	Bulk Vehicle registration process complete in within 24hrs from point of service.	300 000
87.	Fire and rescue calls response time: Fire and rescue calls dispatched in 3 minutes	45%
88.	Fire and rescue calls response time: Emergency responded to in 15 minutes (be at the scene within this time)	80%
89.	By-law enforcement: Response to infringements: within 24 hours	100%
90.	Accident reports: Available within 48 hours of accident log	100%
91.	Traffic control: 90% response to all logged calls for traffic control within 30 minutes	100%
DEVELOPMENT PLANNING		
No.	Core Service	Service Level Standard
92.	Building Inspections	85% within 48 hours of request
93.	Planning Law Enforcement Inspection	85% First Inspection and issuing of notice- 15 days after registration of complaint 85% Re-inspection- 31 working days from the date of the first inspection
94.	e-Property Information Service	95% within 2 working days (16 working hours)
95.	Online mapping website	95% available (Dependency: Hosting infrastructure availability)
96.	Consent use (land use applications)	85% within 2.5 months (excluding post decision legal administration)
97.	Municipal Planning Tribunal (MPT)	85% of decisions made within 30 days from last meeting of MPT
98.	Post-decision legal admin: Subdivisions/Division of land	85% within 2.0 months
99.	Post-decision legal admin: Rezoning	85% within 3.0 months
100.	Post-decision legal Admin: Consent	85% within 1.5 months
101.	Post-decision legal Admin: Township (Excludes processes out of the City's hands e.g. lodging documents with SG, opening a township register etc.)	85% Section 82 Application - 1 month
COMMUNITY DEVELOPMENT		
No.	Core Service	Service Level Standard
	Accessibility to people with disabilities	80% of facilities to be PWD friendly for physical access
102.	Public Pool Lifeguard	Minimum 1 Lifeguard per 50 bathers in accordance with applicable norms and standards.
103.	Cleanliness of all facilities	100% of all facilities cleaned daily.
104.	Access to Library Information Services	100% of all libraries to be open according to individual operating hours (excluding planned closures with a two week notice period and emergency closures on a as and when basis)
JOHANNESBURG CITY THEATRES		
No.	Core Service	Service Level Standard
107.	Theatres accessible to people with disabilities	100% accessibility.
108.	Production start times	100% of in-house productions commence within 15 minutes as per schedule
109.	Safety of patrons	100% compliance to health and safety legislation.
GROUP FORENSIC INVESTIGATIONS		
No.	Core Service	Service Level Standard

110.	Prevention of crimes committed against CoJ	95% Pre-employment vetting within 7 to 14 working days (except for international qualifications/ criminal verifications). 95% Screening of service providers within 5 working days.
111.	Detection of crimes committed against CoJ	95% New complains received, registered and feedback to client within 5 working days.
112.	Investigation of crimes committed against CoJ	90% Investigation of cases completed within 100 working days (with an exception of complex cases)
Group Finance		
No.	Core Service	Service Level Standard
113.	Percentage of clearance figures processed within 30 days of application being received	98%
114.	Percentage of clearance Certificates issued within 24 hours of payment being received.	98%
115.	Billing queries logged.	90% of billing queries resolved within 30 days. 95% of billing queries resolved within 60 days. 100% of billing queries resolved within 90 days.
116.	Percentage valid invoices paid within 30 days of receiving the relevant invoice.	95% of valid invoices paid within 30 days of receiving the relevant invoice.
117.	Turnaround time for issuing refunds.	98% of refunds issued within 30 days.
118.	Turnaround time for resolving customer complaints.	90% of customer complaints responded to within 30 days. 95% responded to within 60 working days. 100% responded to within 90 days.
120.	Call Centre Average Waiting Time per minute.	90% within 60 seconds.
JOHANNESBURG PROPERTY COMPANY		
No.	Core Service	Service Level Standard
122.	Response in acknowledgement of requests, enquiries and complaints	Within 1 day of logged call
123.	Provision of answers and/or results related to the receipt of the requests and enquiries regarding properties	Within 3 days of logged call
124.	The performance of emergency work for JPC managed facilities	Within 1 day of logged call
125.	Performance of minor works on facilities managed by JPC	Within 2 days of logged call
126.	Performance of major works on facilities managed by JPC	Within 5 days of logged call
127.	Complete the sale or lease and registration of servitudes of Council owned land	Within 6 months after Council Approval in terms of Section 14(2) of the Municipal Finance Management Act
128.	Tender placed after Council approval and CoJ Executive Adjudication Committee	Within 4 months of CoJ Executive Adjudication Committee approval (to sign off property agreement with 3rd party)
129.	Internal allocation of land and buildings to City Departments and Entities (PTOB: permission to occupy and build and lease office space from third parties)	Within 60 days of application and budget confirmation
130.	Performance of surveys on the condition of all plant and equipment in order to allow the assessment of the required repairs and maintenance of facilities managed by JPC.	Quarterly (from date of instruction received)
131.	Response to general enquiries at client services counter	Within 24 hours of logged call
132.	Response to enquiries regarding transactions in pipeline	Within 24 hours of logged call
133.	Response to applicants/interest to lease or acquire (formal applications) land and/or buildings	Within 30 days of application

ANNEXURE B: CITY-WIDE STRATEGIC RISK REGISTER

Reference	Mayoral Priorities	Risk Name	Root Causes	IR	RR	Key Indicator (KPI)	Interventions/ Actions to improve management of the risk
1	Good Governance >Conduct public affairs with utmost responsibility and accountability, whilst combating corruption, fraud and maladministration.	Governance Failures	1. Non-adherence to regulatory requirements including non-binding standards, policies, and procedures	Very High	High	1.1. Percentage of Auditor General findings resolved	1.1. Promote compliance through awareness sessions
						1.2. Audit opinion	1.2. Monitor compliance universe
			2. Internal Fraud and Corruption			2. Percentage of fraud & corruption investigations resolved	2.1 Conduct Fraud Risk Assessments 2.3. Implement Anti-Corruption strategy
			3. Ineffective oversight			3. Percentage achievement of the Citywide Service Standards Charter	3.1 Review the integrated reporting template
			4. Poor performance management			4. Percentage completion of skills audit for employees	4. Approve and roll-out of revised Performance Management Policy
			5. Weak internal control environment				5.1 Assess the overall systems of internal controls for adequacy and effectiveness
			6. Poor ethical culture				6. Roll out of the ethics programme
			7. Inadequate consequence management			7. Percentage of fraud & corruption investigations resolved	7.1 Implement GFIS and Audit recommendations 7.2 Implement performance management policy
2	Financial Sustainability >Improve and strengthen the City's financial position by following prescribed governance practices.	Financial Instability	1. Liquidity Constraints	Very High	Very High	1. Number of profitability and liquidity ratios achieved	1. Monthly monitoring of financial ratios
			2. Undesirable Debt Ratios				
			3. Inability to collect revenue			3. Percentage collection of revenue in respect to service billings	3. Implement Revenue Turnaround Strategy
			4. Underspending of capital budget			4. Percentage of budget spent on City-wide infrastructure	4. Monitor and report on expenditure

			5. Non-compliance to MFMA			5. Percentage reduction in UIFW expenditure	5.1 Monitor and report on UIFW expenditure
			6. Poor contract management				6.1 Compilation of Service Level Agreements that are relevant to each business. 6.2 Strict enforcement of Service Level Agreements with penalties for non-performance 6.3. Monitoring of the Contract periods 6.4. Implementation of the Contract Management Framework and Policy
			7. Illegal consumption of services				7.1. Stand by stand audit to be conducted 7.2. Review and implement revenue protection and loss control process
			8. Inability to attract and retain customers due to customer preferences and market changes				8.1. Develop and implement a Rebranding Strategy for MTC 8.2 Development of service monitoring and reporting plan. 8.3 To review the business processes to align to the Smart Market 8.4 Investigate other sources of revenue to supplement revenue generated from water
3	Integrated Human Settlements >Build integrated human settlements with access to social and economic opportunities. Integrate, develop and maintain hostels and flats. Manage displaced communities and homelessness. Combat substance	Low quality of life for the residents	1. Lack of suitable land to develop integrated human settlement	Very High	High	1.1. Number of Inner-City properties approved in Council for release to private sector	1.1. To identify well located strategic land portions for housing development
						1.2. Number of Temporary Reallocation Units constructed in high risk areas	1.2. Release of city-owned property within the core to deliver various housing tenure

abuse and illegal land invasions to promote regulated land use. Formalise informal settlements and accelerate land release.			2. Poor/ Outdated/ Untransformed Spatial planning		2. % implementation of TODs implementation Plan to reduce spatial planning inequalities	2.Implement Johannesburg Spatial Planning Framework
			3. Inadequate maintenance and management of all city-owned stock		3. Number of Hostels refurbished	3.1. Implement maintenance plan
			4. Inadequate housing development and lack of innovation in delivering housing at scale		4.1. Number of title deeds issued to beneficiaries	4. Adoption of a new approach with innovative housing technology for delivery at scale
					4.2. Number of social housing units developed for under privileged beneficiaries City-wide	
			5. Illegal land occupation		5.1. Number of by-law enforcement operations in the City	5. Investigate properties (including land) that have been illegally occupied.
					5.2. % of fraud and corruption investigation cases resolved	
			6. High unemployment rate		6. Number of Expanded Public Works programmes (EPWP) work opportunities created City-wide	6.1 Training of youth in artisan related skills.
						6.2 Monitor individual performance of (department and Entities) EPWP
			7. Substance abuse		7. Number of clients receiving substance abuse treatment services	7. Identify additional Clinics to provide care to substance abuse victims- rehab, medical counselling, and prevention services
			8. High level of migration		8. Initiatives rendered to people living on street to restore their dignity and integration in society through	8.Develop and implement a strategy for Reintegration of migrants into communities
9. Illegal immigrants	9. Develop and implement a strategy for					

						different interventions	Reintegration of migrants into communities
			10. Urban sprawl created by apartheid spatial planning			10. Percentage of dwelling units within integration zones within 800 metres of access points to Integrated Public Transport system	10. Completion of the IPTN implementation plan
4	Sustainable Service Delivery >Accelerate visible service delivery and re-introduce co-production in the delivery of basic services.	Inability to meet Service Delivery Standards	1.Rapid urbanisation/Migration into the City of Joburg	Very High	High	1. Initiatives rendered to people living on street to restore their dignity and integration in society through different interventions	1. Implement the strategy for Reintegration of migrants into communities
			2. Insufficient resources (budget and human capacity) to respond to the increase demand				2.1 Adequately capacitate Department with requisite financial and human resources.
			3.Ageing infrastructure			3.1. Percentage of budget spent on City-wide infrastructure	3.1. Implementation of Capex projects
			4. Ineffective management of inter-departmental/MEs dependencies			3.2. Percentage of spend on repairs and maintenance to Property, Plant and Equipment	3.2. Implementation of Maintenance programme
							3.3. Update Urban decay assessment for the identified areas, with high demand for service.
			5.Poor contract and employee			5. Percentage of municipal	5.1 Implementation of the PMS policy

			performance management			skills development levy recovered	5.2. Implementation of the Group Contract Management Framework.
							5.3 Development of Project Tracking Tool and site visit inspections
			6. Theft of City's resources and assets and Fraud incidents (Internal)			6. Percentage of investigated cases resolved	6.1 Development of security Policy and Procedures
							6.2 Developments physical security standards
							6.3. Implementation of fraud and corruption prevention programmes
			7. Theft and vandalism of City's assets (e.g. copper cables)			7. Number of by-law enforcement operations in the City	7.1. Development of physical security standards
							7.2 Linkage of CCTV to IIOC
			8. Underspending of capital budget				8. Monitoring and reporting on expenditure
			9. Poor maintenance of Infrastructure				9. Implementation of Maintenance programme
			10. Inadequate integrated process for planning and reporting between Departments and MEs				10. Effective and efficient usage of SharePoint performance dialogue
5	Job Opportunity and Creation >Revitalize the Midrand, Roodepoort, Randburg, Joburg	Failure to create sustainable job opportunities	1. Inadequate programmes to create jobs	Very High	High	1.1. Number of SMMEs supported by the City	11. Political/Community unrest
							11.1. Implementation of a stakeholder engagement plan which includes a follow up strategy 11.2. Implement Ward Councilor Code of Conduct by ensuring that Ward Councilors hold public meeting once per quarter.
							1.1 Expanding the reach and rollout of the basket of services offered to support SMMEs via the City's Opportunity Centers.

	and the Lenasia CBDs to create a suitable economic environment for job creation and opportunities.						
						1.2. Number of Expanded Public Works programmes (EPWP) work opportunities created City-wide 1.3. Number of youths trained through artisan related skills development programmes	1.2 Create opportunity seekers database
						2.1. Rand value of investment attracted through business facilitation 2.3. No. of inner-city property redevelopment projects approved in Council for release to private sector	2.1 Review CoJ investment incentive policy 2.2 Implementation of CoJ economic stimulus Plan 2.3 Evaluation of business standards
						2.Economic instability	3.1 Source additional funding for inner-city projects
						3. Insufficient budget to revitalize all the CBDs	4.1 Review CoJ investment incentive policy
						4.Private sector not participating in job creation	4.2 Evaluation of business standards
6	Safer City – Reintroduce ward based policing (Joburg 10+) and effective law enforcement.	Increasing Safety and Security Incidents	1. Inadequate capacity (resources & capability) for law enforcement	Very High	High	1. Number of by-law enforcement operations in the City	1.1 Develop a human capital recruitment plan/strategy 1.2 Fast-track recruitment for funded positions 1.3 Review Public Safety organogram
			2. Increased lawlessness (illegal connection, vandalism, illegal mining and dumping)			2.1. Number of by-law enforcement operations in the City 2.2. Number of traffic enforcement operations in the City 2.3. Number of	2.Implementation of law enforcement operations
			3. Non-compliance to by-laws				3. Engage Group Legal and Contract to review by- laws timely

						public lights installed	
7	Active and Engaged Citizenry >Community Based Planning and enhanced community engagement, including Mayoral Imbizo.	Misaligned service delivery strategies	1. Inadequate participation of communities in the City's planning processes.	Very High	High	1. Number of Mayoral Izimbizo to communicate the City's messages and encourage community interaction and participation in the City's programmes and projects	1. Engage MEs and departments on the developed norms and standards for regional planning and profiling and related methodology
			2. Inadequate stakeholder management and engagement			2. Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan	2.1 Implementation of a stakeholder engagement plan which includes a follow up strategy.
							2.2 Implementation of Ward Councilor Code of Conduct by ensuring that Ward Councilors hold public meeting once per quarter
8	Economic development	Economic Distress	1. Increased crime, grime and urban decay and community/ labour disruptions	Very High	Very High	1. Percentage of waste diverted from landfill	1.1. Implementation of the Integrated Waste Management Plan
			2. Inadequate domestic and foreign direct investment			2. Rand value of investment attracted through business facilitation	2.1. Establishment of investment tracking and prioritisation Committee 2.2. Develop online investor portal
			3. Inability to support SMME and community-based enterprises			3. Number of SMMEs supported by the City	3.1 Expanding the reach and rollout of the basket of services offered to support SMMEs via the City's Opportunity Centres.
			4. Outbreak of COVID-19 pandemic				3.2 Monitor and report on SMME support throughout the City 4. Implementation of CoJ economic stimulus Plan
9	Smart City – Optimise the use of technology to	Failure to keep abreast with technological	1. Manual Standard Operating Procedures	Very High	High	1. % SAP Business transformation project	1. Implement SAP business transformation project

	improve municipal functions	advancements and trends	2.Outdated/aged ICT environment			2.% ICTS infrastructures upgraded and refreshed	2.Implement ICT infrastructure renewal plan
			3. Inadequate digital awareness and penetration in communities			3.Number of participants in the e-learning programmes in the libraries	3. Implement E-Learning programme
			4. Lack of integration of key ICT systems utilised within the City and MEs			4. Number of Wifi Hotspots rolled out across the City	4. Implementation of SAP business transformation as per project plan for 2020/21
			5. Lack of approved Citywide Smart City Comprehensive Implementation Plan				5. Approve and implement the City-Wide Smart City Comprehensive Implementation Plan
			6. No reporting guidelines, standards and KPIs specific to implementation of Smart City				6. Smart City to form part of the KPIs in the scorecards of the Executive Management
10	Financial Sustainability >Improve and strengthen the City's financial position by following prescribed governance practices.	Uninsurability of the City	1. Deteriorating risk profile	Very High	Very High	City's assets and liabilities adequately covered against damage and losses	1. Review insurance covers to include special exposures
			2. Increasing insurance claims				2.1 Introduction of the inner deductibles to claims 2.2 Improvement of risk control measures
			3. Failure to action recommendation of insurer surveys				3.1 Track implementation of recommendation to show progress made 3.2 Continue to conduct a Claims Risk Assessment
			4. Inadequate asset location information				4.1. Review and update asset register regularly
			5. Inability to meet insurer financial obligations (premiums)				5. Reprioritisation of the insurance budget
			6. Non submission of accurate departmental reports to support claims				6. Monitor the claim trends and escalate to oversight committees
11	Good Governance >Conduct public affairs with utmost responsibility and accountability,	Non-Compliance to regulatory requirements	1. Conflicting legislation (e.g. MFMA and Company Act conflicting)	Very High	High	1. Percentage reduction in unauthorised, irregular, fruitless, and	1. Development of compliance universe to assess alignment to legislative provisions for the housing sector

	whilst combating corruption, fraud and maladministration.		2. Lack of consequence management for non-compliance			wasteful (UIFW) expenditure	2.1. Operationalization of the Disciplinary Board.
							2.2 Monitoring of the implementation of action plans and controls to improve expenditure declarations
			3. Insufficient knowledge of applicable and new legislation				3.1 Provision of training to promote awareness and knowledge of new legislation.
			4. Poor planning with respect to SCM processes				4. The departmental and ME procurement plans must be aligned to the Annual Business Plan process.
12	Financial Sustainability >Improve and strengthen the City’s financial position by following prescribed governance practices.	Inability to respond to city disasters and business disruptions	1. Inadequate business continuity planning	Very High	Very High	1.No of clinics that provides COVID 19 testing sites33 across all the regions	1.1 Development of Business Continuity Plans (for the targeted depts./MEs
							1.2 Conduct evacuation drills for all city facilities
			2. Outdated Disaster Management Plan, framework and disaster funding model			2. Number of Temporary Reallocation Units constructed in high risk areas	2.1 Review of Citywide disaster management plan
			3. Inadequate disaster recovery planning			3. Number of kilometres of open storm water drains converted to underground systems	3.1. Test the approved plan data centres to enable continuity and disaster recovery
							3.2 Finalise the establishment, refurbishment and commissioning of CoJ
4. Infrastructure unable to handle increased load		4.1. Development of Localised Master Plans. 4.2. Implementation of the Master plan and emergency interventions during the implementation of projects. 4.3. Maintenance of the storm water drainage system on a yearly basis.					

