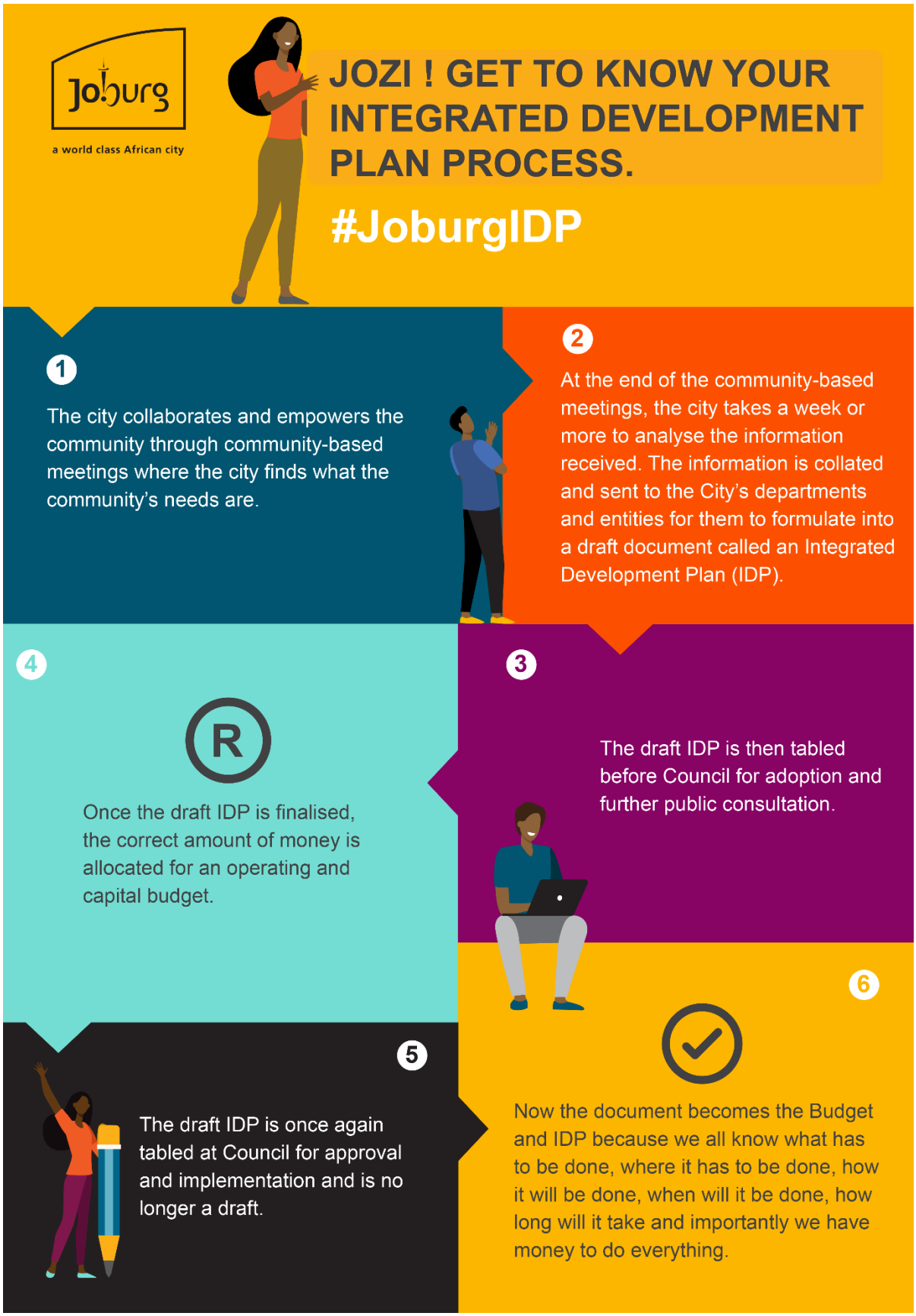
CITY OF JOHANNESBURG
2023/24 INTEGRATED DEVELOPMENT PLAN

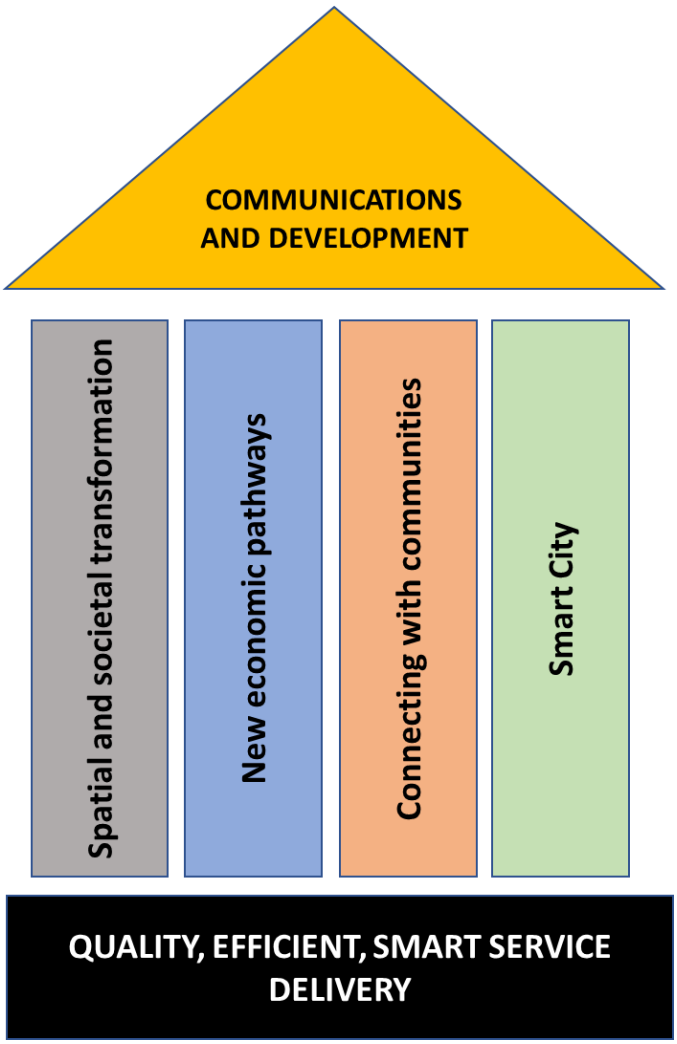
THE PEOPLE'S IDP
Our City - Joburg: A place we call home

Joburg
a world class African city

www.joburg.org.za



The IDP Model – The 'House'


COMMUNICATIONS
AND DEVELOPMENT
Spatial and societal transformation
New economic pathways
Connecting with communities
Smart City
QUALITY, EFFICIENT, SMART SERVICE
DELIVERY

Vision
•A World Class African City
Mission
•To pro-activley deliver and the create a city environment in 2040 that is resilient, sustainable and liveable. We will acheive this through our medium-term and long-term plans, targeted programmes and services provided. We will collectively enable support that drives economic growth, optimal management of natural resources and the environment, and we will develop an inclusive society that contributes the development of a capabale and developmental local government.
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
•Energy mix
•Sustainable service delivery
•Infrastructure development
•Job opportunity and creation
•Safer city
•Active and engaged citizenry
•Sustained economic growth
•Green economy
•Smart city

Contents

Executive Mayor's Foreword x

City Manager's statement xi

1. Introduction to the 2023-24 IDP review 1

2. Who we are? 4

5. Managing the People's contract 45

6. Governing our City 70

7. Spatial Development Framework 84

8. Alignment to the International, Regional, National, Provincial Agenda 98

9. The Joburg 2040 roadmap – decade 2 113

10. Good Governance 119

11. Financial Sustainability 124

12. Energy mix 131

13. Infrastructure development and refurbishment 139

14. Sustainable service delivery 152

15. Job opportunity and creation 160

16. Safer city 168

14. Active and engaged citizenry 197

15. Sustained economic growth 201

16 Sustainable Development and Green Economy 211

17 Smart city 218

18 City of Johannesburg Disaster management Plan 231

19 Joburg Fiscal and Budgeting Outlook 239

20 The 2023/24 Capital Investment Framework 248

21 2023-24 CoJ's High Impact Programmes 265

22 5-year IDP corporate scorecard 282

23 Service Standard Charter 306

24 Circular 88 316

25 UISP indicators 326

26 Addressing MEC comments 329

27 Revised Performance Monitoring, Reporting and Evaluation framework 330

28 Conclusion 339

Annexure A: City-Wide Strategic Risk Register 340
Annexure B: 2023/24 CoJ Capital Projects 347
Annexure C: 2023/24 National and Provincial Capital Projects 397
Acronyms and Abbreviations 426

List of Figures and Tables

Figure 1:Johannesburg Population Pyramid, Mid-Year Population Estimates 2021. Source: Stats SA. 2022. Mid-year Estimates 2022 8
Figure 2: Number of Households in Johannesburg. Source: Stats SA, General Household Survey, selected development indicators, Metros, various years 9
Figure 3: CoJ poverty overview, 2011-2021. Source: IHS Markit 10
Figure 4:Human Development Index -National, Gauteng and City of Joburg 11
Figure 5: % Food access, all Metros, Source: Stats SA. 2022. General Household Survey 2021 12
*Figure 6: Level of education, CoJ, 2016-2021. Source: Calculated from IHS Markit Regional eXplorer v. 2320*13
Figure 7: GVA per sector breakdown in Johannesburg 14
Figure8: *Slowing Trend in Growth Momentum* 15
Figure 9: City of Johannesburg and South Africa GDP Growth 2011-2026. Source: IHS Markit Regional eXplorer version 2320 17
Figure 10: Increase in Informal Dwellings 2010 to 2022 per 400m Hexagon (Source: GeoTerraImage 2021) . 20
Figure 11: Access to Households Services Diamond: level of development in Johannesburg relative to national levels. Source: Stats SA. 2022. General Household Survey, Selected development indicators, Metros 2021 . 23
Figure 12: Delivery of Services %, 2016-2021. Source: Stats SA. 2022. General Household Survey, Selected development indicators, Metros 2021 24
Figure 13: Access to Formal Dwellings %, 2016-2021. Source: Stats SA. 2022. General Household Survey, Selected development indicators, Metros 2021 25
Figure 14: Access to Water %, 2016-2021. Source: Stats SA. 2022. General Household Survey, Selected development indicators, Metros 2021 26
Figure 15: Type of Access to Water, 2016-2021. Source: Stats SA. 2022. General Household Survey, Selected development indicators, Metros 2021 26
Figure 16: Access to Sanitation %, 2016-2021. Source: Stats SA. 2022. General Household Survey, Selected development indicators, Metros 2021 27
Figure 17: Access to Electricity %, 2016-2021. Source: Stats SA. 2022. General Household Survey, Selected development indicators, Metros 2021 28

Figure 18: Access to Refuse Removal %, 2016-2021. Source: Stats SA. 2022. General Household Survey, Selected development indicators, Metros 2021 29
Figure 19: Overview of the hierarchy of strategic plans 30
Figure 20: Public Participation Outcomes Poster 45
Figure 21: 2021/2022 Customer Satisfaction Survey Basic Services Index Scores 65
Figure 22:Basic Services Household Satisfaction Index by Region 66
Figure 23:Structure of Council 68
Figure 24 The City's Cluster System 72
Figure 25 Group Functions reporting to the City Manager 73
Figure 26 City Departments and Entities linkage to Mayoral Committee portfolios 75
Figure 27: Traditional polycentric City model (Urban Morphology Institute, 2015) 82
Figure 28: Johannesburg's current metropolitan structure of inverted polycentricity (UMI, 2015) 82
Figure 29: Johannesburg Future City Model: Compact Polycentric urban form..... 83
Figure 30: Spatial Development Framework 84
Figure 31: Graphical Examples of Urban Transects 88
Figure 32: Nodes and Development Zones 89
Figure 33: Residential Densities for Nodes and Development Zones 91
Figure 34: Land Development Applications in the CoJ: 2007-08 to 2021-22 92
Figure 35:Township Establishments vs Rezonings and Site Development Plan Applications in the CoJ: 2007-08 to 2021-22 .....
93 *Figure 36: International, regional, national, and local policy alignment* .....
98
Figure 37: IGR Strategic Alignment 106
Figure 38: Implementation framework for the Joburg 2040 110
Figure 39: GDS Roadmap Overview 110
Figure 40 2nds Quarter Employment Equity Statistics 116
Figure 41: Priority Housing Development Areas (PHDA) in the City of Johannesburg's 143
Figure 42: Official Unemployment Rate (source: statsSA, 2023) 157
Figure 43: EPWP Performance 158
Figure 44: Key focus areas to achieve JCSS outcomes...... 166
Figure 45: Citizen Engagement Spectrum 192
Figure 46:Society-Environment Inter-linkages in respect of natural resources 209
Figure 47: Greenhouse Gas Emissions in Joburg 210
Figure 48: Historic and projected changes in single day extreme temperature values for the CoJ 211
Figure 49: 8 pillars of a smart city 216
Figure 50:Capital Budget – sources of funding 238
Figure 51:Priority Sewer and Water Upgrade Areas 243
Figure 52 :Priority Power and Road Upgrade Areas 244
Figure 53: Allocation to High Impact Programmes 245
Figure 54:Urban Development Zones (Transformation Zones) 246
Figure 55: Investment Priority Economic Nodes..... 247
Figure 56:Spatially Targeted Investment Areas – SDF 2040 areas and key public transport corridors 249
Figure 57:Total Capex per Annum – 2023/2024 MTREF 250
Figure 58: Total allocations per department/entity 252

Figure 59: Budget in Urban Development Zones 253
Figure 60: Capex Allocation per SDF Development Zone 254
Figure 61:2023/24 MTREF Capex Distribution City wide 255
Figure 62:MTREF Capex for Deprivation areas 256
Figure 63: Louis Botha TOD Corridor 262
Figure 64: 5 key priority precincts within the Empire Perth TOD Corridor 262
Figure 65 Eastern Mining Belt Boundary 265
Figure 66 Western Mining Belt Boundary 265