							4.4 Implementation of CAPEX programme
			5. Inadequately skilled officials to respond to the disasters				5. Training of Disaster management champions and incident management teams
			6. Cyber and ICT security threats				6.1 Capacitation of the Cyber Security Center 6.2 Continuation of Cyber Security Centre Improvements
			7. Drought/severe weather conditions				7. Development and implement a drought management plan
			8. Outbreak of COVID-19 and other infectious diseases			8.1. Number of clinics that provide COVID-19 testing sites across all the regions 8.2. Number of Temporary Reallocation Units constructed in high risk areas 8.3. Number of food insecure households assessed and linked to food bank	8.1 Monitoring the implementation of the National Disaster Management Centre COVID-19 Seven Point Focus Plan. 8.2 Introduce the food bank programme at the Joburg Fresh Market Produce (JFPM) to provide relief to indigent households across the City
13	Sustainable development	Environmental degradation	1. Illegal dumping	Very High	Very High	1. Number of households with basic refuse removal services or better	1.1 Accelerate implementation of the Citywide Illegal Dumping Strategy 1.2 Monitor and report on progress made by the Illegal dumping Service Providers appointed.
			2. Tree infestation (e.g. Polyphagous Shot Hole Borer)				2.1. Implementation of the findings of the research on the understanding of the infestation and spread

			3. Inadequate enforcement of environmental by-laws			3. Number of by-law enforcement operations in the City	3.1 Enforcement of MOU (to dedicate officers for illegal dumping) between JMPD and Pikitup
							3.2 Co-ordinate the multidisciplinary operation
			4. Environmental Pollution (water, air and soil)			4. Percentage of atmospheric emissions licenses processed within guideline timeframe (AEL)	4.1 Promote effluent reuse
							4.2 Develop & approve a Climate Action Plan
			5. Strain on natural resources consumption			5.1. Percentage of non-revenue water	5.1 Investigate the usage of borehole
						5.2. Percentage water reused	5.2 Implement Environmental Sustainability Strategy
			6. Shortage of landfill sites			6. Percentage waste diverted from landfill	6.1 PPP for the conversion of waste disposed at landfill to energy, (Bio-Digester) 6.2 Accelerate the implementation of the mandatory separation at source programme in targeted areas 6.3 Landfill airspace height and lateral expansions 6.4 Investigate land options for new landfill 6.5 Finalise the registration of Ennerdale landfill extension 6.6 Implementation of integrated resource recovery and logistic plan (RRLP) 6.7 Achievement of annual targets for the AWTs - (Biogas Digester and Waste to Energy plant)

ANNEXURE C: THE CITY OF JOHANNESBURG DISASTER MANAGEMENT PLAN

INTRODUCTION

The Constitution of the Republic of South Africa places the primary responsibility for disaster management on government.

Subsequent to the publication of the Green and White papers, South Africa took an essential step towards strengthening its disaster reduction capabilities through the promulgation of the Disaster Management Act (No. 57 of 2002) which provides for:

- an integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post- disaster recovery;
- the establishment of National, Provincial and Municipal Disaster Management Centres (DMCs);
- disaster management volunteers; and
- matters relating to these issues.

This legislation recognizes disaster risk management as an integral element of the IDP to warrant risk reduction within the context of the municipal system and strategic functions.

This section also confirms the arrangements towards ensuring successes in coordinating and facilitating Disaster Risk Reduction (DRR) and disaster response efforts to prevalent disaster risks and hazards within the City of Johannesburg Municipality as required by the Disaster Management Act, 2002 (Act 57 of 2002).

It is important to note that although the legislation explicitly places the primary responsibility of disaster management on government in all spheres, it prescribes that institutional arrangements, to ensure the active participation of other role players, including NGOs and the private sector. In view of this, fostering partnerships between government and the private sector is important in order for sustainable and effective disaster management to take place. In this context, the DM Act calls for the active participation of all stakeholders, including, organs of state, the private sector, NGOs, technical experts, communities, traditional leaders and volunteers in disaster management planning and operations.

1. MANDATORY REQUIREMENTS

The City's Disaster Management Centre mandate is still with the context of the Disaster Management Act, (Act 57 of 2002), Disaster Management National Policy Framework and Municipal Systems Act, 2000 (Act no 32 of 2000) and the City of Johannesburg 2040 Growth and Development Strategy (Outcome 1 - Improved quality of life and development-driven resilience for all) in which focus is given:

- To provide guidance and direction for the effective implementation of disaster management by all departments/ entities in the City, with the aim of reducing as well as effectively responding to disaster risks;

- To increase awareness and knowledge of disaster risk reduction and management methods and opportunities;
- To contribute to community resilience against the threats and effects of disasters;
- To prepare a disaster management plan for the City according to the circumstances prevailing in the area and within the ambit of the City's municipal disaster management framework;
- To ensure that the disaster management plan form an integral part of the City's integrated development plan (IDP)

2. SITUATION ANALYSIS

In order to improve functionalities and to accelerate compliance with the mandate, the Disaster Management Centre is conducting a review of the Disaster Management Plan. This requires strengthening of institutional arrangements and finalising the process of developing contingency plans for responding to known priority threats and completing the process of conducting micro risk assessment for priority hazards and identifying vulnerabilities. Capacity building measures through training and awareness programmes are also key interdepartmentally and at community level for advancement in building a disaster resilient City.

Although the City is notoriously known of its multiple diverse types of disaster risks, which includes health related threats, fires, hydro-meteorological, environmental, industrial, security and lately geological related threats. Climate change can also have a severe impact on the environment in terms of biological diversity. A global pandemic, coronavirus pandemic has had far-reaching consequences beyond the spread of the disease and efforts to quarantine it. The COVID-19 outbreak affects all segments of the population and is particularly detrimental to members of those social groups in the most vulnerable situations, continues to affect populations, including people living in poverty situations, older persons, persons with disabilities, comorbidities. People with limited access to running water, including displaced persons stand to suffer excessively both from the pandemic and its aftermath.

Furthermore the City has experienced increased number of homelessness, job losses, food insecurity and loss of lives as a result of the pandemic. It is also feared that vulnerable communities such as informal settlements and hostels might be highly affected as high density population areas in the identified high risk areas.

The following areas have been listed as high-risk areas and more awareness programmes have been implemented to educate the public about pandemic respectively in:

- Informal Settlements
- Malls and shopping centres
- Transport stations
- Flea markets
- Schools and institutions of higher learning
- Hostels
- Dilapidated buildings/ Hijacked buildings
- Old age homes
- Frail-care facilities/ hospices

4. MACRO RISK ASSESSMENT (Conducted by City of Johannesburg, Gauteng Provincial Disaster Management Centre and University of North West - African Centre for Disaster Studies)

Hazard Assessment

The table below indicates the hazards experienced annually in the COJ. The probability of a hazard occurring in a given month is indicated as high, medium or low. This aspect is also colour coded:

Hazard severity colours

Probability	Abbreviation	Colour
High	H	Red
Medium	M	Orange
Low	L	Green

In addition the normal severity in a given month is indicated with a score on the following five-point scale:

Hazard severity scale

Score	Severity
5	Catastrophic
4	Major
3	Moderate
2	Minor
1	Insignificant

The table below indicates a host of annual hazards. From these, those with the highest probability seem to be structural fires and pandemic/epidemic as they present a year round threat within COJ. High probability and high impact seasonal events were also identified. In this regard flooding, severe weather events and extreme temperatures could cause major disruptions in summer months. Industrial accidents and hazardous material also presents a notable threat to COJ due to the concentration of industries, mines and major transport networks. Building collapse and Mission critical systems Failure (MCFS) are also ever present dangers due to the urban nature of the municipality.

Seasonal hazard calendar for the COJ

Priority risk	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Flooding	H5	H5	H5	M2	L1	L1	L1	L1	M2	H5	H5	H5
Structural Fires (formal)												

Structural Fires (informal)	H5	H5	H5	H5	H5	H5	H5	H5	H5	H5	H5	H5
Major Car Accidents	L4	L4	L4	L4	L4	L4	L4	L4	L4	L4	L4	L4
Rail Accidents and derailments	L4	L4	L4	L4	L4	L4	L4	L4	L4	L4	L4	L4
Hazardous Materials spills	M4	M4	M4	M4	M4	M4	M4	M4	M4	M4	M4	M4
Pandemic/Epidemic	H5	H5	H5	H5	H5	H5	H5	H5	H5	H5	H5	H5
Mine Tremors	M2	M2	M2	M2	M2	M2	M2	M2	M2	M2	M2	M2
Mass community events	M2	M2	M2	M2	M2	M2	M2	M2	M2	M2	M2	M2
Severe Weather events	H3	H3	H3	M2	L1	L1	L1	L1	M2	H3	H3	H3
Extreme temperatures	H3	H3	H3	M2	M2	M2	M2	M2	M2	M2	H3	H3
Industrial accidents	M4	M4	M4	M4	M4	M4	M4	M4	M4	M4	M4	M4
Building Collapse	M3	M3	M3	M3	M3	M3	M3	M3	M3	M3	M3	M3
Mission critical systems (MCFS) Failure	M5	M5	M5	M5	M5	M5	M5	M5	M5	M5	M5	M5

Hazard Seasonality and Severity

The following table (table 2) indicates hazards experienced approximately every year, two, three five, ten, twenty and fifty years. The estimated impact of these events are also coded to indicate severity, Low (green), Medium (Orange), High (Red).

From the table annual hazards that affect COJ include, pandemic outbreaks, flooding, structural fires (formal and informal), transport accidents, sinkholes, mine tremors mass community events (ex. service delivery protest) and severe weather events. Of these annual risk structural fire, pandemic outbreaks and floods present a severe risk that COJ has to note. On a 5 yearly basis, pandemic outbreaks, floods, transport accidents, hazards material spills, sinkholes, severe weather and high temperatures can have highly severe impacts on vulnerable communities in COJ. Significant flooding, informal structure fires, pandemic outbreaks, major car and rail accidents accidents, hazardous material spills and industrial accidents themselves as significant 1 in 10 year events. Rare events such as epidemics (1/20 year events or 1/50 year events), mission critical systems failure (1/20 year events or 1/50 year events), building collapse (1/20 year events/or 1/50 year events) and significant industrial accidents (1/20 year events or 1/50 year events) constitute “blind spots” (because of their timeline) that COJ has to consider in their long term disaster risk planning.

Table 1.4: Frequency and intensity of hazard events for the COJ (yearly indicators)

Priority Risk	1:1	1:2	1:3	1:5	1:10	1:20	1:50
Flooding	x	x		x	x		

Structural Fires (formal)	X	x	x				
Pandemic/Epidemic	x	x	x		x	x	x
Structural Fires (informal)	x	x	x		x		
Major Car Accidents	x	x		x	x		
Rail Accidents and derailments					x		
Hazardous Materials spills			x	x	x		
Dolomite/ Sinkholes	x	x	x	x			
Mine Tremors	x			x			
Pandemic/Epidemic						x	x
Mass community events	x	x		x			
Severe Weather events	x	x		x			
Extreme temperatures		x		x			
Industrial accidents					x	x	x
Building Collapse						x	x
Mission critical systems Failure (MCFS)					x	x	

The above risks impact on local communities in various ways. Severe weather events have an adverse effect on infrastructure such as houses. This is exacerbated by poor building standards in places. Severe weather events may also lead to the displacement of people, psychological trauma, injuries and increases in crime, as people lose their homes and means of income. Severe weather events lead to negative publicity. Areas may be labelled as “disaster prone”. This in turn might spark population growth in other areas. In extreme cases severe weather events might spark political unrest, as authorities are blamed for the situation.

5. COJ APPROACH TO DISASTER RISK MANAGEMENT

The COJ approach aims for improved facilitation, improved integrated and coordinated approach to disaster management in the City which will ensure that the City achieves its vision for disaster management embedded in the GDS 2040 which is to build resilient, sustainable and live-able communities.

Joburg 2040 Strategy; which is the City of Johannesburg’s key development plan and contains a paradigm shift approach to disaster risk assessment continuum; prevention, mitigation, preparedness, response, relief, rehabilitation and reconstruction. In order to give effect to the above provisions; the City of Johannesburg Disaster Management Centre developed a Disaster Management Strategy Action Plan; which focuses on four Disaster Risk Management Key Performance Areas and three Enablers stipulated in the National Disaster Management Framework of 2005.

The City of Joburg Strategy objective is to ensure safe, secure and resilient City; CoJ Disaster Management will adopt an integrated disaster risk management approach to ensure resilient

communities, environment and infrastructure by focusing on key programmes and engagements that will involve relevant role-players and stakeholders to strengthen coping capacity mechanisms.

For the directorate to achieve the goal of building disaster resilience, all four disaster management phases' activities should be considered (mitigation, preparedness, response, and recovery). That means all disaster phases' activities are important for building disaster resilience. For example, hazard mitigation and disaster preparedness activities help communities to build capacity to reduce impacts of future disasters. Disaster response and disaster recovery activities are important because they improve the capacity of communities to effectively respond to disaster and recover quickly from a disaster.

In this regard, the inclusion of the City's disaster management programme in the IDP highlights two dimension which places focus on:

- (i) mainstreaming of disaster management priorities, projects and resources within the IDP and implementation processes; and
- (ii) integration of disaster management plans to the IDP to provide detailed and resource information on the function as well as to serve as a basis for the development of sector plans.

As a result of the magnitude of the state of national disaster due to the Corona Virus, the City's Disaster Management Centre continues to participate in the Joint Operations Command Centre established to warrant structured multidisciplinary approach in collaboration with City departments, entities and non-government organizations.

In terms of the approach, the Disaster Management Centre adopted the National Disaster Management Centre COVID 19 Point Focus Plan to accelerate preparedness and rapid response on;

- **Hygiene, education, communication and awareness**

Roll out of outreach campaigns and awareness programmes on hygiene and protection from COVID 19 virus in all Regions (within emphasis on high risk areas: Taxi ranks, informal settlements, hostels and homes for the aged)

- **Waste management, cleansing and sanitization**

Identification, decanting, cleansing and sanitization of high risk/ high density areas (Informal settlements, hostels and homes for the aged)

- **Water and sanitation services**

Provision of additional water and sanitation resources for vulnerable communities and critical facilities

- **Shelters for the Homeless**

Provision of temporary emergency shelters for the displaced/ homeless persons

- **Precautionary measures to mitigate employee health and safety risks**

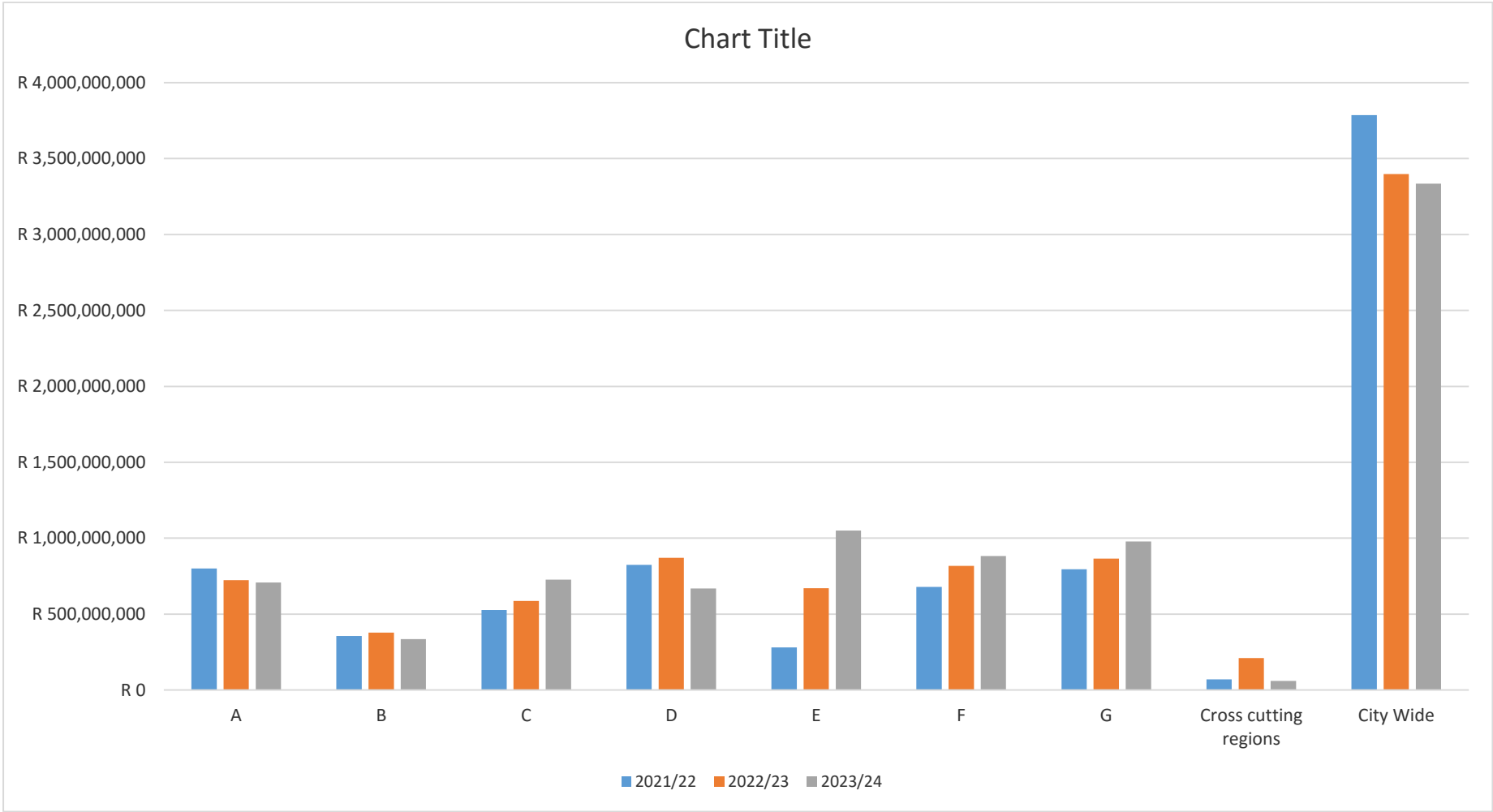
Supply of Personal Protection Equipment (PPE) for all departments/ entities including Disaster Management Volunteers

- **Monitoring of lockdown regulations**

Continuation and adoption of the new programmes/ projects:

OBJECTIVES	PROJECTS OR PROGRAMMES	KEY PERFORMANCE INDICATOR Outcomes with value realization
Improved state of disaster preparedness and resilience	Development of efficient disaster continuum system with emphasis on rapid and effective response to incidents/ disasters	Number of proactive disaster risk reduction interventions implemented
		Establishment of the new Integrated Disaster Management Centre with Early Warning Systems capability for priority disaster risks (Hydro-meteorological) in the technology driven Integrated Intelligence Operations Centre (IIOC) Implementation of advanced Disaster Management Information System (C More) through partnership with the CSIR
		Internal capacity building initiatives implemented for transversal integration Reviewed COJ Disaster Management Policy Framework Reviewed Level 1 Disaster Management Plan and progression of Level 2 Integrated Disaster Management Plan into IDP
	Disaster risk reduction planning and resilience with focus on reducing fatalities	Number of disaster vulnerable communities capacitated and provided with training on disaster risk reduction planning and resilience Volunteer based capacity building programme

Summary of Capex per region



Regions	2021/22	2022/23	2023/24
A	R 800,625,000	R 722,992,000	R 707,777,000
B	R 355,550,000	R 377,900,000	R 335,075,000
C	R 527,643,500	R 587,390,550	R 726,535,000
D	R 824,331,322	R 871,073,998	R 668,599,000
E	R 280,714,000	R 671,100,000	R 1,049,977,000
F	R 678,755,000	R 817,297,175	R 882,924,014
G	R 796,346,250	R 865,900,000	R 978,876,964
Cross cutting regions	R 70,701,000	R 211,282,000	R 60,900,000
City Wide	R 3,786,311,928	R 3,397,229,277	R 3,333,684,505

REGION A

PROJECT ID	PROJECT NAME	DEPARTMENT	WARDS	TOTAL 2021 / 2022	TOTAL 2022 / 2023	TOTAL 2023 / 2024	MTREF TOTAL	TOTAL LIFECYCLE COST
23775	23775_00_Ivory Park and surrounds Turnkey projects	Mayor's Office/ City Manager	78	R 124,008,000	R 95,000,000	R 112,325,000	R 331,333,000	R 331,333,000
2410	23775_03_MISCL - Tarring of Gravel Roads: Diepsloot. New Roads: Construction and Upgrades DIEPSLOOT WEST EXT.3 A Ward	JRA	113	R 30,000,000	R 20,000,000	R 30,000,000	R 80,000,000	R 130,000,000
4209	23775_03_MISCL - Tarring of Gravel Roads: Mayibuye. New Roads: Construction and Upgrades COMMERCIA A Ward	JRA	110	R 20,000,000	R 0	R 30,000,000	R 50,000,000	R 92,000,000
2316	Aqua - Construction of the IVORY PARK new swimming pool EXT.2 A Ward	Sport and Recreation	79	R 18,000,000	R 0	R 0	R 18,000,000	R 38,000,000
3024	CATCH 240 - Jukskei Catchment - Vorna Valley Stream New Stormwater Catchments VORNA VALLEY EXT.13 A Ward	JRA	132	R 6,000,000	R 0	R 10,000,000	R 16,000,000	R 28,000,000
6662	Construction of a business desk at Midrand (One Stop shop for corporate clients)	Public Safety: Head Office	92	R 50,000,000	R 30,000,000	R 30,000,000	R 110,000,000	R 120,000,000
22303	Development of Conservation Park LION PARK	Environment and Infrastructure	113	R 0	R 250,000	R 5,000,000	R 5,250,000	R 5,250,000
3988	Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional	JDA	113	R 20,000,000	R 10,000,000	R 0	R 30,000,000	R 60,000,000
23772	Driefontein Works: Infrastructure renewal plan 2 (2020/21 to 2022/23)	Water	96	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
21770	Halfway House Water Upgrade	Water	110	R 10,000,000	R 10,000,000	R 10,000,000	R 30,000,000	R 36,000,000
2647	Hikensile Clinic Renewal Clinic IVORY PARK EXT.9 A Ward	Health	79	R 2,000,000	R 0	R 1,300,000	R 3,300,000	R 3,300,000
2259	Installation of new service connections New Service Connections HALFWAY HOUSE EXT.74 E Regional	City Power	110	R 8,000,000	R 8,000,000	R 8,500,000	R 24,500,000	R 44,000,000
6384	Ivory Park UDF_ Development Catalytic Node infrastructure projects	JDA	78	R 10,000,000	R 20,000,000	R 0	R 30,000,000	R 53,000,000
3232	LA: Module 1	Sewer	96	R 40,000,000	R 100,000,000	R 60,000,000	R 200,000,000	R 216,282,000
2567	Midrand: Blue Hills Tower 1.8ML	Water	94	R 5,000,000	R 0	R 0	R 5,000,000	R 11,000,000
3461	Midrand: Carlswald Reservoir New Reservoirs CARLSWALD A.H. A Regional	Water	132	R 15,000,000	R 0	R 0	R 15,000,000	R 15,000,000
3882	Midrand: Carlswald Water Infrastructure Upgrade	Water	132	R 16,000,000	R 0	R 0	R 16,000,000	R 24,000,000
21933	Midrand: Diepsloot Tower 1.6 ML.	Water	94	R 0	R 4,000,000	R 14,000,000	R 18,000,000	R 18,000,000

6494	Midrand: Erand Tower 2 1.5ML	Water	112	R 20,000,000	R 0	R 0	R 20,000,000	R 36,000,000
6496	Midrand: Halfway house Reservoir 20ML	Water	92	R 25,000,000	R 0	R 0	R 25,000,000	R 45,500,000
6527	Midrand: Ivory Park North Upgrade Sewer	Sewer	77	R 10,000,000	R 10,000,000	R 1,000,000	R 21,000,000	R 25,399,000
6536	Midrand: Kyalami Water Upgrade	Water	132	R 0	R 10,000,000	R 0	R 10,000,000	R 10,000,000
3548	Midrand: Noordwyk Sewer Upgrade	Sewer	112	R 0	R 10,000,000	R 6,000,000	R 16,000,000	R 16,000,000
6517	Midrand: Planned replacement sewer mains	Sewer	92	R 0	R 0	R 10,000,000	R 10,000,000	R 10,000,000
3544	Midrand: Planned replacement sewer PRESIDENT PARK A.H. A	Sewer	110	R 0	R 10,000,000	R 10,000,000	R 20,000,000	R 20,000,000
3540	Midrand: Planned replacement: Water mains Renewal	Water	94	R 0	R 10,000,000	R 10,000,000	R 20,000,000	R 25,000,000
6535	Midrand: Vorna Valley Water Upgrade	Water	132	R 0	R 5,000,000	R 0	R 5,000,000	R 5,000,000
4206	MISCL - Tarring of Gravel Roads: Kaalfontein. New Roads: Construction and Upgrades KAALFONTEIN EXT.2 A Ward	Mayor's Office/ City Manager	92	R 30,000,000	R 30,000,000	R 30,000,000	R 90,000,000	R 148,000,000
2308	Northern Works: Belt Presses New #4	Sewer	96	R 15,000,000	R 46,000,000	R 10,000,000	R 71,000,000	R 78,000,000
3963	Northern Works: Desludge and line Dam 02	Sewer	96	R 0	R 0	R 10,000,000	R 10,000,000	R 23,000,000
3490	Northern Works: Infrastructure renewal	Sewer	96	R 20,000,000	R 6,590,000	R 5,000,000	R 31,590,000	R 42,090,000
3961	Northern Works: Unit 4 liquor treatment	Sewer	96	R 20,000,000	R 34,500,000	R 6,000,000	R 60,500,000	R 90,214,000
6545	Northern Works: Unit 4: Replacement of Electromechanical	Sewer	96	R 25,000,000	R 0	R 10,000,000	R 35,000,000	R 50,000,000
2519	Northern works: Unit 5 mod 2	Sewer	96	R 31,587,000	R 120,000,000	R 90,000,000	R 241,587,000	R 288,174,000
21988	NW: Dam 03	Water	96	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
23691	NW: Infrastructure Renewal Plan 2	Sewer	96	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
23692	NW: Installation of 4 new belt presses	Sewer	96	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
22007	NW: Unit 3: New PSTs #2	Water	96	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
23411	OV: Infrastructure Renewal Plan 2 (2019/20 to 2012/22)	Water	92	R 0	R 0	R 5,000,000	R 5,000,000	R 5,000,000
22674	PTF: Small Public Transport Facility Design and Construction of Kya Sand Superstop New Nodal Transport Facilities KYA SAND	Transportation	96	R 30,000,000	R 5,000,000	R 30,000,000	R 65,000,000	R 71,000,000
22786	PTF: Upgrading of Sunninghill Public Transport Facilities	Transportation	93	R 1,000,000	R 0	R 0	R 1,000,000	R 3,000,000
3068	Rabie Ridge Clinic Renewal Clinic RABIE RIDGE A	Health	80	R 2,000,000	R 0	R 20,000,000	R 22,000,000	R 107,000,000
2233	Rec - Construction of the new multipurpose centre (Library included) at Kaalfontein(Ebony Park) New Community Centre KAALFONTEIN EXT.4 A Ward	Sport and Recreation	92	R 30,000,000	R 20,000,000	R 5,000,000	R 55,000,000	R 75,000,000
3457	Riverside View Ext 28 (Diepsloot Ext 12)	Housing	96	R 30,000,000	R 20,000,000	R 30,000,000	R 80,000,000	R 293,705,000

2853	RNP022_Richards Drive Upgrading Renewal Roads: Construction and Upgrades HALFWAY HOUSE EXT.95	JRA	110	R 1,500,000	R 8,652,000	R 10,000,000	R 20,152,000	R 20,702,000
22512	Roodepoort/ Diepsloot: Diepsloot Reservoir 40 MI	Water	94	R 0	R 5,000,000	R 10,000,000	R 15,000,000	R 15,000,000
3918	Roodepoort/ Diepsloot: Diepsloot sewer Pipelines and Bridge	Sewer	96	R 40,000,000	R 0	R 0	R 40,000,000	R 91,500,000
3601	Roodepoort/ Diepsloot: Lanseria Outfall Sewer Upgrade	Sewer	96	R 20,000,000	R 10,000,000	R 20,000,000	R 50,000,000	R 65,000,000
23366	Tum-Key 1: Region A	JOSHCO	112	R 75,530,000	R 65,000,000	R 62,652,000	R 203,182,000	R 229,132,000
3503	WWTW: Security Upgrade (CCTV and Fence)	Sewer	96	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
Total				R 800,625,000	R 722,992,000	R 706,777,000		

REGION B

Project ID	Project Name	Department	Wards	Total 2021 / 2022	Total 2022 / 2023	Total 2023 / 2024	MTREF Total	Total Lifecycle Cost
4134	Auckland Park Social Housing Project Region B.	JOSHCO	87	R 0	R 0	R 20,000,000	R 20,000,000	R 20,000,000
23795	Braamfischer Parks	City Parks	102	R 3,000,000	R 0	R 0	R 3,000,000	R 3,000,000
2415	CATCH 210 - Klein Jukskei Catchment: Bond Stream Relief System, Ferndale. New Stormwater Catchments FERNDAL B Ward	JRA	104	R 0	R 15,000,000	R 15,000,000	R 30,000,000	R 70,000,000
2722	City Parks House - IT Equipment New Computer Hardware F Ward	City Parks	117	R 4,000,000	R 3,000,000	R 5,000,000	R 12,000,000	R 21,150,000
2582	City Parks House - New Furniture F City Wide	City Parks	117	R 4,000,000	R 4,000,000	R 2,000,000	R 10,000,000	R 10,700,000
4016	CORR - Perth Empire Transit Oriented Development (TOD) corridor Traffic Impact Assessment (TIA), Stormwater Masterplan and New Constriction and Upgrading Renewal Corridors of Freedom Intervention WESTBURY B Regional	JDA	90	R 12,000,000	R 0	R 0	R 12,000,000	R 56,999,999
2244	Development and upgrading of Riverlea Parks Renewal Park RIVERLEA Ward	City Parks	68	R 1,700,000	R 0	R 0	R 1,700,000	R 3,200,000
4071	Hurst Hill Sub-station refurbishment Renewal Bulk Infrastructure HURST HILL B Regional	City Power	69	R 30,000,000	R 40,000,000	R 25,000,000	R 95,000,000	R 110,000,000
22438	Integrated Intelligent Operational Centre (IIOC)	Public Safety: Head Office	86	R 20,000,000	R 15,000,000	R 0	R 35,000,000	R 55,000,000
3134	JHB Botanical Gardens Infrastructure upgrade in Emmarentia Renewal Park EMMARENTIA B City Wide	City Parks	88	R 4,000,000	R 8,000,000	R 4,000,000	R 16,000,000	R 20,500,000
5277	Johannesburg Central: Perth Empire BRT Corridor Sewer Renewal	Sewer	87	R 10,000,000	R 0	R 0	R 10,000,000	R 10,000,000
2773	Landfill - Goudkoppies New Building Alterations ZONDI D City Wide	Pikitup	68	R 5,000,000	R 0	R 0	R 5,000,000	R 5,000,000
22513	Lenasia High Level Reservoir 10ML	Water	58	R 26,350,000	R 0	R 0	R 26,350,000	R 50,000,000
22116	Melville Activity Street Neighbourhood Development_ CoF_ Upgrade	JDA	87	R 17,000,000	R 25,000,000	R 15,000,000	R 57,000,000	R 58,500,000
2264	New Service Connections HURST HILL B Regional	City Power	69	R 7,500,000	R 8,000,000	R 8,500,000	R 24,000,000	R 31,500,000
2260	New service connections New Service Connections FERNDAL EXT.25 B Regional	City Power	102	R 7,000,000	R 7,500,000	R 8,000,000	R 22,500,000	R 41,000,000
4090	Pennyville Precinct Renewal Precinct Redevelopment PENNYVILLE EXT.1 B City Wide	JDA	68	R 20,000,000	R 23,000,000	R 0	R 43,000,000	R 44,500,000
4019	Perth Empire Corridor (JW: Water) Renewal Corridors of Freedom Intervention	Water	69	R 15,000,000	R 13,000,000	R 10,000,000	R 38,000,000	R 49,000,000