Tables

Table 1: Existing level of development 23
Table 2 Linkage between GDS Outcomes and Outputs 33
Table 3: Strategic response to the SWOT analysis 43
Table 4 Section 79 Chairpersons 70
Table 5 Members of the Mayoral Committee 71
Table 6:Summary of Inclusionary Housing Options 86
Table 7: Nodes and Development Zones and the SDF 2040 Density Table 90
Table 8:City power's response to strategic focus 152
Table 9: Allocation to High Impact Programmes 245
Table 10 Capex allocation per department/entity 252

Executive Mayor's Foreword

The success of cities plays a crucial role in the economic development and overall well-being of a nation. Cities are often referred to as growth engines, as they have the shared services, infrastructure, institutions, and social amenities that attract investment, businesses, and skills. Johannesburg, one of South Africa's largest cities, faces several developmental challenges in 2023. Despite being a hub of economic activity, poverty and inequality remain persistent issues, with many residents living in informal settlements lacking basic services. The city is also grappling with infrastructure challenges, including traffic congestion, inadequate public transportation, and an aging infrastructure in need of repair. Climate change is another growing concern, with the city experiencing more frequent flooding and heatwaves, which put its residents and infrastructure at risk.

In January 2023, Johannesburg embarked on a critical path towards sustainable growth and the creation of a liveable environment by 2040. Under the new Government of Local Unity, the City is determined to prioritize the needs of its residents and respond to the challenges of today's society. By adopting a comprehensive and collaborative approach to governance, the city aims to create a resilient, equitable, and inclusive future for all.

The 2023/24 IDP review is a crucial process for Johannesburg, as it provides an opportunity to evaluate the effectiveness of the city's implementation of programmes contributing to its developmental goals and ensure a forward-looking agenda that implements its vision. This IDP review also allows the city to incorporate new priorities, such as the 11 priorities aligned to the Joburg 2040 strategy. By conducting a thorough annual review of the IDP, the City of Johannesburg can ensure that it remains relevant and responsive to the evolving needs of its residents, businesses, and communities. This process also promotes transparency and accountability, as it enables the public to provide feedback on the City's performance and have a say in the direction of the city's future development.

To address these challenges, we have identified eleven priorities, which we believe are crucial to establishing a sustainable, resilient, and economically prosperous city that provides equal opportunities for all residents.

Our first priority is Good Governance, which emphasizes the importance of transparent, accountable, and participatory governance. Our second priority is Financial Sustainability, which is essential for driving municipal performance and spending. We recognize that achieving financial sustainability is key to unlocking the potential of our city.

Priority three, Energy Mix, seeks to balance the need for affordable and reliable energy with sustainability concerns, including reducing carbon emissions. Our fourth priority, Sustainable Service Delivery, seeks to ensure that all residents have access to basic services, including water, sanitation, and electricity.

Priority five, Infrastructure Development and Refurbishment, is crucial to unlocking our city's economic potential and improving the quality of life for our residents. Priority six, Job Opportunity and Creation, is vital to reducing unemployment and promoting economic growth in our city.

Priority seven, Safer City, aims to create a safer and more secure environment for our residents by reducing crime and addressing social issues. Priority eight, Active and Engaged Citizenry, seeks to empower our residents to play an active role in shaping the city's future.

Priority nine, Sustained Economic Growth, aims to establish Johannesburg as a hub of economic activity by promoting investment, supporting businesses, and creating job opportunities. Priority ten, Green Economy, seeks to promote sustainable economic growth by encouraging the development of green technologies and industries.

Finally, priority eleven, Smart City, aims to leverage technology to enhance service delivery, promote sustainability, and improve the quality of life for our residents. We believe that by focusing on these priorities, we can establish a city that is smart, clean, green, and safe, with equal opportunities for all residents.

The Joburg 2040 strategy serves as the overarching framework for the City's development, providing a longterm vision that guides the Integrated Development Plan (IDP). The strategy's goal is to transform Johannesburg into a sustainable, inclusive, and liveable city, driven by innovation and creativity.

The City's 11 priorities align with the Joburg 2040 strategy and provide a roadmap to realize this vision. Through the effective implementation of the IDP and the Joburg 2040 strategy, the City of Johannesburg aims to become a city that is economically vibrant, socially inclusive, and environmentally sustainable. By prioritizing good governance, financial sustainability, energy mix, sustainable service delivery, infrastructure development, job creation, public safety, active citizenship, sustained economic growth, green economy, and smart city initiatives, the City will ensure that Johannesburg remains a desirable destination for investment, tourism, and residence.

The theme of the IDP, "The People's Plan: Joburg - Our City: A place we call home," encapsulates the essence of Johannesburg as a city that is built upon the dreams, aspirations, and contributions of its people. It emphasizes the collective ownership and responsibility that residents, businesses, and the administration have in shaping the future of the city. As a place we call home, Johannesburg is a vibrant and diverse urban landscape that values inclusivity, social cohesion, and the well-being of its citizens. The IDP aims to ensure that every resident's voice is heard and that their needs and aspirations are reflected in the city's development agenda. By engaging the people of Johannesburg in the planning and decision-making processes, the IDP seeks to create a city that is responsive, equitable, and a true reflection of the hopes and dreams of its inhabitants. Together, we will build a city that we are proud to call home, where every person can thrive and contribute to the collective progress and prosperity of Joburg.

The City of Johannesburg recognizes that achieving these priorities will require collaborative efforts from all stakeholders, including government, civil society, and the private sector, and it is committed to working with all parties to realize this goal. Ultimately, this 2023/24 IDP review is critical to ensuring that Johannesburg remains a sustainable, inclusive, and prosperous city that provides a high quality of life for all its residents.

Cllr. Kabelo Gwamanda Executive Mayor City of Johannesburg

City Manager’s statement

The Municipal Systems Act mandates municipal councils to develop and adopt a five-year Integrated Development Plan (IDP), which must be reviewed annually. The City of Johannesburg's 2023-2024 IDP review outlines the new mayoral priorities, programmes, and interventions in line with the Government of Local Unity. This review was developed with the input of officials, political leadership, and community structures, and it intends to address the various socio-economic challenges facing the city; such as poverty, increasing unemployment, rapid urbanization and declining economic growth.

Johannesburg's population is estimated to be 6.1 million people across almost 2 million households, and the city's index of service development is approximately 86%, higher than the national average. However, the city must continue to find innovative, modern and technologically resilient solutions while ensuring that local government functions effectively. By committing to addressing basic service delivery, road repairs, basic urban management and fighting crime, the city aims to instil a sense of security among residents and restore dignity to the lives of the citizens.

The IDP is a critical tool for resolving challenges facing the City of Johannesburg. By prioritizing, planning and budgeting strategically, we can address critical issues and improve the quality of life for all citizens. The IDP review process involves identifying key challenges, setting priorities, and developing strategies and action plans to address them. This ensures that resources are allocated efficiently and effectively, and that interventions are targeted to have the most significant impact. Through this IDP, the City can also leverage partnerships with other stakeholders, to achieve common goals as outlined in our Joburg 2040 Growth and Development Strategy. By aligning the city's resources and efforts with its development priorities, the IDP can help create a sustainable and resilient future for all residents of Johannesburg.

Financial sustainability is essential to drive municipal performance and spending for the successful implementation of this IDP. We must also balance our budgets, maintain financial stability, and ensure accountability in spending. Without financial sustainability, we cannot adequately plan and implement programmes to address critical issues or maintain existing infrastructure. Furthermore, inadequate funding may lead to a decline in service delivery, which could result in public dissatisfaction, increased costs, and lost opportunities for economic growth. Thus, a focus on financial sustainability is essential to ensure that we can deliver on our commitments and provide the necessary services to the citizens. The IDP must, therefore, prioritize financial sustainability by identifying and allocating resources appropriately, monitoring spending and performance, and ensuring that revenue streams are sufficient to meet the city's needs.

Loadshedding has severely impacted households, businesses and the City's ability to deliver services. Essential services such hospitals, clinics and emergency services are also impacted. As a City, we recognise these impacts and are committed to collaborating with all relevant stakeholders to mitigate the effects of loadshedding. The Mayoral Priority on 'Energy Mix' seeks to ensure that we can ensure a stable and reliable energy service as well as to look at alternatives to benefit all residents. As an administrative body, it is our responsibility to ensure that the IDP is effectively implemented to achieve the city's goals and objectives.

The IDP emphasizes the need for community engagement and participation in the implementation of the plan. The city's administrative focus should be on ensuring that the IDP's priorities are translated into actionable policies, programmes and projects. The administrative focus should also ensure that the plan's objectives are met through effective resource allocation, monitoring, and evaluation. The IDP should be a living document that reflects the evolving needs of the city and its residents.

The City of Johannesburg is committed to implementing its 11 Mayoral priorities through effective administration. To achieve this, the following strategies will be employed:

1. Good Governance: The City will enhance transparency, accountability, and citizen participation in decision-making processes through improved communication, public consultations, and the use of technology.
2. Financial Sustainability: A comprehensive plan will be developed to improve revenue collection, billing systems, and financial management practices. Expenditure will be streamlined, and investments will be prioritized to ensure long-term financial sustainability.
3. Energy Mix: The City will develop a detailed plan to transition to a diverse and sustainable energy mix, including increased reliance on renewable energy sources and the promotion of energy efficiency initiatives.
4. Sustainable Service Delivery: High-quality and reliable services will be delivered to all residents, with a focus on historically underserved areas. Resources will be allocated strategically to address service delivery gaps and improve access for all.
5. Infrastructure Development and Refurbishment: Key infrastructure projects will be prioritized and closely monitored to ensure timely completion within budget, enhancing connectivity, mobility, and access to essential services.
6. Job Opportunity and Creation: The City will actively promote job creation, particularly in green energy, technology, and infrastructure sectors, while ensuring equity and inclusivity in employment opportunities.
7. Safer City: Public safety will be improved through community policing initiatives, investment in technology and infrastructure, and increased resources for law enforcement to create a safer environment for residents.
8. Active and Engaged Citizenry: Citizen participation in government decision-making will be encouraged through community-based planning meetings, participatory budgeting, and improved feedback mechanisms to foster an active and engaged citizenry.
9. Sustained Economic Growth: The City will attract new businesses and investment, with a particular focus on green energy, technology, and infrastructure sectors. Inclusive economic growth will be promoted to ensure equitable opportunities for all.
10. Green Economy: The growth of the green economy will be promoted through increased investment in green manufacturing, renewable energy, energy efficiency initiatives, and sustainable agriculture and food security to create a more environmentally sustainable and resilient city.
11. Smart City: Technology will be leveraged to improve service delivery, reduce waste, and enhance energy efficiency. Smart management systems, public Wi-Fi, and digital e-government services will be implemented to create a more connected and efficient city.

Through diligent administration and the implementation of these strategies, the City of Johannesburg aims to realize its 11 Mayoral priorities, fostering sustainable development, economic growth, and an enhanced quality of life for all residents.

In addition, and to successfully implement the 2023/24 IDP, the administration will focus on the following key areas:

1. Improved Planning and Budgeting: We will develop detailed plans and budgets for each project and initiative outlined in the IDP. We will prioritize projects based on their impact on the city's strategic objectives, resource availability, and community needs.
2. Better Collaboration and Partnerships: We will work collaboratively with all stakeholders, including residents, businesses, and other government entities, to ensure that projects are delivered effectively and efficiently. We will also seek partnerships with private and non-profit organizations to leverage resources and expertise.
3. Monitoring and Evaluation: We will establish a robust monitoring and evaluation framework to track progress and identify areas where improvements can be made. We will regularly report on progress to the City Council and other stakeholders to ensure transparency and accountability.
4. Capacity Building: We will invest in the development of our staff to ensure they have the necessary skills and knowledge to deliver on the objectives of the IDP. We will also work with communities to build their capacity to participate in the planning and implementation of projects.
5. Innovation: We will explore innovative approaches to service delivery and problem-solving to achieve our objectives in a cost-effective and sustainable manner.

Through the 2023/23 Integrated Development Plan (IDP), the City of Johannesburg aims to initiate a transformative **culture shift** that places a strong emphasis on service delivery and prioritizes the needs of its residents. By centering people at the heart of development, the City aims to create an inclusive and responsive governance framework that addresses the diverse challenges and aspirations of its citizens. This shift entails a renewed commitment to ethical leadership, accountability, and transparency, fostering a culture where public officials are held responsible for their actions. The IDP will prioritize the enhancement of service quality, ensuring that residents receive efficient and effective services that meet their expectations. Additionally, the City will actively engage with stakeholders, including government bodies, community organizations, and residents, to foster collaboration and participation, driving a bottom-up approach to development. By embracing innovative technologies and best practices, the City aims to create a sustainable and forwardthinking environment that not only meets immediate needs but also paves the way for long-term prosperity and improved quality of life for its residents.

By focusing on these key areas, we are confident that we can effectively implement the 2023/24 IDP and achieve the city's strategic objectives, ultimately contributing to the well-being and prosperity of our residents and the wider community.

Through the 2023-2024 IDP review, we aim to improve the quality-of-service delivery, expand existing initiatives, and find new and innovative ways to drive responsive service delivery.

On behalf of the City of Johannesburg, we present the 2023-2024 IDP review, which is informed by communitybased planning engagements and developed in partnership with all those who live, work, and participate as urban citizens in Johannesburg. This IDP is a living document that aims to bring about change to

the citizens of Johannesburg. The city administration is committed to addressing the needs of all citizens sustainably, as is reflected in our 2023-2024 IDP.

As the Accounting Officer for the City of Johannesburg, I am pleased to present the 2023/24 Integrated Development Plan (IDP) which highlights our commitment to address the challenges faced by our city through GDS and the 11 identified priorities. We recognize the importance of transparency, accountability, and participatory governance in ensuring that we achieve our goals. We are committed to driving a seamless IDP process through effective administration, ensuring that we allocate resources efficiently and effectively to achieve our priorities.