22789	PTF: Upgrading of Rosebank Public Transport Facility	Transportation	117	R 6,000,000	R 13,000,000	R 13,000,000	R 32,000,000	R 34,000,000
2224	Randburg CBD regeneration Renewal Precinct Redevelopment FERNDAL E Regional	JDA	102	R 10,000,000	R 1,000,000	R 0	R 11,000,000	R 13,000,000
2353	Randburg Selkirk Social Housing Project Region B	JOSHCO	102	R 58,000,000	R 61,900,000	R 70,000,000	R 189,900,000	R 232,342,000
2338	Refurbishment of MV infrastructure(Switchgear and transformers) Renewal Medium Voltage Network REUVEN F Regional	City Power	68	R 10,000,000	R 15,000,000	R 5,000,000	R 30,000,000	R 38,500,000
2950	RNP013_Jan Smuts Dualling Renewal Roads: Construction and Upgrades PARKWOOD B Regional	JRA	117	R 0	R 34,500,000	R 40,000,000	R 74,500,000	R 89,500,000
2317	Sandton/ Alexandra : Kensington B Reservoir 22ML	Water	104	R 0	R 0	R 18,000,000	R 18,000,000	R 18,000,000
3230	Sandton/ Alexandra: Parkton Water upgrade	Water	87	R 0	R 11,000,000	R 5,000,000	R 16,000,000	R 16,000,000
23367	Tum-Key 1: Region B	JOSHCO	102	R 75,000,000	R 70,000,000	R 59,575,000	R 204,575,000	R 224,575,000
3859	Zoo - Animal Purchases New Operational Capex SAXONWOLD E City Wide	Zoo	117	R 2,000,000	R 2,000,000	R 2,000,000	R 6,000,000	R 9,200,000
3884	Zoo Infrastructure Renewal Building Alterations SAXONWOLD F Ward	City Parks	117	R 8,000,000	R 8,000,000	R 10,000,000	R 26,000,000	R 37,000,000
Total				R 345,550,000	R 367,900,000	R 323,075,000		

REGION C

Project ID	Project Name	Department	Wards	Total 2021 / 2022	Total 2022 / 2023	Total 2023 / 2024	MTREF Total	Total Lifecycle Cost
3842	Promusica Theatre - Information Technology New Computer Hardware & Software FLORIDA PARK EXT.9 C City Wide	Johannesburg Theatre Management Company	85	R 955,000	R 1,050,500	R 1,098,000	R 3,103,500	R 4,412,500
2281	Promusica Theatre - Upgrading of technical equipment (sound and lighting) Renewal Theatre redevelopment FLORIDA PARK EXT.9 C Regional	Johannesburg Theatre Management Company	85	R 530,000	R 583,000	R 609,000	R 1,722,000	R 2,562,000
3819	22776_03_MISCL - Tarring of Gravel Roads: Tshepisoong. New Roads: Construction and Upgrades TSHEPISOONG C Ward	JRA	128	R 30,000,000	R 30,000,000	R 20,000,000	R 80,000,000	R 125,000,000
8689	23775_04_Tarring of Zandspruit Access Road	JRA	114	R 1,000,000	R 15,000,000	R 20,000,000	R 36,000,000	R 51,000,000
3789	23776_05_CONV - Conversion of Open Drains to underground storm water system in Bram Fischerville. Renewal Stormwater Management Projects BRAM FISCHERVILLE C Ward	JRA	49	R 20,000,000	R 30,000,000	R 20,000,000	R 70,000,000	R 90,000,000
3704	Aqua - Construction of a new Cosmo City swimming pool New Community Centre COSMO CITY EXT.3 C Ward	Sport and Recreation	100	R 15,000,000	R 27,000,000	R 0	R 42,000,000	R 45,000,000
2565	Braamfischerville Ext 12&13: C Ward	Housing	49	R 15,500,000	R 16,275,000	R 62,300,000	R 94,075,000	R 99,575,000
6571	Bramfischerville Ext 7 & 8	Housing	44	R 11,188,000	R 20,000,000	R 30,000,000	R 61,188,000	R 73,188,000
8722	Construction of a new MPC in Matholesville New Community Centre MATHOLESVILLE C Regional	Sport and Recreation	127	R 15,000,000	R 20,000,000	R 5,000,000	R 40,000,000	R 63,000,000
3456	COSMO CITY PHASE 2 (MALIBONGWE RIDGE)	Housing	100	R 40,000,000	R 46,750,000	R 100,000,000	R 186,750,000	R 351,245,000
22645	DF: Infrastructure Renewal Plan 2 (2020/21 to 2022/23)	Sewer	97	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
3497	Driefontein Works: Infrastructure Renewal Plan	Sewer	114	R 5,000,000	R 10,000,000	R 0	R 15,000,000	R 30,000,000
3493	Driefontein works: Sludge Pre-thickening and Pre-conditioning	Sewer	114	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
2791	Establish new 88/11 kV substation at Ruimsig A New Bulk Infrastructure RUIMSIG C	City Power	97	R 60,000,000	R 67,500,000	R 45,000,000	R 172,500,000	R 187,500,000
2683	Fleurhof Mixed Development	Housing	70	R 30,000,000	R 38,720,000	R 80,000,000	R 148,720,000	R 357,720,000
22623	Golden Harvest Park Upgrade	City Parks	101	R 3,500,000	R 2,000,000	R 10,000,000	R 15,500,000	R 17,700,000
2889	Goudrand Rental Development	Housing	127	R 20,000,000	R 20,000,000	R 80,000,000	R 120,000,000	R 140,000,000
22641	Lion Park Bulk Water and Sewer Infrastructure Upgrade	Water	97	R 10,000,000	R 0	R 0	R 10,000,000	R 15,000,000

2341	Lutz: Establish new 88/11 kV cabling New Bulk Infrastructure HONEYDEW MANOR EXT.11 C Ward	City Power	97	R 35,000,000	R 30,000,000	R 0	R 65,000,000	R 135,000,000
21658	Marie Louise MRF	Pikitup	70	R 40,000,000	R 0	R 0	R 40,000,000	R 40,000,000
2891	Matholesville Proper	Housing	127	R 10,000,000	R 0	R 0	R 10,000,000	R 30,000,000
4137	MISCL - Gravel Roads: Zandspruit New Roads: Construction and Upgrades ZANDSPRUIT C Ward	JRA	96	R 0	R 0	R 20,000,000	R 20,000,000	R 30,000,000
2261	New service connections New Service Connections ROODEPOORT EXT.2 C Regional	City Power	84	R 7,000,000	R 7,500,000	R 8,000,000	R 22,500,000	R 41,800,000
3794	Princess Plots Social Housing Project Region C	JOSHCO	71	R 52,900,000	R 66,555,000	R 27,050,000	R 146,505,000	R 188,005,000
3055	PRINCESS Renewal Clinic PRINCESS C Ward	Health	71	R 2,000,000	R 0	R 20,000,000	R 22,000,000	R 22,000,000
3841	Promusica Theatre - Building renovations and upgrades Renewal Building Alterations FLORIDA PARK EXT.9 C Regional	Johannesburg Theatre Management Company	85	R 415,500	R 457,050	R 478,000	R 1,350,550	R 1,550,550
3098	PTF: Small Public Transport Facilities: Tshepisoong	Transportation	128	R 1,000,000	R 0	R 0	R 1,000,000	R 23,000,000
2285	Replacement of aged and/or faulting MV cables Renewal Medium Voltage Network NORTH RIDING EXT.30 C City Wide	City Power	134	R 5,000,000	R 12,000,000	R 20,000,000	R 37,000,000	R 56,275,000
2882	RNP005_Spencer Road New Link New Roads: Construction and Upgrades FLEURHOF C Regional	JRA	70	R 2,000,000	R 10,000,000	R 20,000,000	R 32,000,000	R 39,000,000
4041	Roodepoort Social Housing Upgrade Region C	JOSHCO	84	R 4,655,000	R 0	R 0	R 4,655,000	R 47,655,000
3586	Roodepoort/ Diepsloot: Planned Replacement Sewer mains	Sewer	84	R 0	R 15,000,000	R 10,000,000	R 25,000,000	R 96,727,000
3610	Roodepoort/ Diepsloot: Witpoortjie Sewer upgrade Renewal Bulk Waste Water WITPOORTJIE C	Sewer	71	R 10,000,000	R 0	R 0	R 10,000,000	R 12,000,000
2246	Roodepoort/Diepsloot: Planned Replacement Watermains	Water	97	R 0	R 30,000,000	R 10,000,000	R 40,000,000	R 105,506,000
4040	Roodepoort/Diepsloot: Robertville Tower 2.25ML	Water	70	R 10,000,000	R 0	R 0	R 10,000,000	R 26,000,000
22119	Roodeport CBD regeneration Renewal Precinct Redevelopment REGION C	JDA	84	R 15,000,000	R 15,000,000	R 0	R 30,000,000	R 47,500,000
22665	Sandton/Alexandra:RW Weltevreden water upgrade	Water	126	R 5,000,000	R 0	R 0	R 5,000,000	R 15,000,000
3196	Separation at source facilities and equipment	Pikitup	129	R 34,000,000	R 35,000,000	R 70,000,000	R 139,000,000	R 166,820,000
22366	Tsepisoong New Park development	City Parks	128	R 5,000,000	R 1,000,000	R 5,000,000	R 11,000,000	R 13,000,000
2274	Tshepisoong Proper	Housing	128	R 10,000,000	R 20,000,000	R 20,000,000	R 50,000,000	R 65,000,000
2595	Zandspruit New Clinic ZANDSPRUIT EXT.4 C Ward 114 (Acquisition of land, layout and design and construction of buildings etc)	Health	114	R 1,000,000	R 0	R 20,000,000	R 21,000,000	R 21,000,000
Total				R 525,158,500	R 585,757,050	R 704,828,000		

REGION D

Project ID	Project Name	Department	Wards	Total 2021 / 2022	Total 2022 / 2023	Total 2023 / 2024	MTREF Total	Total Lifecycle Cost
23776	23776_00_Kliptown and surrounds Turnkey projects	Mayor's Office/ City Manager	11	R 50,000,000	R 61,711,000	R 85,000,000	R 196,711,000	R 196,711,000
23794	Bheki Mlangeni Park	City Parks	34	R 5,000,000	R 0	R 0	R 5,000,000	R 5,000,000
2577	CATCH 10 - Emergency Stormwater Improvement (Multiyear): Protea Glen Ext 1-4 (Phase 1-5). New Stormwater Catchments PROTEA GLEN D Ward	JRA	13	R 25,000,000	R 20,000,000	R 25,000,000	R 70,000,000	R 120,000,000
3931	COMPL: Sidewalk Improvements: Tsiawelo Metrorail Station Link: Mhlaba / C Hani New Nodal Transport Facilities CHIAWELO D City Wide	Transportation	11	R 5,000,000	R 20,000,000	R 0	R 25,000,000	R 28,000,000
22354	Complete Streets: (KFW - German Development Bank): Orlando East to UJ Soweto Route	Transportation	25	R 13,000,000	R 0	R 0	R 13,000,000	R 24,000,001
3885	Devland Golden Highway Social Housing Project Region D	JOSHCO	24	R 80,000,000	R 28,142,000	R 0	R 108,142,000	R 151,142,000
2893	Diepkloof Hostel Renewal Bulk Infrastructure DIEPKLOOF EXT.10 D Ward	Housing	29	R 10,000,000	R 0	R 10,000,000	R 20,000,000	R 51,000,000
22853	Dorothy Nyembe EE - E-Learning Center	City Parks	47	R 3,000,000	R 0	R 0	R 3,000,000	R 5,000,000
2751	Dube Hostel Renewal Building Alterations DUBE EXT.2 D Ward	Housing	38	R 15,000,000	R 30,000,000	R 20,000,000	R 65,000,000	R 70,000,000
3184	Elias Motsoaledi Ext1 Township Development (Region D - Ward 24)	Housing	24	R 45,000,000	R 65,000,000	R 75,000,000	R 185,000,000	R 202,500,000
22646	GK: Infrastructure Renewal Plan 2 (2020/21 to 2022/23)	Sewer	24	R 0	R 0	R 10,000,000	R 10,000,000	R 10,000,000
3484	Goudkoppies Works: Infrastructure Renewal Plan	Sewer	24	R 25,000,000	R 25,000,000	R 10,000,000	R 60,000,000	R 98,398,000
6543	Goudkoppies: New PSTs number 2	Sewer	24	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
22263	Jabulani Precinct Upgrades	Development Planning	34	R 26,569,000	R 15,000,000	R 5,000,000	R 46,569,000	R 149,095,000
3185	Klipspruit/Kliptown New Bulk Infrastructure (Housing project around the Walter Sisulu Square) KLIPSPRUIT D Ward	Housing	17	R 85,000,000	R 190,000,000	R 65,000,000	R 340,000,000	R 377,000,000
2566	Lufhereng Mixed Development (Bulk, Link & Internal Infrastructure Roads, Storm Water Management Systems, Sewer & Water for 24 000 houses)	Housing	53	R 50,000,000	R 55,000,000	R 80,000,000	R 185,000,000	R 374,000,000
2323	Lufhereng Social Housing Project Region D	JOSHCO	53	R 76,000,934	R 83,438,000	R 0	R 159,438,934	R 191,938,934

2752	Meadowlands Hostel Renewal Building Alterations MEADOWLANDS D Ward	Housing	43	R 20,000,000	R 20,000,000	R 20,000,000	R 60,000,000	R 80,000,000
4179	Mooki Street Development Infrastructure; Orlando East New Precinct Redevelopment ORLANDO EAST D Regional	JPC	30	R 0	R 0	R 850,000	R 850,000	R 850,000
3059	Naledi clinic New Building NALEDI D	Health	20	R 44,000,000	R 0	R 0	R 44,000,000	R 44,000,000
2359	Nancefield Social Housing Project Region D	JOSHCO	25	R 50,000,000	R 70,000,000	R 70,000,000	R 190,000,000	R 227,000,000
2503	Orlando East Station Precinct New Precinct Redevelopment ORLANDO EAST D Ward	JDA	30	R 10,000,000	R 0	R 10,000,000	R 20,000,000	R 22,000,000
3178	Park development in Protea Glen New Park PROTEA GLEN D Ward	City Parks	13	R 2,000,000	R 0	R 3,000,000	R 5,000,000	R 7,000,000
4165	PTF Small Public Transport Facility Design and Construction of Zola Public Transport Facility New Nodal Transport Facilities ZOLA D Regional	Transportation	51	R 1,000,000	R 5,000,000	R 20,000,000	R 26,000,000	R 33,000,000
2803	Refurbishment of the Yetta Nethan Community Centre ORLANDO WEST D	Social Development	28	R 20,000,000	R 25,000,000	R 0	R 45,000,000	R 45,500,000
3818	RESUR - Resurfacing of Soweto Highway. Renewal Roads: Rehabilitation ORLANDO D City Wide	JRA	29	R 30,000,005	R 15,000,000	R 20,000,000	R 65,000,005	R 90,000,005
23707	Soweto SAF Priority Precinct	Development Planning	38	R 0	R 2,000,000	R 10,000,000	R 12,000,000	R 12,000,000
3840	Soweto Theatre - Building Renovations and upgrades JABULANI D	Johannesburg Theatre Management Company	46	R 1,261,000	R 1,387,100	R 1,449,000	R 4,097,100	R 4,625,100
22511	Soweto: Anthea Nancefield Sewer (Klipspruit River) Phase 1	Sewer	39	R 50,000,000	R 0	R 0	R 50,000,000	R 78,000,000
6516	Soweto: Dobsonville Reservoir 15Ml	Water	47	R 0	R 5,000,000	R 20,000,000	R 25,000,000	R 25,000,000
6504	Soweto: Doornkop West Reservoir 85Ml	Water	53	R 0	R 5,000,000	R 10,000,000	R 15,000,000	R 15,000,000
2481	Soweto: Planned Replacement of the Watermains Renewal Water Mains MAPETLA D Ward	Water	16	R 10,000,000	R 40,000,000	R 22,300,000	R 72,300,000	R 82,300,000
3627	Soweto: Planned Replacement Sewermains	Sewer	16	R 0	R 10,000,000	R 10,000,000	R 20,000,000	R 40,000,000
3631	Soweto: Protea Glen Sewer Upgrade	Sewer	13	R 0	R 0	R 5,000,000	R 5,000,000	R 5,000,000
23368	Tum-Key 3: Region D	JOSHCO	16	R 72,500,383	R 79,395,898	R 60,000,000	R 211,896,281	R 231,896,281
Total				R 824,331,322	R 871,073,998	R 668,599,000		