We look forward to collaborating with all stakeholders in the implementation of the IDP to create a sustainable, resilient, and economically prosperous city that provides equal opportunities for all residents.

Floyd Brink City Manager City of Johannesburg

PART A: OVERVIEW OF THE 2023/24 IDP

1. Introduction to the 2023-24 IDP review

As the world constantly changes and evolves, it becomes difficult to predict how the Johannesburg municipality will need to respond. New information on various aspects such as the economy, society, and environment are becoming available, and sometimes this new information is profound, causing a shift in perspectives on what needs to be done to advance development. While disruptions such as economic downturns can pose challenges to cities, they also offer opportunities for growth and resilience.

The People's Plan is the overarching theme of the IDP. The Johannesburg municipality must prioritize steps to grow and foster resilience, both at the level of the institution and at the level of individuals, communities, and the city itself. Responses to future shocks should be planned at the provincial and Greater City Region level. Additionally, the City must work to address the interconnected relationship between public health and the economy, especially considering the vulnerability of women and children in households in the city. Addressing the issue of gender-based violence and providing adequate water, sanitation, and hygiene services to settlements are also critical.

The City of Johannesburg must strive to change the apartheid urban structure, which is a major driver of inequality and poverty in the city. Spatial inequality, where people live and work, has a profound impact on poverty levels. The goal is to facilitate economic independence from the state welfare system to address inequality and facilitate spatial equality.

The IDP is an important tool for pursuing a developmental shift, enabling the City to deepen its understanding of how to intervene effectively in the political economy of space and services. Broadening participation in the economy by removing barriers to entry for all classes, races, and genders of the City's population, particularly the poor, is crucial. The City's long-term strategy, the GDS 2040, serves as the anchor from which the IDP draws its development agenda.

Once the IDP has been adopted by Council, each department and entity must implement programs aligned with the IDP, with in-year monitoring to ensure that targets are on track. The annual review cycle of the IDP is guided

by both political and socio-economic drivers, as well as national and provincial strategic imperatives, to ensure that it remains relevant to the specific operating environment. The outcomes for the year are captured in the Integrated Annual Report and inform the review of the IDP in the subsequent year.

The City of Johannesburg has the responsibility, along with the provincial and national government, to transform and lead society. Corrective and innovative policy making, and implementation must be taken to ensure that changes are felt by the people it serves. The IDP, with its theme of Empowering Communities for a thriving future, is an opportunity for the City to understand the challenges it faces and make a deliberate effort to change its developmental trajectory. The City's leadership must be informed by its residents and guided by Government of Local Unity Strategic Priorities and Programs to achieve its goals. Despite the numerous challenges, the City can overcome them and achieve its long-term goals by focusing on fostering resilience, addressing the interconnected relationship between public health and the economy, and working in partnership with its residents.

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.

The City of Johannesburg's Integrated Development Plan (IDP) is more than just a local planning document. It is a reflection and advancement of global and national priorities and programs such as the United Nations' Sustainable Development Goals (SDGs), the District Development Model (DDM), and the Integrated Urban Development Framework (IUDF).

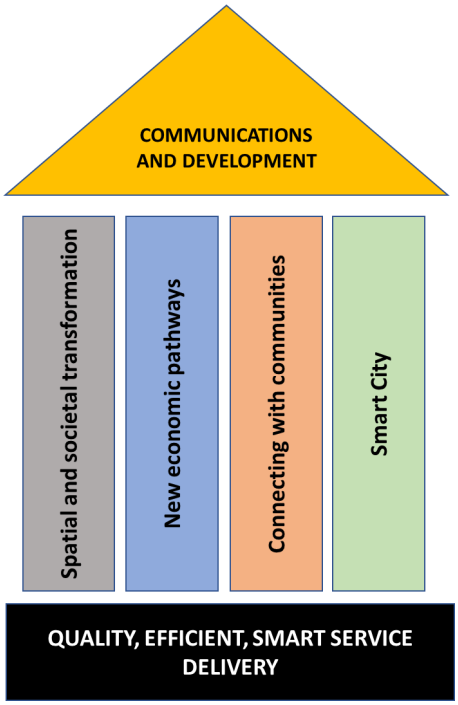
The IDP is aligned with the SDGs, which were adopted by the UN member states as a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030. The City's IDP aims to achieve the SDGs by prioritizing sustainable economic growth, social inclusion, and environmental sustainability.

The DDM, launched by the South African government in 2019, is aimed at accelerating service delivery and ensuring that all three spheres of government work together in a coordinated and integrated manner. The City's IDP is aligned with the DDM, as it focuses on prioritizing service delivery, community participation, and coordination between different levels of government.

The IUDF, developed by the South African government in 2016, aims to guide urban development in the country towards a more sustainable, inclusive, and resilient future. The City's IDP is aligned with the IUDF, as it prioritizes sustainable urban development, social inclusion, and environmental sustainability.

By aligning with these global and national priorities and programs, the City of Johannesburg's IDP demonstrates its commitment to building a more sustainable, equitable, and prosperous future for its residents. The IDP serves as a critical tool for achieving these goals, as it guides the City's policies and programs towards a more resilient and thriving future for all.

This IDP introduces the metaphor of a 'House' against which the plans and initiatives are structured against.



The metaphor of a house is a powerful symbol of shelter, protection, and security. It is a universally recognized symbol that resonates with people on an emotional level, and it is easy to understand. This metaphor is particularly relevant to the Johannesburg IDP, as the city is working towards creating a safe and sustainable environment for all residents. The metaphor of a house also highlights the interconnected nature of the city's goals and objectives. Just as a house requires a strong foundation, solid pillars, and a sturdy roof, the Johannesburg IDP requires a strong foundation of quality service delivery, solid pillars of societal and economic transformation, and a sturdy roof of effective communication and development. The metaphor of the house thus serves as a powerful reminder that sustainable development requires a holistic and integrated approach, where all elements work together to achieve a common goal.

The IDP is structured into various sections, including a strategic overview, a summary of the consultation process, a situational analysis, and the City's response. The strategic overview highlights the City's vision, mission, and mayoral priorities that are aligned to the Joburg 2040 Strategy. The summary of the consultation process outlines the various consultation activities undertaken to develop the IDP, including public meetings, stakeholder engagements, and surveys. The priority implementation section provides an overview of the City's current economic, social, environmental, and institutional context, while the City's response outlines the strategies, programs, and projects that the City plans to implement over the next five years to address identified challenges and achieve its development objectives. The IDP also includes a plan that provides key performance indicators used to measure progress towards achieving these objectives, a detailed financial plan and budget overview and a monitoring and evaluation framework to track progress towards achieving the City's development goals.

2. Who we are?

Developing and implementing a strategy that guides the City's priorities and approach is an iterative and ongoing process. To be truly responsive, the city needs to monitor the wider development context, objectively considering local and broader contexts, based on development information, related data and trends analysis.

This section provides an overview of the global, national and Johannesburg context that both informs the city's strategy and forms the backdrop against which the city seeks to respond to persistent challenges and emerging opportunities.

2.1 Global context

According to the UCLG, The role of cities today as legitimate actors in the international system is indisputable. Cities are the centres of urbanisation and at an international scale city accommodate more than 50% of the population and concentrate more than 70% of global economic activity, carbon emissions and waste production. As a result, cities experience and manage the most complex challenges linked to globalisation – inequalities, technological disruption, urban mobility, COVID19, climate change, global health, war, etc. – but they are also part of the solution.

Cities get increasingly involved in international political agendas, focusing on matters of global and local impact. They have done this by actioning two agendas. Firstly, they've created awareness of a particular city through sharing of local realities and contexts. Secondly, they have aligned local policies with issues and agreements reached at the global level such as the Sustainable Development Goals (SDGs) and the Paris Agreement.

Multiple crises issues (geopolitical, economic, social, and environmental), all of which have a major urban dimension, further pushed on the international scene. In the process, they have strengthened alliances with a wide variety of actors—ranging from other cities to multilateral organizations, national governments, the private sector, universities, research centres, and civil society organizations— to help them in mobilising resources, obtaining knowledge, and strengthening their political positioning. In this worldwide effort, networks and international alliances of cities have become a key part of the international strategy of mayors.

One of the biggest benefits of the networks is the space they offer cities to identify counterparts and allies in an environment of trust, promoting common causes. Bonds of trust can be created among cities in countries which, at national level, may have tense or challenging relationships. Networks offer ideal spaces for establishing common positions in key areas of the global agenda and opening channels for influence. For example, the work done in the framework of C40, and United Cities and Local Governments (UCLG) led to the launch of Urban20, a mechanism that links cities with the G20 political agenda.

UCLG is an international organization that represents and defends the interests of local governments on the world stage. The organization's mission is to be the united voice and world advocate of democratic local selfgovernment, promoting its values, objectives, and interests, through cooperation between local governments, and within the wider international community. UCLG plays an important role in advancing the interests of cities in international political agendas, such as the SDGs, climate change and the new urban agenda.

Cities are important actors in the international system and have become increasingly involved in international political agendas. Networks and international alliances of cities have become a key part of the international strategy of mayors. The networks offer ideal spaces for establishing common positions in key areas of the global

agenda and opening channels for influence. UCLG plays an important role in advancing the interests of cities in international political agendas, which is critical for the development of sustainable and inclusive cities.

2.2 State of Local government in South Africa

South Africa has a decentralized system of government with local government playing a critical role in service delivery and community development. Local government in South Africa is responsible for the delivery of basic services such as water, electricity, sanitation, housing, and waste management to its citizens. Despite the existence of a well-structured system of local government in South Africa, the state of local government has been a subject of concern due to numerous challenges facing it.

One of the significant challenges facing local government in South Africa is the lack of financial resources. Most municipalities are unable to generate sufficient revenue to fund their operations adequately. This results in the inability of local government to provide adequate basic services to its citizens. The lack of financial resources is also attributed to poor financial management, corruption, and mismanagement of funds by some municipalities. As a result, the government has had to step in to provide financial assistance to these municipalities.

Another challenge facing local government in South Africa is the lack of capacity and skills. Most municipalities lack skilled personnel to run their operations effectively. This is often reflected in the inability of municipalities to implement projects and programs effectively. In some instances, municipalities fail to spend their allocated budgets effectively, resulting in underspending and underperformance.

The issue of corruption is also a significant challenge facing local government in South Africa. Corruption has become a pervasive problem in some municipalities, resulting in the mismanagement of funds and the diversion of resources meant for service delivery. This has a severe impact on the delivery of basic services to citizens, and it erodes public trust in the government.

Furthermore, local government in South Africa is faced with challenges relating to political instability and governance issues. The country has experienced political unrest in some municipalities, resulting in service delivery protests and disruptions. The lack of political stability in some municipalities has also led to the appointment of unqualified officials, leading to poor service delivery.

During the 2021-2022 local government audit outcomes, a mere 38 out of 257 municipalities managed to attain clean audits, according to the standing committee on the auditor general. This unfavourable outcome can be attributed to various factors including skills shortages, poor accountability, and ineffective leadership. Although this figure represented a decline from the previous year's 41 clean audits, it is noteworthy that there was a reduction in the number of municipalities receiving disclaimer outcomes. Auditor General Tsakani Maluleke further informed the committee that municipalities incurred a substantial amount of R4.74 billion in fruitless and wasteful expenditure, along with R25.47 billion in unauthorised expenditure. Additionally, the R1.6 billion spent on consultants proved to be ineffective. The state of local government has been characterized by dysfunctional municipalities, financial mismanagement, instability in both council and administration, and crumbling municipal infrastructure. Consequently, this has resulted in declining living standards and failures in service delivery, leading to public protests. To rectify these issues, it is imperative to establish capable, accountable, and citizen-centric municipal leadership that effectively fulfils their mandates to enhance the wellbeing of ordinary South Africans.

IDPs need to respond proactively to the poor state of local government in South Africa. They can do this by developing and implementing strategies aimed at addressing the challenges facing local government. These strategies may include advocating for increased funding and resources for local government, monitoring and reporting on the performance of local government programmes and collaborating with other stakeholders to develop innovative solutions to the challenges facing local government. IDPs can also play a critical role in promoting transparency and accountability in local government by demanding access to information, engaging in public consultations, and monitoring the implementation of development plans. By taking a proactive approach to the challenges facing local government, IDP processes can help to ensure that local government is effective, efficient, and responsive to the needs of their communities.

Despite the challenges facing local government in South Africa, there are reasons to be optimistic. The government has acknowledged the importance of addressing these challenges and has taken steps to provide support and resources to local government. Additionally, civil society and citizens are becoming increasingly engaged in advocating for more effective and accountable local government. There is a growing recognition that collaboration between all stakeholders is essential to achieving the goal of functional and effective local government. With increased funding, the development of skilled personnel, and a renewed commitment to transparency and accountability, local government in South Africa can overcome its challenges and provide citizens with the basic services they deserve. The future of local government in South Africa is bright, and with the right approach, it can meet the needs of its citizens and contribute to the development of a more prosperous and equitable society.

2.3 Johannesburg Context

Johannesburg is South Africa's biggest city. The city began in 1886 as a gold-mining settlement and quickly transformed into the largest city in the country and a prime economic centre. Today, the city continues to attract people looking for opportunity. Johannesburg's local government has evolved over time, from a segregated system during apartheid to a more democratic and representative system post-apartheid. Today, the city is governed by a coalition, with a focus on improving infrastructure, addressing social and economic inequality, and promoting sustainable development.

Demographics

The current population of the city of Joburg is estimated to be 6.1 million, making it the biggest metro by population size in South Africa.[1] Johannesburg's population constitutes about 40% of the Gauteng population and 10% of South Africa's overall population. Stats SA projects the population of Johannesburg increase to 6.78 million in the next 4 years.