REGION E

Project ID	Project Name	Department	Wards	Total 2021 / 2022	Total 2022 / 2023	Total 2023 / 2024	MTREF Total	Total Lifecycle Cost
22688	PTF: Public Transport Facility in Sandton	Transportation	103	R 500,000	R 0	R 0	R 500,000	R 2,500,000
23141	2804_01_Rea Vaya BRT Guard Houses and Customer Care Centers	Transportation	103	R 5,556,000	R 0	R 5,000,000	R 10,556,000	R 10,556,000
23140	2804_08_Rea Vaya New Bus Rapid Transit Phase 1C	Transportation	91	R 0	R 299,636,000	R 679,477,000	R 979,113,000	R 1,223,266,000
23129	2804_16_Rea Vaya BRT Phase 1C New Stations	Transportation	73	R 25,000,000	R 59,927,000	R 0	R 84,927,000	R 84,927,000
23680	Alexander Water Upgrade (G7)	Water	107	R 10,000,000	R 30,000,000	R 20,000,000	R 60,000,000	R 60,000,000
3991	Balfour Park Transit Precinct Development (Louis Botha Corridor) Renewal Precinct Redevelopment SAVOY ESTATE E City Wide	JDA	74	R 20,000,000	R 10,000,000	R 0	R 30,000,000	R 38,800,000
2704	Banakekelen Hospice New Clinic ALEXANDRA EXT.38 E Ward	JDA	105	R 0	R 1,000,000	R 0	R 1,000,000	R 32,500,000
23269	CATCH - Flooding intervention and alleviation in Far East Bank - Alexandra	JRA	105	R 10,000,000	R 40,000,000	R 20,000,000	R 70,000,000	R 80,000,000
2398	CATCH 210 - Klein Jukskei Catchment: (CBP) Stormwater Control: Willows Development - Windsor New Stormwater Catchments JUKSKEI PARK B Ward	JRA	115	R 0	R 10,000,000	R 20,000,000	R 30,000,000	R 32,000,000
4015	CORR - Louis Botha Transit Oriented Development (TOD) corridor Traffic Impact Assessment (TIA), Stormwater Masterplan and New Construction and Upgrading Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	JDA	74	R 5,000,000	R 0	R 0	R 5,000,000	R 29,988,000
2448	Emergency Work Renewal Medium Voltage Network NORTH RIDING EXT.30 C Regional	City Power	101	R 20,000,000	R 25,000,000	R 25,000,000	R 70,000,000	R 105,000,000
4142	Erf 43-46 Victoria Ext 3(Paterson Park Node) VICTORIA EXT.3 E Regional	JPC	73	R 2,158,000	R 0	R 0	R 2,158,000	R 12,158,000
2771	Helen Josephs Refurbishment and Upgrading of Women's Hostel Renewal Building Alterations ALEXANDRA EXT.52 E Ward	Housing	91	R 20,000,000	R 20,000,000	R 30,000,000	R 70,000,000	R 100,000,000
2202	Installation of new service connections New Service Connections ALEXANDRA EXT.63 E Regional	City Power	75	R 8,000,000	R 8,000,000	R 8,500,000	R 24,500,000	R 32,495,000
22811	Klipfontein View Wellness centre	JDA	32	R 30,000,000	R 35,000,000	R 45,000,000	R 110,000,000	R 110,000,000
23761	Linbro Park Towner 1.5MI	Water	32	R 5,000,000	R 10,000,000	R 0	R 15,000,000	R 15,000,000
4018	Louis Botha Corridor (JW: Water) Renewal Corridors of Freedom Intervention	Water	72	R 5,000,000	R 0	R 0	R 5,000,000	R 15,000,000

22183	Madala Hostel Redevelopment	Housing	81	R 50,000,000	R 10,000,000	R 10,000,000	R 70,000,000	R 95,000,000
3535	Marlboro Social Housing Project Region E	JOSHCO	76	R 1,000,000	R 1,537,000	R 60,000,000	R 62,537,000	R 62,537,000
6309	Marlboro Station Project Land Preparation	JPC	109	R 5,000,000	R 0	R 0	R 5,000,000	R 5,500,000
3939	Pampoen spruit Catchment rehabilitation (Sundowner Dam Rehabilitation)	Environment and Infrastructure	115	R 0	R 4,000,000	R 7,000,000	R 11,000,000	R 11,000,000
2769	Refurbishment and Upgrading of M2 Hostel Renewal Building Alterations ALEXANDRA EXT.52 E	Housing	107	R 0	R 0	R 10,000,000	R 10,000,000	R 13,000,000
2955	RNP085_Bulk stormwater development/Transport hub SANDOWN E Ward	JRA	91	R 10,000,000	R 29,000,000	R 20,000,000	R 59,000,000	R 61,000,000
3553	Sandton/ Alexandra: Founder Hill Water upgrade New Water Mains FOUNDERS HILL B Regional	Water	32	R 2,500,000	R 0	R 0	R 2,500,000	R 7,500,000
4023	Sandton/ Alexandra: Louis Botha Corridor (JW: Sewer) Renewal Corridors of Freedom Intervention	Sewer	72	R 5,000,000	R 0	R 0	R 5,000,000	R 18,121,000
3558	Sandton/ Alexandra: Planned Replacement Sewer mains	Sewer	76	R 0	R 10,000,000	R 10,000,000	R 20,000,000	R 35,000,000
3464	Sandton/ Alexandra: Woodmead Reservoir 22ML	Water	106	R 20,000,000	R 0	R 0	R 20,000,000	R 25,500,000
2369	Sandton/Alexandra: Bryanston Water Upgrade	Water	106	R 0	R 0	R 5,000,000	R 5,000,000	R 15,000,000
2314	Sandton/Alexandra: Linbro Park Water Upgrade	Water	32	R 20,000,000	R 24,000,000	R 24,000,000	R 68,000,000	R 100,500,000
2245	Sandton/Alexandra: Planned replacement water mains	Water	106	R 0	R 30,000,000	R 15,000,000	R 45,000,000	R 125,506,000
22662	Sandton/Alexandra: Parkton Water Upgrade	Water	107	R 0	R 11,000,000	R 11,000,000	R 22,000,000	R 22,000,000
2242	Upgrading of Huddle Park Nursery Renewal Park ALEXANDRA EXT.4 E Regional	City Parks	76	R 1,000,000	R 0	R 0	R 1,000,000	R 2,000,000
22255	Watt Street Precinct, Wynberg	Development Planning	91	R 0	R 3,000,000	R 25,000,000	R 28,000,000	R 28,000,000
Total				R 274,658,000	R 671,100,000	R 1,044,977,000		

REGION F

Project ID	Project Name	Department	Wards	Total 2021 / 2022	Total 2022 / 2023	Total 2023 / 2024	MTREF Total	Total Lifecycle Cost
22687	PTF: Redevelopment of Inner City Ranks	Transportation	124	R 66,750,000	R 20,750,000	R 100,000,000	R 187,500,000	R 205,500,000
22245	_Brixton Social Cluster	Development Planning	58	R 46,000,000	R 22,000,000	R 0	R 68,000,000	R 182,886,000
23104	2804_03_Bus Monitoring and Contract Management	Transportation	67	R 0	R 119,855,000	R 0	R 119,855,000	R 119,855,000
22470	38 Rissik Street (NBS) Inner City Building Conversion	JOSHCO	60	R 1,500,000	R 5,700,000	R 67,950,000	R 75,150,000	R 79,700,000
22297	Abel Road Inner City Building Conversion Region F	JOSHCO	64	R 24,500,000	R 0	R 0	R 24,500,000	R 52,500,000
2895	ACH - Joburg Art Gallery Upgrade JOHANNESBURG F	Arts; Culture and Heritage	60	R 1,000,000	R 0	R 0	R 1,000,000	R 9,500,000
4129	ACH - Upgrading of Museum Africa and Precinct (Three houses, workers museum, Mary Fitzgerald Square)	Arts; Culture and Heritage	60	R 9,000,000	R 5,000,000	R 15,000,000	R 29,000,000	R 29,000,000
22547	Alternative Energy Systems	Joburg Market	57	R 15,000,000	R 12,000,000	R 15,000,000	R 42,000,000	R 42,000,000
23053	Betrans New Multi-Purpose Center	Social Development	66	R 35,000,000	R 20,000,000	R 0	R 55,000,000	R 56,500,000
22468	Booyens Street Inner City Conversion	JOSHCO	124	R 2,000,000	R 5,000,000	R 32,000,000	R 39,000,000	R 44,000,000
4046	Casamia Inner City Building Upgrade Region F	JOSHCO	60	R 2,500,000	R 48,453,000	R 23,000,000	R 73,953,000	R 83,953,000
22790	Complete Streets: Turfontein	Transportation	124	R 5,000,000	R 23,000,000	R 0	R 28,000,000	R 29,000,000
22264	Development of Conservation Park SOUTH HILL (LION PARK area)	Environment and Infrastructure	125	R 0	R 250,000	R 5,000,000	R 5,250,000	R 5,250,000
23711	Development of South Hills Eco Park	Environment and Infrastructure	57	R 0	R 0	R 500,000	R 500,000	R 17,500,000
2553	Engine and Gear box refurbishment	Metrobus	60	R 8,000,000	R 15,000,000	R 15,000,000	R 38,000,000	R 50,500,000
22361	Fordsburg PEU	Development Planning	58	R 0	R 2,500,000	R 36,000,000	R 38,500,000	R 38,500,000
22363	Ghandi Square East	Development Planning	124	R 30,000,000	R 0	R 0	R 30,000,000	R 78,500,000
2419	Inner City Buildings Acquisitions	JOSHCO	60	R 32,000,000	R 11,000,000	R 5,000,000	R 48,000,000	R 64,000,000
22281	Inner City Eastern Gateway TOD and Movement Corridors	JDA	60	R 20,000,000	R 10,000,000	R 0	R 30,000,000	R 60,500,000
22365	Inner City Partnership Fund	Development Planning	59	R 16,500,000	R 40,000,000	R 30,000,000	R 86,500,000	R 113,500,000

4004	Inner City Roadmap Economic Development Initiatives Renewal Inner City Intervention JOHANNESBURG F Regional	Economic Development	123	R 3,000,000	R 0	R 0	R 3,000,000	R 6,000,000
2548	Inner City Upgrading (Transitional/Emergency and Rental Stock) Renewal Rental Flats JOHANNESBURG F Regional	Housing	59	R 33,696,000	R 15,000,000	R 72,000,000	R 120,696,000	R 230,696,000
22345	Inner-city Core PEU (Including the Southern Parts)	Development Planning	60	R 2,000,000	R 25,000,000	R 35,000,000	R 62,000,000	R 63,500,000
3942	Inner-city Parks Intervention Development and Upgrading JOHANNESBURG F Regional	City Parks	59	R 11,000,000	R 7,000,000	R 8,000,000	R 26,000,000	R 30,500,000
2662	IT Equipment, New Computers and Hardware Computer Hardware	Metrobus	60	R 7,500,000	R 10,000,000	R 15,000,000	R 32,500,000	R 57,000,000
2806	Joburg Theatre - Building Renovations and upgrades New Building Alterations JOHANNESBURG F Ward	Johannesburg Theatre Management Company	60	R 955,000	R 1,050,500	R 1,098,000	R 3,103,500	R 34,724,500
3109	Joburg Theatre - Upgrade of stage machinery Renewal Plant and Equipment JOHANNESBURG F Ward	Johannesburg Theatre Management Company	60	R 5,748,000	R 6,006,000	R 6,276,000	R 18,030,000	R 40,210,000
2248	Johannesburg Central: planned Replacement Watermains	Water	58	R 0	R 15,000,000	R 10,000,000	R 25,000,000	R 78,625,000
3614	Johannesburg Central: Planned Replacement Sewer mains	Sewer	60	R 0	R 10,000,000	R 15,000,000	R 25,000,000	R 105,000,000
23683	Kensington B Tower 0.5 MI	Water	66	R 0	R 0	R 10,000,000	R 10,000,000	R 10,000,000
23762	Kensington Booster	Water	66	R 0	R 5,000,000	R 15,000,000	R 20,000,000	R 20,000,000
2213	Lib. Johannesburg Library (Centre of Excellence) JOHANNESBURG F	Libraries	124	R 10,000,000	R 5,000,000	R 10,000,000	R 25,000,000	R 26,000,000
22362	Mayfair PEU	Development Planning	58	R 0	R 2,000,000	R 38,000,000	R 40,000,000	R 40,000,000
6358	Metromall Taxi Rank Shop Revitalisation and Waste Management Area Redesign	JPC	60	R 6,000,000	R 0	R 0	R 6,000,000	R 26,000,000
2998	MOB - Guardrails. Renewal Roads: Construction and Upgrades JOHANNESBURG F Regional	JRA	23	R 10,000,000	R 30,000,000	R 10,000,000	R 50,000,000	R 60,000,000
22841	Mobile sub-station	City Power	124	R 23,819,000	R 17,500,000	R 25,000,000	R 66,319,000	R 111,819,000
23413	Naturena Bulk Water Upgrade	Water	125	R 10,000,000	R 0	R 0	R 10,000,000	R 16,000,000
2673	New Fire Station - Central Fire Station MARSHALLS TOWN F Ward	Public Safety: EMS	124	R 20,000,000	R 20,000,000	R 0	R 40,000,000	R 70,500,000
2203	New service connections New Service Connections BEREAF Regional	City Power	64	R 7,500,000	R 8,000,000	R 8,500,000	R 24,000,000	R 42,500,000
2263	New Service Connections REUVEN F Regional	City Power	55	R 6,025,000	R 6,500,000	R 7,000,000	R 19,525,000	R 40,025,000

22195	New Turfontein Clinic & Multi-purpose center	Development Planning	124	R 21,843,000	R 35,000,000	R 0	R 56,843,000	R 71,343,000
22845	Newtown UDF Implementation	Development Planning	60	R 0	R 2,500,000	R 18,000,000	R 20,500,000	R 20,500,000
2555	Operating Capital: DPUM Renewal Operational Capex BRAAMFONTEIN WERF F City Wide	Development Planning	60	R 6,700,000	R 6,700,000	R 0	R 13,400,000	R 21,900,000
4212	Operational Capital Arts and Culture New Information Technology JOHANNESBURG F	Arts; Culture and Heritage	60	R 500,000	R 600,000	R 800,000	R 1,900,000	R 4,143,000
4214	Operational Capital Libraries New Information Technology JOHANNESBURG F	Libraries	60	R 500,000	R 1,500,000	R 2,000,000	R 4,000,000	R 9,410,000
4213	Operational Capital Sports and Recreation New Information Technology JOHANNESBURG F	Sport and Recreation	60	R 500,000	R 500,000	R 800,000	R 1,800,000	R 3,797,000
2282	Park Central Facility Upgrade and Packaging Renewal Building Alterations JOHANNESBURG F Ward	JPC	59	R 0	R 5,000,000	R 0	R 5,000,000	R 7,500,000
2724	Plant and equipment New Plant and Equipment JOHANNESBURG F Ward	City Parks	23	R 4,000,000	R 4,000,000	R 6,000,000	R 14,000,000	R 18,415,000
2253	Prepare mini subs and load centres for 11 kV conversion Renewal Township Reticulation JEPPESTOWN SOUTH F Regional	City Power	61	R 0	R 10,000,000	R 0	R 10,000,000	R 21,725,000
22675	Rec- Construction of Drieziek MPC (ACH and Sports and Recreation)	Sport and Recreation	124	R 18,000,000	R 15,000,000	R 5,000,000	R 38,000,000	R 89,047,000
2337	Refurbishment of LV infrastructure Renewal Low Voltage REUVEN F Regional	City Power	124	R 5,000,000	R 10,000,000	R 0	R 15,000,000	R 39,000,000
2465	Replace open LV conductors with ABC Renewal Low Voltage REUVEN F City Wide	City Power	124	R 10,000,000	R 10,000,000	R 0	R 20,000,000	R 50,000,000
2339	Replacement of aged and/or faulting MV cables Renewal Medium Voltage Network REUVEN F Regional	City Power	124	R 7,109,000	R 15,000,000	R 25,000,000	R 47,109,000	R 67,109,000
3817	RESUR - Resurfacing of M2 Motorway. Renewal Roads: Rehabilitation JOHANNESBURG F City Wide	JRA	124	R 30,000,000	R 30,479,675	R 60,000,014	R 120,479,689	R 191,849,994
2284	Revamping of the Informal Trading Stalls within the Inner City Renewal Operational Capex JOHANNESBURG F Ward	JPC	60	R 0	R 15,000,000	R 0	R 15,000,000	R 50,000,000
6380	Revitalisation of Pageview and Vrededorp	JDA	58	R 10,000,000	R 10,000,000	R 0	R 20,000,000	R 20,000,000
3700	Shelters for Displaced People Region F	Social Development	60	R 12,000,000	R 0	R 0	R 12,000,000	R 19,000,000
2671	South Hills Housing Mixed Development	Housing	57	R 30,000,000	R 40,000,000	R 80,000,000	R 150,000,000	R 269,000,000
22228	Southdale/ Langlaagte: Winchester Hills Reservoir 12Ml	Water	54	R 0	R 0	R 10,000,000	R 10,000,000	R 10,000,000
2428	Upgrade John Ware substation Renewal Bulk Infrastructure FORDSBURG F Regional	City Power	58	R 43,646,000	R 54,953,000	R 30,000,000	R 128,599,000	R 139,548,000

4113	Upgrade MV Networks in CBD Renewal Medium Voltage Network JOHANNESBURG F Regional	City Power	59	R 6,964,000	R 7,500,000	R 15,000,000	R 29,464,000	R 39,464,000
Total				R 612,005,000	R 796,547,175	R 782,924,014		

REGION G

Project ID	Project Name	Department	Wards	Total 2021 / 2022	Total 2022 / 2023	Total 2023 / 2024	MTREF Total	Total Lifecycle Cost
23705	23705_00_Orange Farm and surrounds Turnkey Projects	Mayor's Office/ City Manager	131	R 240,000,000	R 175,000,000	R 220,426,553	R 635,426,553	R 635,426,553
2198	Basic Water Service New Basic Water and Sewer Services	Water	4	R 50,000,000	R 50,000,000	R 50,000,000	R 150,000,000	R 227,000,000
23688	BK: Expansion of Bushkoppie WWTW	Sewer	122	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
23686	BK: Infrastructure Renewal Plan 2	Sewer	122	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
3160	Building of EMS training academy for the City of Johannesburg New Building LEHAE EXT.1 G City Wide	Public Safety: EMS	8	R 20,000,000	R 10,000,000	R 0	R 30,000,000	R 30,000,000
3482	Bushkoppies Works: Infrastructure renewal plan	Sewer	122	R 10,000,000	R 0	R 11,000,000	R 21,000,000	R 21,000,000
23764	Bushkoppies works: Sludge enhancement	Water	122	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
6503	Bushkoppies Works: Upgrade main Blowers and Pipework	Sewer	122	R 25,000,000	R 40,000,000	R 10,000,000	R 75,000,000	R 83,145,000
22791	Complete Streets: Deep South	Transportation	3	R 5,000,000	R 30,000,000	R 0	R 35,000,000	R 36,000,000
3788	CONV - Conversion of Open Drains to underground storm water system/Covered Drains in Orange Farm. Renewal Stormwater Management Projects ORANGE FARM G Ward	Mayor's Office/ City Manager	3	R 45,000,000	R 95,000,000	R 0	R 140,000,000	R 175,000,000
3207	Drieziek Ext.3	Housing	1	R 10,000,000	R 20,000,000	R 35,000,000	R 65,000,000	R 110,000,000
6581	Drieziek Ext.4	Housing	1	R 10,000,000	R 20,000,000	R 20,000,000	R 50,000,000	R 80,000,000
3208	Drieziek Ext.5	Housing	5	R 10,000,000	R 20,000,000	R 25,000,000	R 55,000,000	R 104,000,000
22722	EN: Upgrading of Southern Treatment Capacity	Sewer	121	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
3211	Ennerdale South	Housing	7	R 10,000,000	R 20,000,000	R 40,000,000	R 70,000,000	R 100,000,000
6546	Ennerdale Works: Dam cleaning and lining	Sewer	121	R 0	R 0	R 8,000,000	R 8,000,000	R 9,000,000
6547	Ennerdale Works: Replace module mixers and motors	Sewer	121	R 10,000,000	R 0	R 0	R 10,000,000	R 14,600,000
3203	Finetown Proper -Region G	Housing	7	R 10,000,000	R 20,000,000	R 40,000,000	R 70,000,000	R 90,000,000
3075	Freedom Park New Clinic DEVLAND EXT.30 G Ward	Health	119	R 2,000,000	R 0	R 1,000,000	R 3,000,000	R 3,000,000

3197	Kanana Park Ext 1	Housing	6	R 10,000,000	R 20,000,000	R 20,000,000	R 50,000,000	R 70,000,000
22115	Kanana Park Ext 2	Housing	6	R 10,000,000	R 20,000,000	R 20,000,000	R 50,000,000	R 70,000,000
3204	Kanana Park Ext 3,4 & 5	Housing	6	R 10,000,000	R 20,000,000	R 20,000,000	R 50,000,000	R 80,000,000
2733	Lakeside Ext 1, 3 & 5	Housing	2	R 10,000,000	R 20,000,000	R 31,000,000	R 61,000,000	R 101,000,000
3977	Lawley Clinic Renewal Clinic LAWLEY G Regional	Health	121	R 2,000,000	R 0	R 20,000,000	R 22,000,000	R 97,000,000
3186	Lehae Ext 1	Housing	122	R 30,000,000	R 40,000,000	R 52,000,000	R 122,000,000	R 162,000,000
3666	Lehae MPC New Construction LEHAE G	Sport and Recreation	122	R 4,000,000	R 18,000,000	R 10,000,000	R 32,000,000	R 43,000,000
2344	Lenasia Eco Park Development New Park LENASIA SOUTH	City Parks	120	R 3,700,000	R 300,000	R 10,000,000	R 14,000,000	R 19,000,000
2393	MISCL - Tarring of Gravel Roads: Orange Farm and Surrounding Areas. New Roads: Construction and Upgrades ORANGE FARM G Ward	Mayor's Office/ City Manager	131	R 74,946,250	R 80,000,000	R 60,000,000	R 214,946,250	R 284,946,250
2575	Olifantsvlei Cemetery Renewal Cemetery NATURENA EXT.15 D Ward	City Parks	119	R 10,000,000	R 10,000,000	R 15,000,000	R 35,000,000	R 52,043,876
2447	Olifantsvlei Works: Belt Presses # 1	Sewer	119	R 0	R 0	R 5,000,000	R 5,000,000	R 8,000,000
3481	Olifantsvlei Works: Infrastructure Renewal Plan	Sewer	119	R 0	R 0	R 14,000,000	R 14,000,000	R 14,000,000
3480	Olifantsvlei Works: Sludge turner and FEL KLIPRIVIERSOOG ESTATE G	Sewer	17	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
3236	Olifantsvlei: Refurbish Unit 2	Sewer	119	R 0	R 0	R 9,000,000	R 9,000,000	R 11,000,000
2375	Orange farm/ Deep South: Lenasia Water Upgrade	Water	9	R 10,000,000	R 0	R 0	R 10,000,000	R 47,952,000
23759	Orange Farm/Deep South: Lenasia Reservoir 675mm dia Bulk	Water	1	R 0	R 24,500,000	R 66,000,000	R 90,500,000	R 90,500,000
23685	OV: Sludge Enhancement	Sewer	6	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
2538	Protea South Clinic Renewal Clinic PROTEA SOUTH EXT.1 G Ward	Health	120	R 12,700,000	R 48,100,000	R 1,000,000	R 61,800,000	R 61,800,000
3925	PTF: Small Public Transport Facilities: Orange Farm Ext 7 (Region G)	Mayor's Office/ City Manager	4	R 49,000,000	R 0	R 0	R 49,000,000	R 66,000,000
3338	PTF: Transfer Facility: Lenasia Scholar Transport Interchange	Transportation	10	R 1,000,000	R 0	R 0	R 1,000,000	R 3,000,000
22515	Regeneration of Lenasia CBD and Anchorville Industrial Hub – Region G	JDA	9	R 10,000,000	R 15,000,000	R 0	R 25,000,000	R 44,500,000
2881	RNP004_James Street Extension. New Roads: Construction and Upgrades ENNERDALE G Regional	JRA	7	R 2,000,000	R 10,000,000	R 20,000,000	R 32,000,000	R 32,000,000
4168	Small: Public Transport Facility in Zakariya Park Region G	Transportation	122	R 30,000,000	R 0	R 0	R 30,000,000	R 48,000,000
23334	Southern Farms Mega Mixed Development	Housing	122	R 10,000,000	R 20,000,000	R 10,000,000	R 40,000,000	R 40,000,000

23369	Tum-Key 4: Region G	JOSHCO	1	R 40,000,000	R 0	R 107,950,411	R 147,950,411	R 167,950,411
3202	Vlaktefontein Ext 3	Housing	122	R 10,000,000	R 20,000,000	R 21,500,000	R 51,500,000	R 79,500,000
Total				R 796,346,250	R 865,900,000	R 978,876,964		

CROSS CUTTING REGIONS

Project ID	Project Name	Department	Regions	Wards	Total 2021 / 2022	Total 2022 / 2023	Total 2023 / 2024	MTREF Total	Total Lifecycle Cost
23109	2804_14_Signage, Demarcation blocks and Corridor Road Markings	Transportation	Region E;Region F	74	R 2,778,000	R 19,855,000	R 0	R 22,633,000	R 22,633,000
23301	2804_19 Rea Vaya BRT Phase 1 A and 1 B Roadway Rehabilitation Project	Transportation	Region B;Region D;Region F	124	R 0	R 59,927,000	R 0	R 59,927,000	R 59,927,000
6411	Braamfonteinspruit Upper Catchment (Alberts Farm and Botanical Gardens Upper Dams)	Environment and Infrastructure	Region B;Region F	90	R 12,000,000	R 10,000,000	R 0	R 22,000,000	R 46,000,000
22892	Florida Park Upgrade	City Parks	Region B;Region C	70	R 3,000,000	R 1,500,000	R 0	R 4,500,000	R 7,500,000
21793	Protea Glen Sewer Upgrade	Water	Region D;Region G	10	R 0	R 0	R 900,000	R 900,000	R 900,000
23710	Rea Vaya Auto Fare Collection System (AFCS)	Transportation	Region E;Region F	91	R 22,923,000	R 100,000,000	R 0	R 122,923,000	R 122,923,000
3816	RESUR - Resurfacing of M1 Motorway. Renewal Roads: Rehabilitation MELROSE E City Wide	JRA	Region E;Region F	60	R 30,000,000	R 20,000,000	R 60,000,000	R 110,000,000	R 230,000,000
3966	WWTW Upgrade and refurbish	Sewer	Region F;Region G	66	R 0	R 0	R 1,000,000	R 1,000,000	R 2,000,000
2520	WWTW: Automation Of WWTW Plant	Sewer	Region A;Region F	60	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
Total					R 70,701,000	R 211,282,000	R 60,900,000		

CITYWIDE

Project ID	Project Name	Department	Total 2021 / 2022	Total 2022 / 2023	Total 2023 / 2024	MTREF Total	Total Lifecycle Cost
23555	03_22684_Hardware	Health	R 1,000,000	R 1,000,000	R 4,000,000	R 6,000,000	R 6,000,000
23558	04_22684_ICT Infra-structure Upgrading	Health	R 3,000,000	R 0	R 0	R 3,000,000	R 3,000,000
23551	07_22684_Software for E-Health Systems	Health	R 20,000,000	R 3,000,000	R 2,000,000	R 25,000,000	R 25,000,000
23570	08_22684_Software for Environmental Health System	Health	R 4,000,000	R 2,000,000	R 2,000,000	R 8,000,000	R 8,000,000
2197	2197_00_Water Demand Management: New Operate and Maintenance Assets (Orange Farm and Soweto)	Water	R 236,864,000	R 194,216,000	R 105,100,000	R 536,180,000	R 736,968,658
2226	2226_00_Operational Capital: Operations and Maintenance	Water	R 66,000,000	R 47,000,000	R 60,000,000	R 173,000,000	R 305,127,000
22783	22783_00_Operational Capital	Transportation	R 2,000,000	R 2,000,000	R 0	R 4,000,000	R 4,500,000
23179	22783_01_Computer Hardware	Transportation	R 750,000	R 750,000	R 0	R 1,500,000	R 1,500,000
23181	22783_02_Furniture	Transportation	R 750,000	R 750,000	R 0	R 1,500,000	R 1,500,000
23182	22783_03_Office Machines	Transportation	R 500,000	R 500,000	R 0	R 1,000,000	R 1,000,000
2660	2660_00_MINOR WORKS at various clinics across the City Renewal Clinic JOHANNESBURG F City Wide	Health	R 9,200,000	R 2,000,000	R 3,900,000	R 15,100,000	R 15,100,000
2667	2667_00_Facilities renewal, upgrades and new including branding and signage	Pikitup	R 52,304,000	R 30,000,000	R 70,236,000	R 152,540,000	R 182,240,000
22840	2756_01_Installation of new public lighting: Group luminaire replacement	City Power	R 30,000,000	R 25,000,000	R 35,000,000	R 90,000,000	R 160,000,000
22839	2756_02_Installation of new public lighting: Street lights (City Wide)	City Power	R 30,000,000	R 25,000,000	R 20,000,000	R 75,000,000	R 130,000,000
3251	3251_00_Upgrading of Weighbridges at Licensing Testing Centres	Public Safety: Head Office	R 1,500,000	R 0	R 0	R 1,500,000	R 1,500,000
3370	3370_00_Electricity Upgrades, Solar, Generators UPS's and Back-up Electricity for Health Facilities across the city New Clinic JOHANNESBURG F City Wide	Health	R 5,500,000	R 800,000	R 3,000,000	R 9,300,000	R 9,300,000
22718	3864_02_Procurement of fleet - SHELA: Red fleet (Fire Engines)	Group Corporate and Shared Services	R 180,264,000	R 106,000,000	R 33,100,000	R 319,364,000	R 519,364,000
22720	3864_03_Procurement of fleet - SHELA: Specialised vehicles	Group Corporate and Shared Services	R 162,000,000	R 100,111,000	R 21,603,000	R 283,714,000	R 621,980,000
23560	Acquisition of Cleaning Equipment	JPC	R 15,000,000	R 19,907,000	R 0	R 34,907,000	R 34,907,000
6366	Air Quality Analyzers: Asset Management	Environment and Infrastructure	R 0	R 5,000,000	R 5,000,000	R 10,000,000	R 16,500,000

3369	AIRCONDITIONERS: Supply, install and renew air conditioners in Health Facilities across the city New Clinic JOHANNESBURG F City Wide	Health	R 300,000	R 100,000	R 100,000	R 500,000	R 500,000
4114	All fencing and security lighting for various substations Renewal Building Alterations REUVEN F City Wide	City Power	R 5,000,000	R 10,000,000	R 10,000,000	R 25,000,000	R 33,880,000
2379	Acquire servitudes and substation sites New Transmission Line REUVEN F City Wide	City Power	R 2,000,000	R 3,500,000	R 3,500,000	R 9,000,000	R 12,500,000
3266	BRID 10 - Bridge Expansion Joints. Renewal Bridges (Pedestrian and Vehicles) JOHANNESBURG F City Wide	JRA	R 0	R 31,500,000	R 25,000,000	R 56,500,000	R 71,500,000
2427	BRID 11 - Bridge Rehabilitation. Renewal Bridges (Pedestrian and Vehicles) JOHANNESBURG F City Wide. The bridges include Modderfontein Road Dorelan, Bridge Drive Bradley View, The Avenue (Hilson) The Gardens, 12th Avenue Bryanston	JRA	R 50,000,000	R 45,000,000	R 110,000,000	R 205,000,000	R 375,467,000
3268	BRID 11 - Bridges: Visual Condition Assessment and Detailed Bridge Design for Bridge Rehabilitation Projects (Bridge Management System). New Bridges (Pedestrian and Vehicles) JOHANNESBURG F City Wide	JRA	R 0	R 30,000,000	R 25,000,000	R 55,000,000	R 81,833,000
3269	BRID 20 - Bridges: Replacement of bridges (Pedestrian and Vehicles) JOHANNESBURG F City Wide - Spring Road Bridge	JRA	R 60,000,000	R 20,000,000	R 30,000,000	R 110,000,000	R 121,000,000
3053	BULK FILING SYSTEMS FOR RECORDS, supply and installation in Health facilities and offices New Office Equipment JOHANNESBURG A City Wide	Health	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
22111	Bus Refurbishment	Metrobus	R 20,000,000	R 30,000,000	R 0	R 50,000,000	R 107,000,000
22114	Cashless Ticketing System, Bus CCTV, on board machine	Metrobus	R 100,000,000	R 0	R 0	R 100,000,000	R 150,000,000
2348	CCTV for the protection of City of Johannesburg Council owned property. New Plant and Equipment CITY AND SUBURBAN EXT.9 F City Wide	Public Safety: JMPD	R 4,000,000	R 0	R 0	R 4,000,000	R 8,000,000
22371	Cemetery Upgrades- Phase 1	City Parks	R 14,000,000	R 18,000,000	R 15,000,000	R 47,000,000	R 50,000,000
23798	Central Park	Housing	R 5,000,000	R 5,000,000	R 10,000,000	R 20,000,000	R 20,000,000
23662	Data Containerization for Core Network	Metropolitan Trading Company	R 15,000,000	R 0	R 0	R 15,000,000	R 15,000,000
22682	Electrification of Mega Projects	City Power	R 100,000,000	R 0	R 0	R 100,000,000	R 150,000,000
4280	Electrification of various Informal Settlements - City Wide	City Power	R 200,000,000	R 200,000,000	R 250,000,000	R 650,000,000	R 916,803,000
23396	Electronic Enforcement(E-Citation)	Public Safety: JMPD	R 10,250,000	R 10,000,000	R 0	R 20,250,000	R 20,250,000
2910	Emergency work on the transmission network Renewal Bulk Infrastructure REUVEN F City Wide	City Power	R 22,500,000	R 30,000,000	R 35,000,000	R 87,500,000	R 184,100,000
2466	Emergency work Renewal Medium Voltage Network REUVEN F City Wide	City Power	R 20,000,000	R 25,000,000	R 25,000,000	R 70,000,000	R 120,000,000
2221	Equipment cache for Urban Search and Rescue (New technology) New Plant and Equipment MARTINDALE B City Wide	Public Safety: EMS	R 10,000,000	R 5,000,000	R 0	R 15,000,000	R 25,000,000