The population pyramid below reflects the structure of Johannesburg population in 2022. Joburg has a burgeoning young population, which presents both opportunities and challenges for the City. The bulk of the city's population (40%) are between the ages of 20 – 39 years old. According to Stats SA's 2022 mid-year population estimates, the city's youth population (15-34 years) is estimated at 2.2 million, accounting for 37% of the total population of the city of Johannesburg. The youth play a vital role in the development and prosperity

[1] Stats SA. 2022. Mid-year population estimates, 2022. Pretoria: Statistics South Africa

of the city. They can advance social, economic, political, and cultural transformation and are a driving force for change.

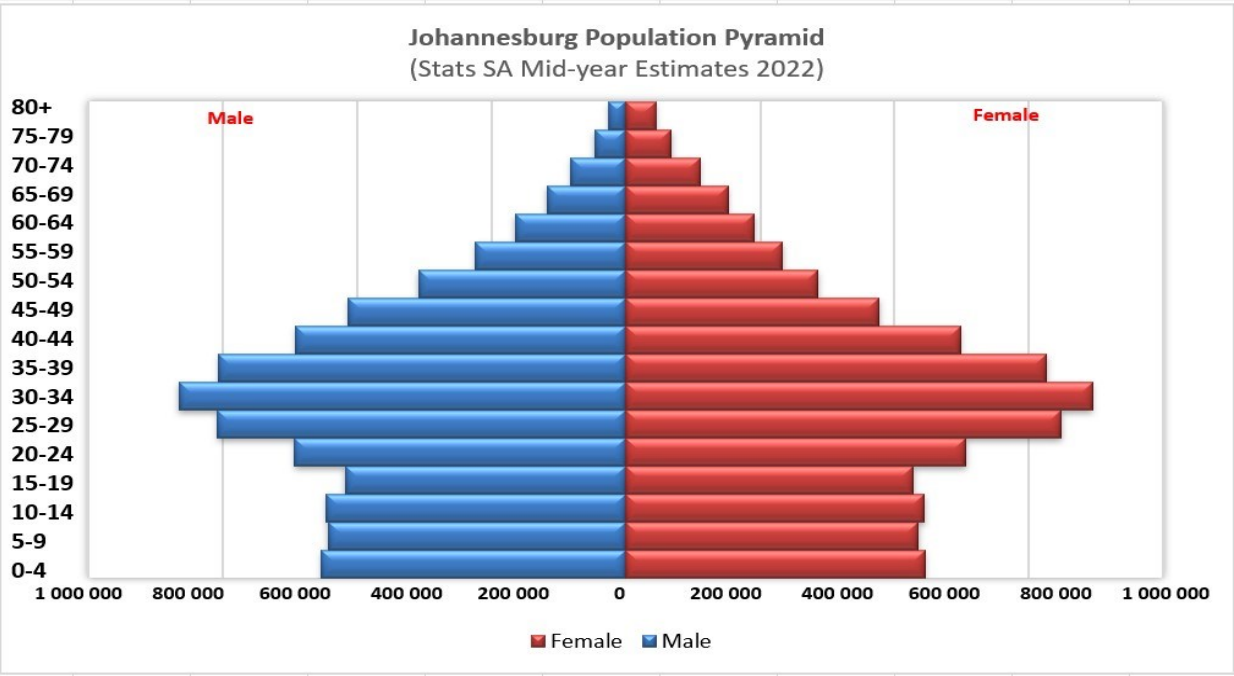


Figure 1:Johannesburg Population Pyramid, Mid-Year Population Estimates 2021. Source: Stats SA. 2022. Mid-year Estimates 2022

Most people migrate to Johannesburg in search of work and better opportunities. Johannesburg attracts migrants seeking economic opportunity, access to services, political asylum, and refuge. While migration has many benefits such as cultural, political, and social plurality, it also presents several challenges as the City must find ways to accommodate more people in the already stretched resource pool. Most people who come to Johannesburg move to the city from other parts of Gauteng (55%). A further 36% are born in South Africa but in another province, and 9% are from another country.[2]

It is estimated that currently, there are 2.1 million households in Johannesburg, up from 1.4 million in 2011.[3] The average household size is 2.97 people per household which is less than the 2021 estimate of 3.2 people per household. The expected growth in the number of households within Joburg in the next five years will require careful planning for housing, social services, and infrastructure.

[2] GCRO. 2021. Quality of Life Survey 6 2020/21. Johannesburg: Gauteng City-Region Observatory

[3] Stats SA. 2022. General Household Survey, Selected development indicators, Metros, 2021 Pretoria: Statistics South Africa

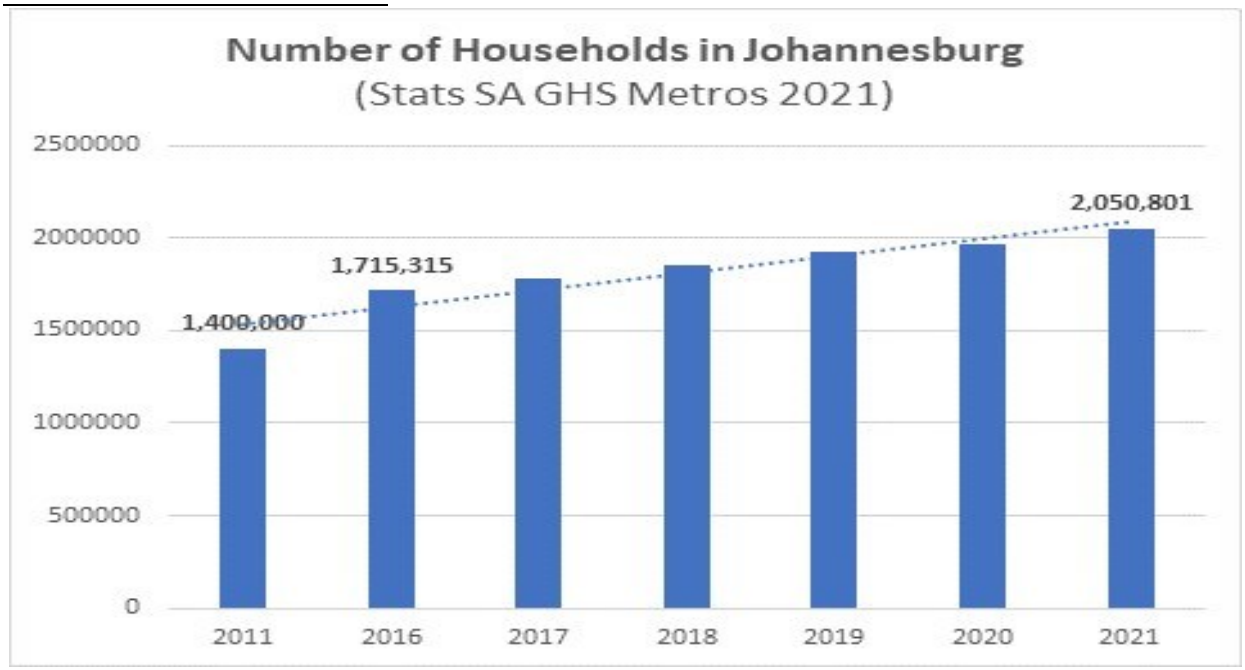


Figure 2: Number of Households in Johannesburg. Source: Stats SA, General Household Survey, selected development indicators, Metros, various years

2.4 Social opportunities and challenges

Poverty and Inequality and unemployment

Poverty alleviation and the elimination of inequalities created during apartheid lie at the centre of development policy in post-apartheid South Africa. In 2021, there were 2.84 million people living below the poverty line[4] in Joburg compared to 1.67 million in 2011.[5] The worsening poverty trend is *inter alia* a consequence of rapid

[4] Stats SA defines the upper poverty line as the level of consumption at which individuals can purchase both sufficient food and non-food items without sacrificing one for the other.