23733	Essential work tools for SHELA & FCM	Group Corporate and Shared Services	R 7,000,000	R 0	R 0	R 7,000,000	R 7,000,000
3652	Fire and Rescue Equipment Replacement Program Martindale C City Wide	Public Safety: EMS	R 10,000,000	R 10,000,000	R 0	R 20,000,000	R 20,000,000
23409	Formalisation of informal settlements (UISP)	Housing	R 446,375,000	R 484,888,000	R 515,075,000	R 1,446,338,000	R 1,667,961,000
22312	Groundwater Exploration: Drilling and commissioning of boreholes	Environment and Infrastructure	R 3,000,000	R 0	R 0	R 3,000,000	R 6,500,000
23799	Hostel	Housing	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
23751	Hostels Reimagining	Housing	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
3810	Information Management Centre Johannesburg	Group Forensic and Investigation Services	R 5,000,000	R 5,000,000	R 0	R 10,000,000	R 30,000,000
2757	Install new IED's in substations Renewal Protection REUVEN F City Wide	City Power	R 15,000,000	R 25,000,000	R 20,000,000	R 60,000,000	R 76,175,000
3282	Install statistical meters on all distributors New Load Management REUVEN F City Wide	City Power	R 50,000,000	R 50,000,000	R 20,000,000	R 120,000,000	R 147,500,000
2336	Integrated security, fire detection & suppression systems for major substations. Including fibre optic links (+- 50 % of budget). New Security Equipment REUVEN F City Wide	City Power	R 10,000,000	R 12,500,000	R 15,000,000	R 37,500,000	R 46,200,000
4255	Land Acquisition for Housing Developments City Wide	Housing	R 10,000,000	R 0	R 0	R 10,000,000	R 30,000,000
21987	Mechanical plant	Water	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
22240	Microsoft Licences	Group ICT	R 140,000,000	R 125,000,000	R 125,000,000	R 390,000,000	R 590,000,000
3805	Minor Upgrades of all Social Development Facilities in all the Regions	Social Development	R 1,000,000	R 0	R 0	R 1,000,000	R 2,300,000
22686	Minor works at various Comm Dev facilities	Sport and Recreation	R 14,000,000	R 10,000,000	R 25,000,000	R 49,000,000	R 64,000,000
3033	MISCL - Dam Safety Rehabilitation Renewal Stormwater Management Projects JOHANNESBURG F City Wide	JRA	R 15,000,000	R 29,000,000	R 20,000,000	R 64,000,000	R 73,000,000
2389	MISCL - Emergency, Critical and Urgent Depot Stormwater Improvements. Existing Stormwater Management Projects JOHANNESBURG City Wide	JRA	R 90,000,000	R 80,000,000	R 20,000,000	R 190,000,000	R 290,000,000
2422	MISCL - Integrated Roads and Stormwater Master planning. New Stormwater Management Projects JOHANNESBURG F City Wide	JRA	R 10,000,000	R 20,000,000	R 20,000,000	R 50,000,000	R 68,000,000
2416	MISCL - Investigate and Design Future Schemes. New Operational Capex JOHANNESBURG F City Wide	JRA	R 6,000,000	R 10,000,000	R 10,000,000	R 26,000,000	R 38,000,000
22681	MISCL - Tarring of Gravel Roads: City Wide	JRA	R 40,000,000	R 39,000,000	R 25,000,000	R 104,000,000	R 134,000,000

2963	MOB - Alternative Energy: Alternative Power Sources (LED). New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	JRA	R 3,000,000	R 3,000,000	R 3,000,000	R 9,000,000	R 14,000,000
2992	MOB - Alternative Energy: Alternative Power Sources (UPS). New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	JRA	R 8,000,000	R 13,000,000	R 18,000,000	R 39,000,000	R 62,000,000
2970	MOB - Geometric Improvements. Renewal Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	JRA	R 15,000,000	R 15,000,000	R 15,000,000	R 45,000,000	R 55,000,000
2767	MOB - Installation of New Warranted Traffic Signals	JRA	R 5,000,000	R 10,000,000	R 10,000,000	R 25,000,000	R 35,000,000
2472	MOB - Intelligent Transport Systems (ITS) Projects. New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	JRA	R 5,000,000	R 5,000,000	R 5,000,000	R 15,000,000	R 25,000,000
3305	MOB - Recabling of Traffic Signals. Intelligent Transportation System & Networks JOHANNESBURG F City Wide	JRA	R 20,000,000	R 30,000,000	R 30,000,000	R 80,000,000	R 160,000,000
2978	MOB - Remote Monitoring: Urban Traffic Control (UTC). New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	JRA	R 2,000,000	R 2,000,000	R 2,000,000	R 6,000,000	R 11,500,000
2961	MOB - SARTSM: Upgrade Traffic Signals intersections City Wide	JRA	R 8,000,000	R 10,000,000	R 10,000,000	R 28,000,000	R 37,000,000
3021	MOB - Traffic Management Centre. Renewal Mobility: Intelligent Transportation System & Networks	JRA	R 9,000,000	R 10,000,000	R 10,000,000	R 29,000,000	R 44,500,000
3001	MOB - Upgrading Controllers and Phasing. Renewal Mobility: Intelligent Transportation System & Networks JOHANNESBURG F Regional	JRA	R 5,000,000	R 5,000,000	R 5,000,000	R 15,000,000	R 28,500,000
3038	MOB - Upgrading of Traffic Signals Controllers. Intelligent Transportation System & Networks JOHANNESBURG F City Wide	JRA	R 6,000,000	R 6,000,000	R 6,000,000	R 18,000,000	R 29,000,000
22678	Mobile Opportunity Centre - Opportunity Seekers City-wide	Economic Development	R 6,200,000	R 0	R 0	R 6,200,000	R 8,700,000
23659	Network Equipment Upgrade	Metropolitan Trading Company	R 15,000,000	R 0	R 0	R 15,000,000	R 15,000,000
3080	New Office Equipment and Furniture City Wide	Finance	R 5,000,000	R 5,000,000	R 0	R 10,000,000	R 16,500,000
4184	Office Space Optimisation Program New Precinct Redevelopment JOHANNESBURG F City Wide	JPC	R 15,000,000	R 40,000,000	R 0	R 55,000,000	R 136,480,655
23750	Old Age Rental	Housing	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
2612	Operating Capital New Operational Capex REUVEN F City Wide	City Power	R 20,000,000	R 40,000,000	R 30,000,000	R 90,000,000	R 133,700,000
2495	Operational Capital : Office Furniture and Equipment	Environment and Infrastructure	R 8,000,000	R 5,000,000	R 5,000,000	R 18,000,000	R 20,940,000
2656	Operational Capital Spend for Health Renewal Operational Capex JOHANNESBURG F City Wide	Health	R 7,600,000	R 3,000,000	R 8,600,000	R 19,200,000	R 19,200,000

2494	Operational Capital: (JMPD) New Operational Capex BRAAMFONTEIN WERF F City Wide	Public Safety: Head Office	R 900,000	R 0	R 0	R 900,000	R 1,100,000
3319	Operational Capital: CS - Depot Upgrading and Standarization. Renewal Operational Capex JOHANNESBURG F City Wide	JRA	R 30,000,000	R 20,000,000	R 20,000,000	R 70,000,000	R 80,000,000
2581	Operational Capital: CS - Operational Capex. Renewal Operational Capex JOHANNESBURG F City Wide	JRA	R 25,000,000	R 30,000,000	R 25,000,000	R 80,000,000	R 100,000,000
2487	Operational Capital: New Operational Capex JOHANNESBURG F City Wide	Mayor's Office/ City Manager	R 380,000	R 397,000	R 415,000	R 1,192,000	R 2,587,000
2225	Operational Capital: Planning and engineering studies	Water	R 19,500,000	R 21,000,000	R 23,000,000	R 63,500,000	R 115,000,000
2484	Operational Capital: Provision for Emergency Work	Water	R 30,000,000	R 30,000,000	R 10,000,000	R 70,000,000	R 150,000,000
2489	Operational Capital-Look and Feel Project	Finance	R 10,000,000	R 5,500,000	R 0	R 15,500,000	R 23,355,000
21993	OV: Infrastructure Renewal Plan	Water	R 20,000,000	R 25,000,000	R 0	R 45,000,000	R 74,190,000
23679	Peri-urban 781mm diameter bulk main	Sewer	R 10,000,000	R 20,000,000	R 15,000,000	R 45,000,000	R 45,000,000
2286	Plant and Machinery	Metrobus	R 2,133,000	R 5,146,300	R 5,160,930	R 12,440,230	R 20,340,230
8787	Purchase of buses (Rea Vaya:2018/19-19/20; and Metrobus: 2020/21)	Transportation	R 169,084,428	R 295,709,927	R 335,205,645	R 800,000,000	R 1,050,000,000
2283	Purchasing of New Buses	Metrobus	R 0	R 146,300	R 160,930	R 307,230	R 484,430
3801	RAMS - GIS Improvement	JRA	R 25,000,000	R 30,000,000	R 30,000,000	R 85,000,000	R 93,000,000
23752	Recovery of Housing Estate	Housing	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
3984	REHAB - Rehabilitation of Open Channels City Wide. Renewal Stormwater Management Projects JOHANNESBURG F City Wide	JRA	R 15,000,000	R 29,000,000	R 30,000,000	R 74,000,000	R 114,000,000
2412	REHAB - Road Rehabilitation and Reconstruction Programme. Renewal Roads: Construction and Upgrades JOHANNESBURG City Wide	JRA	R 0	R 40,000,000	R 62,908,000	R 102,908,000	R 172,908,000
2748	Replace batteries in sub stations Renewal Bulk Infrastructure REUVEN F City Wide	City Power	R 5,500,000	R 10,000,000	R 15,000,000	R 30,500,000	R 39,205,000
3272	Replace obsolete energy meters with prepaid units Renewal Service Connections REUVEN F City Wide	City Power	R 32,260,000	R 30,000,000	R 20,633,000	R 82,893,000	R 142,893,000
3171	RESUR - Resurfacing of Roads Renewal Roads: Rehabilitation Johannesburg City Wide	JRA	R 20,000,000	R 35,000,000	R 60,000,000	R 115,000,000	R 304,112,700
2920	Revenue Generation Efficiency Project. Pre-paid system installation of semi-automated pre-paid & automated pre-paid (smart meters) Renewal Service Connections REUVEN F City Wide	City Power	R 50,000,000	R 30,000,000	R 30,000,000	R 110,000,000	R 230,000,000
2897	Road Islands and Town Entrances Greening & Beautification New Park JOHANNESBURG F City Wide	City Parks	R 3,000,000	R 4,000,000	R 3,000,000	R 10,000,000	R 10,500,000
2228	RTU installations New SCADA REUVEN F City Wide	City Power	R 10,000,000	R 10,000,000	R 35,000,000	R 55,000,000	R 60,000,000
23568	Security Installation at Health Facilities across the City	Health	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000

4231	Security measures in facilities New Plant and Equipment BRAAMFONTEIN WERF F City Wide	Comm Dev: Head Office	R 3,000,000	R 4,435,000	R 8,000,000	R 15,435,000	R 17,435,000
2755	Site and Services - Formalisation of informal settlements across the City. Renewal Bulk Infrastructure JOHANNESBURG F City Wide	Housing	R 10,000,000	R 0	R 80,000,000	R 90,000,000	R 215,000,000
3944	Site Development Projects New Land Preparation JOHANNESBURG F City Wide	JPC	R 6,000,000	R 30,000,000	R 0	R 36,000,000	R 41,000,000
22756	Standby generators, air conditioner s and office equipment	Public Safety: Head Office	R 2,000,000	R 0	R 0	R 2,000,000	R 13,000,000
22758	Stock, Flats and Old-Age Home Upgrading	Housing	R 20,000,000	R 12,294,000	R 70,000,000	R 102,294,000	R 195,168,000
2684	Supply Firearms to the JMPD new recruits Renewal Plant and Equipment CITY AND SUBURBAN EXT.6 F City Wide	Public Safety: JMPD	R 3,000,000	R 10,000,000	R 0	R 13,000,000	R 33,000,000
2906	Telecommunications, Fibre optic installations and upgrades Renewal SCADA REUVEN F Regional	City Power	R 10,000,000	R 15,000,000	R 20,000,000	R 45,000,000	R 60,440,000
22680	Traffic calming measures City Wide	JRA	R 3,000,000	R 10,000,000	R 10,000,000	R 23,000,000	R 53,000,000
2798	Transformer capital program to eliminate high risk transformers Renewal Bulk Infrastructure REUVEN F City Wide	City Power	R 20,000,000	R 35,000,000	R 10,000,000	R 65,000,000	R 106,300,000
3253	Upgrade of existing parks to Occupational health and safety standards New Park JOHANNESBURG F City Wide	City Parks	R 7,800,000	R 10,000,000	R 6,000,000	R 23,800,000	R 25,200,000
3083	Upgrading of 88 kV overhead lines Renewal Bulk Infrastructure REUVEN F City Wide	City Power	R 10,000,000	R 15,000,000	R 10,000,000	R 35,000,000	R 45,000,000
23371	Valuation Roll System	Finance	R 5,000,000	R 0	R 0	R 5,000,000	R 15,000,000
3536	Waiting area seating for facilities across the city New Furniture BRAAMFONTEIN WERF EXT.1 F City Wide	Health	R 0	R 0	R 1,000,000	R 1,000,000	R 1,000,000
2188	Waste bulk containers	Pikitup	R 5,000,000	R 1,000,000	R 1,000,000	R 7,000,000	R 13,000,000
4053	Waste Management : Waste to Energy	Environment and Infrastructure	R 5,000,000	R 5,000,000	R 5,000,000	R 15,000,000	R 201,800,000
22436	Waste Management: Biodigester	Environment and Infrastructure	R 5,000,000	R 5,000,000	R 5,000,000	R 15,000,000	R 15,000,000
23792	Waste Management: Waste Sorting Facilities	Environment and Infrastructure	R 25,000,000	R 20,000,000	R 25,000,000	R 70,000,000	R 70,000,000
23791	Waste Management: Waste Treatment and Disposal Capacity	Environment and Infrastructure	R 10,000,000	R 30,000,000	R 30,000,000	R 70,000,000	R 70,000,000
22669	WIFI Rollout	Group ICT	R 40,000,000	R 30,000,000	R 40,000,000	R 110,000,000	R 160,000,000
Total			R 3,161,414,428	R 3,034,150,527	R 2,924,697,505		

ADMINISTRATIVE HQ

Project ID	Project Name	Department	Total 2021 / 2022	Total 2022 / 2023	Total 2023 / 2024	MTREF Total	Total Lifecycle Cost
2598	Upgrades to the Main Building (Mandela Market. Cold Rooms ,Offices & Food Courtyard)	Joburg Market	R 45,000,000	R 50,000,000	R 70,000,000	R 165,000,000	R 230,950,000
23550	10_22684_ WAN & LAN Upgrade	Health	R 1,000,000	R 100,000	R 2,000,000	R 3,100,000	R 3,100,000
2231	2231_00_Operational Capital: Corporate Requirements of Johannesburg Water	Water	R 87,000,000	R 15,000,000	R 15,000,000	R 117,000,000	R 171,000,000
2740	2740_00_Buyback and sorting facilities including drop-off centres	Pikitup	R 5,000,000	R 32,593,000	R 34,000,000	R 71,593,000	R 128,997,000
2663	Building - Building Alterations/Upgrade	Metrobus	R 10,000,000	R 30,000,000	R 15,000,000	R 55,000,000	R 74,580,000
3825	Capital Enhancement System Renewal Computer Software JOHANNESBURG F City Wide	Finance	R 8,000,000	R 0	R 0	R 8,000,000	R 16,000,000
22429	Case Management System	Ombudsman Office	R 0	R 1,000,000	R 0	R 1,000,000	R 2,497,000
2669	Computer Equipment - New Computer Upgrades	JPC	R 7,500,000	R 20,000,000	R 0	R 27,500,000	R 30,600,000
23559	Computers	Ombudsman Office	R 550,000	R 400,000	R 200,000	R 1,150,000	R 1,150,000
23320	Essential work tools for GHCM employees	Group Corporate and Shared Services	R 4,100,000	R 0	R 0	R 4,100,000	R 4,100,000
23230	Furniture NORTHERN FARM ,FLEURHOFF AND EIKENHOFF FARM	Social Development	R 1,000,000	R 0	R 0	R 1,000,000	R 2,500,000
5300	GFIS: Operational Capital	Group Forensic and Investigation Services	R 250,000	R 0	R 0	R 250,000	R 1,050,000
2194	ICT Hardware and Software	Pikitup	R 3,400,000	R 593,000	R 5,000,000	R 8,993,000	R 20,993,000
3847	ICT: Infrastructure End User Computer Hardware	Group ICT	R 40,000,000	R 25,000,000	R 20,000,000	R 85,000,000	R 130,000,000
3808	ICT-infrastructure upgrading	Group ICT	R 110,000,000	R 60,000,000	R 60,000,000	R 230,000,000	R 480,000,000
23663	IT Equipment	Metropolitan Trading Company	R 3,500,000	R 0	R 0	R 3,500,000	R 3,500,000
4049	Joburg Theatre - Technical Equipment New Capex JOHANNESBURG F Regional	Johannesburg Theatre Management Company	R 955,000	R 1,050,500	R 1,098,000	R 3,103,500	R 4,327,500
2192	Landfill - Marie Louise New waste collection RAND LEASES EXT.11 C City Wide	Pikitup	R 5,000,000	R 0	R 0	R 5,000,000	R 5,000,000

3431	Lib. Library integrated system BRAAMFONTEIN WERF F	Libraries	R 5,000,000	R 5,000,000	R 8,000,000	R 18,000,000	R 19,500,000
23738	Logistics Unit - Apple Macintosh Computers and Software	Group Corporate and Shared Services	R 2,000,000	R 0	R 0	R 2,000,000	R 2,000,000
2537	New Radio Communication system New Plant and Equipment CITY AND SUBURBAN EXT.6 F	Public Safety: JMPD	R 14,715,000	R 15,000,000	R 0	R 29,715,000	R 49,715,000
4149	Non Sap Application (Johannesburg) Modernization & Optimization Johannesburg City Wide	Group ICT	R 15,000,000	R 10,000,000	R 0	R 25,000,000	R 80,000,000
3351	Office equipment New/Renewal New Office Equipment	Joburg Market	R 3,500,000	R 2,500,000	R 2,500,000	R 8,500,000	R 13,500,000
23394	Office Furniture	Public Safety: Head Office	R 1,000,000	R 0	R 0	R 1,000,000	R 2,000,000
4126	Operational Capex New Operational Capex NEWTOWN F City Wide	JDA	R 5,000,000	R 7,000,000	R 2,000,000	R 14,000,000	R 16,000,000
4237	Operational Capex: Computers for Regional Commanders New Operational Capex JOHANNESBURG E City Wide	Public Safety: JMPD	R 2,000,000	R 2,000,000	R 0	R 4,000,000	R 6,000,000
2486	Operational Capital	Economic Development	R 3,680,000	R 500,000	R 500,000	R 4,680,000	R 10,520,000
23151	Operational Capital : Equipment and Machinery for Agricultural and Food Resilience(Tractor, Rippers and planters)	Social Development	R 3,300,000	R 0	R 0	R 3,300,000	R 4,800,000
23378	Operational Capital - Cleaning in-sourcing	Joburg Market	R 10,000,000	R 1,000,000	R 1,000,000	R 12,000,000	R 22,000,000
2491	Operational Capital - GICT & IM New Operational Capex JOHANNESBURG F City Wide	Group ICT	R 600,000	R 600,000	R 600,000	R 1,800,000	R 5,341,000
2492	Operational capital (HS) New Operational Capex BRAAMFONTEIN WERF F City Wide	Housing	R 2,000,000	R 2,100,000	R 5,000,000	R 9,100,000	R 18,100,000
2764	Operational Capital JOHANNESBURG F	Comm Dev: Head Office	R 500,000	R 600,000	R 800,000	R 1,900,000	R 3,810,000
3837	Operational capital renewal- Operationalise Substance Abuse Directorate	Social Development	R 2,400,000	R 0	R 0	R 2,400,000	R 10,150,000
3334	Operational Capital: Computer Software New Computer Software CITY DEEP EXT.22 F Regional	Joburg Market	R 1,000,000	R 0	R 0	R 1,000,000	R 1,000,000
22619	Rabie Ridge New Park development	City Parks	R 0	R 0	R 7,700,000	R 7,700,000	R 9,675,124
3807	SAP & Non-SAP Archiving JOHANNESBURG F City Wide	Group ICT	R 90,000,000	R 0	R 0	R 90,000,000	R 110,000,000
4146	Sap software Upgrade/re-implementation to latest SAP version Renewal Computer Software JOHANNESBURG F City Wide	Group ICT	R 50,000,000	R 20,000,000	R 0	R 70,000,000	R 242,000,000
3815	Smart City Enablement New Computer Software JOHANNESBURG F City Wide	Group ICT	R 15,000,000	R 15,000,000	R 20,000,000	R 50,000,000	R 75,159,000
3710	Soweto Theatre - Upgrading of Technical Equipment Renewal Building Alterations JABULANI D City Wide	Johannesburg Theatre	R 947,500	R 1,042,250	R 1,089,000	R 3,078,750	R 3,578,750

		Management Company					
3811	Strategic SAP Update Renewal Computer Software JOHANNESBURG F City Wide	Group ICT	R 0	R 0	R 90,000,000	R 90,000,000	R 180,000,000
6682	Tools of Trade (New Councillors 270) for staff, councillors, and governance structures in the legislature for computers, printers	Legislative Arm of the Council	R 5,000,000	R 3,000,000	R 2,500,000	R 10,500,000	R 17,100,000
3353	upgrade of Market Facilities Cooling of the Halls	Joburg Market	R 5,000,000	R 2,000,000	R 5,000,000	R 12,000,000	R 13,000,000
2909	Upgrading of Security Hardware Equipment Johannesburg	Group ICT	R 25,000,000	R 20,000,000	R 20,000,000	R 65,000,000	R 140,000,000
3809	WAN & LAN Upgrade JOHANNESBURG City Wide	Group ICT	R 30,000,000	R 20,000,000	R 20,000,000	R 70,000,000	R 165,000,000
Total			R 624,897,500	R 363,078,750	R 408,987,000		

ANNEXURE E: 2021/22 NATIONAL AND PROVINCIAL CAPITAL PROJECTS

PROVINCIAL GOVERNMENT DEPARTMENT OF HEALTH

PROJECT	BUDGET
Ann Latsky Nursing College	R 2,150,000
Auckland park Medical Supply Depot	R 7,350,000
Charlotte Maxeke Academic Hospital - Electro	R 50,000
Charlotte Maxeke EMS	R 500,000
Charlotte Maxeke Hospital Maintenance	R 54,000,000
Helen Joseph Hospital	R 15,750,000
Helen Joseph Hospital - Electro	R 50,000
Helen Joseph Hospital - upgrading and renovation of nursing residence	R 104,000,000
TMI boiler house	R 216,000
45 Commissioner Street	R 4,200,000
Johannesburg Clinics	R 32,400,000
Johannesburg FPS Mortuary- Demolition of old building and construction of new Johannesburg FPS mortu	R 162,098,000
Johannesburg Forensic Mortuary	R 2,160,000
Tara H Moross Hospital	R 12,600,000
Bheki Mlangeni Hospital	R 7,350,000
Chiawelo Clinic - Construction of a new CHC	R 8,000,000
Chris Hani Bara Hospital - Electro	R 5,000,000
Chris Hani Laundry	R 2,700,000
Chris Hani Nursing College	R 3,150,000
Diepkloof FPS Remedial of structural defects	R 8,000,000
Bheki Mlangeni Hospital OHS Compliance Services	R 22,593,000
Chris Hani Baragwanath Hospital	R 54,000,000
Diepkloof Forensic mortuary	R 2,700,000
Leratong Hospital	R 3,240,000
TOTAL	R 514, 257, 000

DEPARTMENT ROADS

PROJECTS	BUDGET
Traffic Signals Maintenance	R 2,941,552
Traffic Signals Maintenance	R 1,312,643
Traffic Signals Maintenance	R 11,323
Specialised Traffic Surveying Services	R 8,300,000
GRASS CUTTING	R 85,000,000
K60 between K58 Allandale Road to K105 in Rabie Ridge - Tembisa Renewal	R 8,107
R59 Pedestrian Bridge (Ntirhisano Project)	R 3,167,000
D2204 : Construction of road D2204 over rail to provide a link with Lenasia from Protea Glen upgrade from single carriageway to dual and new road construction approximately 1km.	R 6,357,000

P241-1 from K15 (R558) to K11 (R28) Bekkersdal approximately 19km	R 695,715
TOTAL	R 107, 793, 341

DEPARTMENT OF SOCIAL DEVELOPMENT

PROJECTS	BUDGET
City of Johannesburg Region	R 50,000
City of Johannesburg Region OHSA	R 100,000
Itireleng Protected Workshop	R 150,000
Perm Building and Thusanong OHSA	R 100,000
Sedibeng Region OHSA	R 100,000
Walter Sisulu CYCC (Demolition)	R 9,000,000
Walter Sisulu CYCC (OHS)	R 100,000
Walter Sisulu OHSA	R 100,000
West Rand Region OHSA	R 100,000
City of Johannesburg South Region	R 100,000
Perm Building and Thusanong	R 2,082,184
Protea Glen / Joe Gqabi Integrated Centre	R 3,824
Walter Sisulu	R 4,811,000
Protea Glen / Joe Gqabi Integrated Centre	R 46,176
TOTAL	R 16, 843, 184

DEPARTMENT OF AGRICULTURE

PROJECT	BUDGET
Internal Capacitation-IDMS	R 20,196,000

DEPARTMENT OF HUMAN SETTLEMENTS

PROJECT	BUDGET
3 D Hospital Hill (Abakhi Consortium PRT (PF)	R 288,000
Alexandra Renewal Programme - Alex Ext 31 - MDP Consulting PRT (PF)	R 788,911
Goudrand Ext 4 DRD (Blueprint Turnkey (H) (Mega)	R 32,304,000
Goudrand Ext 4 DRD (Blueprint Turnkey (S) (Mega)	R 7,227,000
Goudrand Ext 4 DRD (Blueprint Turnkey (U) (Mega)	R 18,379,000
Alexandra Renewal Programme - Alex Ext 31 - MDP Consulting PRT (PF)	R 748,089
Alexandra Renewal Programme - Alex Ext 31 Hostel - Uniq Holding (U)	R 15,558,000
Alexandra Renewal Programme - Lombardy West - Contractor to be appointed (U)	R 16,806,000
Alexandra Renewal Programme - Lombardy West - PRT to be appointed (PF)	R 1,921,000
Alexandra Renewal Programme - River Park - Arengo PRT (PF)	R 498,000
Alexandra Renewal Programme - River Park - Contractor to be appointed (U)	R 7,952,000
3 D Elias Motsoaledi - JHB (MV) (COJ (H)	R 1,133,000
3 D Klipspruit Ext 11 (COJ (H)	R 12,253,000
3 D Klipspruit Ext 6 (COJ (H)	R 12,253,000
5 AD Jabulani Hostel Housing Project (Matlong PRT (PF)	R 9,558,000
5 AD Jabulani Hostel Housing Project Phase 2 (Calgro M3 (U)	R 25,401,000
5 AD Orlando West Hostel Housing Project (DGSD PRT (PF)	R 4,802,000

Jabulani CBD Parcel K (Calgro (U)	R 12,253,000
3 D Lufhereng Mixed Housing Development (Doornkop Greenfields) - Phase 3 (COJ (H) (Mega)	R 22,661,000
3 D Lufhereng Mixed Housing Development (Doornkop Greenfields) - Phase 3 (MV) (COJ (H)) (Mega)	R 3,399,000
3 D Naledi - Greenfields (Dobsonville Ext.9) (LTE (PF)	R 7,683,000
3 D Protea Glen Ext 23 (Proposed) (Aseda PRT (PF)	R 4,802,000
Devland Ext 36 (Instratin Properties (U)	R 18,379,000
TOTAL	R 237, 047, 000

DEPARTMENT OF EDUCATION

PROJECT	BUDGET
Johannesburg Hospital School	R 20,198,097
John Orr Technical High School	R 916,683
National School of the Arts	R 814,243
Newclare Primary School	R 4,039,619
Noordgesig Secondary School	R 15,225,245
Parktown Public School	R 5,049,524
Pennyville Primary School	R 15,148,573
UJ Metropolitan Academy (Raucall Secondary School)	R 17,622,840
National School of the Arts	R 93,258
Site feasibility study	R 1,500,000
Durban Deep Primary School	R 3,865,411
Matholesville Primary School	R 10,099,048
Riverlea Primary School	R 7,145,077
Riverlea Secondary School	R 15,148,573
T C Esterhuysen Primary School	R 15,148,573
Unplanned Maintenance Schools (Roster)	R 68,087,648
Wilhelmina Hoskins Primary School	R 5,049,524
Bovet Primary School	R 20,000,000
Dr Knak Primary School	R 1,514,857
Ekukhanyisweni Primary	R 2,019,810
Ditau Primary School	R 1,541,115
Emelang Primary School	R 1,514,857
Faresani Primary School	R 5,049,524
Leihlo Primary School	R 100,990
Lodirile Primary School	R 1,009,905
Lukholweni Primary school	R 15,148,573
Noordgesig Primary School	R 14,000,000
Noordgesig Secondary School	R 2,448,090
PACE Secondary School	R 916,683
Palesa Primary School	R 1,514,857
Prudens Secondary School	R 2,032,622
Reboni Primary School	R 1,514,857

Senyamo Primary School	R 1,514,857
Trinity Secondary School	R 27,772,383
Wisani Primary school	R 27,772,383
Bramfischerville Primary School	R 11,500,000
EW Hobbs Primary School	R 25,000,000
Harry Gwala Primary School	R 1,514,857
Hector Peterson Primary School	R 1,514,857
Khuthala Primary School	R 2,019,810
Kliptown Primary School	R 5,377,743
Mayibuye Primary School	R 12,000,000
Mayibuye Primary School No2	R 10,099,048
McBain Charles Primary School	R 15,148,573
Mdelwa Hlongwane Primary School	R 1,366,098
Nancefield Primary School	R 1,683,804
Protea South Primary School	R 504,952
Prudens Secondary School	R 109,890
Raymond Mhlaba Secondary School	R 71,204
Tholimfundo Primary	R 20,000,000
Tshepisong Primary School 2	R 27,772,383
Willow Crescent Secondary School	R 5,302,000
Laerskool WH Coetze	R 1,514,857
Unplanned Maintenance (LSEN)	R 2,524,762
TOTAL	R 477,563,140

NATIONAL GOVERNMENT
NONE

ACRONYMS AND ABBREVIATIONS

BEPP	Built Environment Performance Plan	IDP	Integrated Development Plan
BRT	Bus Rapid Transit	IIOC	Integrated Intelligence Operations Centre
CAPEX	Capital Expenditure	IRIS	Interim Reporting Information System
CBD	Central Business District	ITN	Integrated Transport Network
CBO	Community-based Organisation	JCPZ	Johannesburg City Parks and Zoo
CBP	Community-based Planning	JCSS	Joburg City Safety Strategy
CC	Climate Change	JDA	Johannesburg Development Agency
CCA	Climate Change Adaptation	JFPM	Johannesburg Fresh Produce Market
CCM	Climate Change Mitigation	JMPD	Johannesburg Metro Police Department
CCSF	Climate Change Strategic Framework	Joburg	Johannesburg
CCTV	Closed-circuit Television	JOSHCO	Johannesburg Social Housing Company
CIF	Capital Investment Framework		
CoJ	City of Johannesburg	JPC	Johannesburg Property Company
COVID-19	Coronavirus disease of 2019 as per WHO convention	JRA	Johannesburg Roads Agency
CPTED	Crime Prevention through Environmental Design	JSIP	Johannesburg Strategic Infrastructure Platform
CRM	Customer Relationship Management	JTC	Johannesburg Theatre Company
CRUM	Customer Relationship and Urban Management	JWA	Johannesburg Water Authority
DED	Department of Economic Development	KPI	Key Performance Indicator
EAC	Executive Adjudication Committee	ME	Municipal Entities
ECD	Early Childhood Development	MFMA	Municipal Financial Management Act
EGS	Economic Growth Strategy	MISS	Minimum Information Security Standards
EISD	Environment, Infrastructure Services Department	MSA	Municipal System Act
EMS	Emergency Medical Service	MSCOA	Municipal Standard Chart of Accounts
EPWP	Expanded Public Works programme	MTC	Metropolitan Trading Company
ESKOM	Electrical Supply Commission	NDP	National Development Plan
ESP	Expanded Social Package	NGO	Non-governmental Organisation
GCAE	Group Chief Audit Executive	NUSP	National Upgrading Support Programme
GCM	Group Communication and Marketing	OPEX	Operational Expenditure
GCR	Gauteng City-Region	PIER	Public Information Emergency Response
GCSS	Group Corporate Shared Services	PRASA	Passenger Rail Agency of South Africa
GDS	Growth and Development Strategy	PRECA	Prevention of Corrupt Activities Act
GF	Group Finance	POCA	Prevention of Organised Crime Act
GFIS	Group Forensic Investigation Services	RDP	Reconstruction and Development Programme

GG	Group Governance	SDBIP	Services Delivery and Budget Implementation Plan
GGT	Growing Gauteng Together		
GHG	Greenhouse Gas	SDF	Spatial Development Framework
GIS	Geographic Information System	SDG	Sustainable Development Goals
GL	Group Legal	SMME	Small, Medium and Micro Enterprises
GLU	Government of Local Unity		
GRAS	Group Risk Assurance Services	SPLUMA	Spatial Planning and Land Use Management Act
GSPCR	Group Strategy, Policy Coordination and Relations	TB	Tuberculosis
GVA	Gross Value Added		
GDP	Gross Domestic Product	TOD	Transit-oriented Development
GDP-R	Gross Domestic Product by Region	UDB	Urban Development Boundary
GLU	Government of Local Unity	UISP	Upgrading of Informal Settlements Programme
HSDS	Human and Social Development Strategy	WHO	World Health Organisation
ICHIP	Inner City Housing Implementation Plan	VIP	Ventilated Improved Pit latrines
ICT	Information and Communication Technology		