[5] IHS Markit. 2022. IHS Markit Regional eXplorer v. 2320. Centurion: IHS Markit

urbanisation. Moreover, race and poverty remain stubbornly linked. Across the city, poverty levels are highest among black/Africans with higher levels of poverty reflected in Region G.[6]

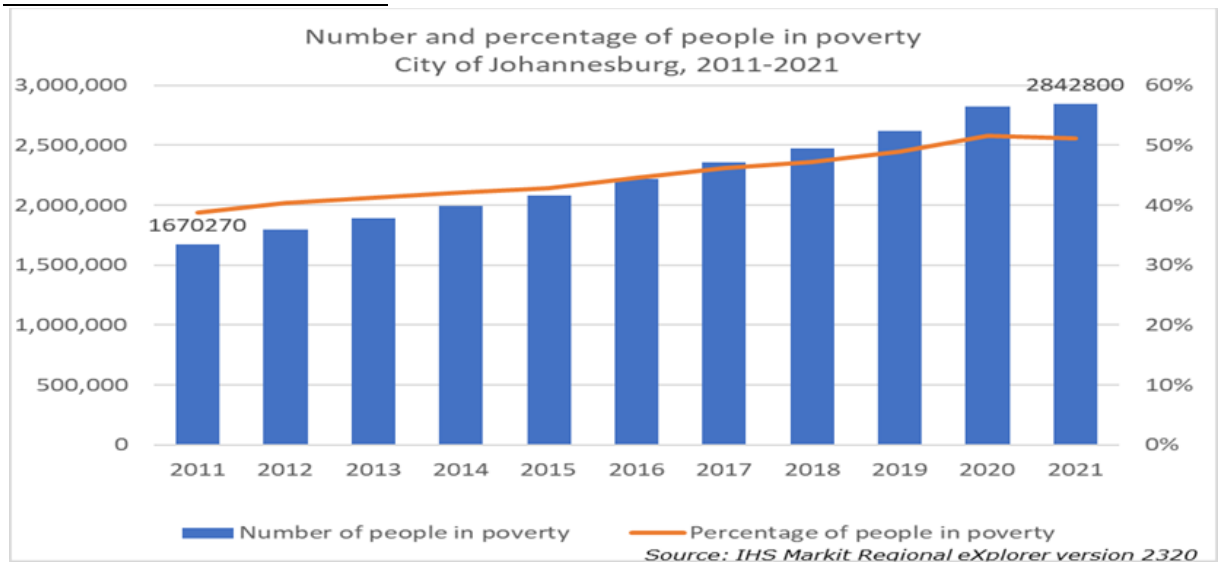


Figure 3: CoJ poverty overview, 2011-2021. Source: IHS Markit

Poverty and inequality are strongly intertwined. While Johannesburg is the economic hub of the country, it is riddled by persistent social and economic inequalities. Although inequality, as measured by the Gini coefficient,[7] has reduced since 2011, it is still high in comparison to other metropolitan cities in the world. In 2021, the Gini coefficient in city of Joburg was 0.62, an improvement from 0.66 in 2011.[8]

Poverty, inequality, and unemployment remain major challenges in Johannesburg. Despite being a hub of economic activity and opportunity, many residents still struggle to access basic services, adequate housing, and decent employment. The city's high levels of inequality are reflected in the unequal distribution of resources and opportunities, with many communities experiencing marginalization and exclusion. Addressing these issues

[6] Ibid

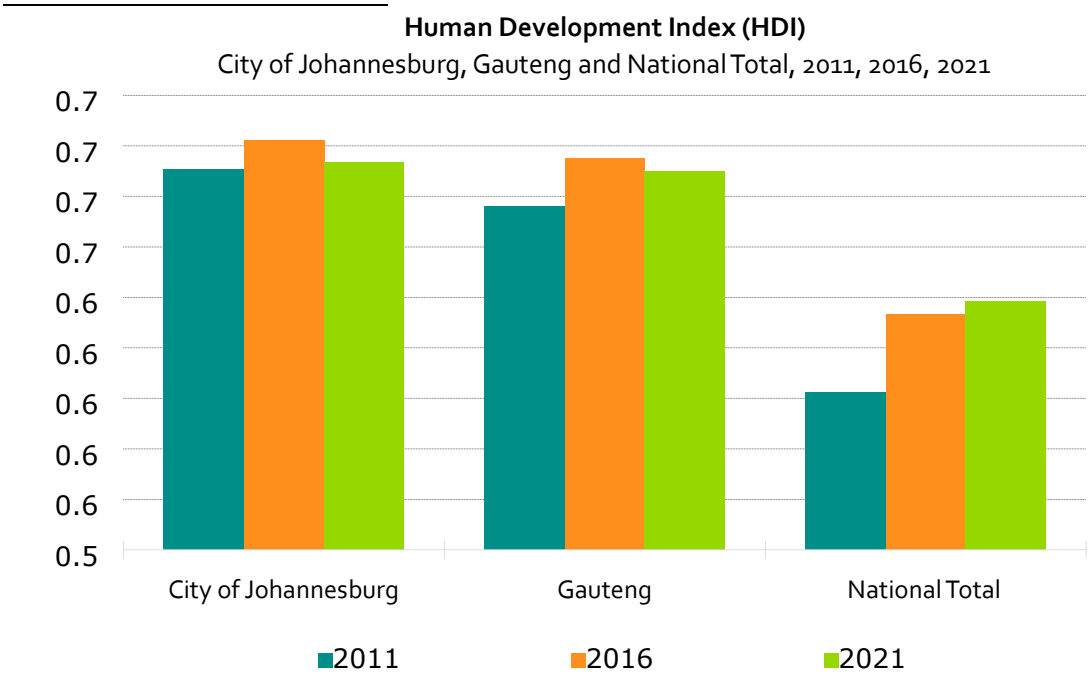
[7] The Gini coefficient is a measure of income distribution. If the Gini coefficient is equal to zero, there is no variance between the high-and lowincome earners. In contrast, if the Gini coefficient equals 1, one individual in the population is earning all the income and the rest has no income.

[8] IHS Markit. 2022. IHS Markit Regional eXplorer v. 2201. Centurion: IHS Markit

requires a multi-faceted approach, including investment in education and skills development, job creation, social protection, and equitable access to services and infrastructure. Only through sustained efforts to address poverty, inequality, and unemployment can Johannesburg truly become a city that works for all its residents.

Human Development Index (HDI)

HDI is the combination of three dimensions: A long and healthy life, knowledge, and a decent standard of living. HDI can have a maximum value of 1 and minimum value of 0.



Source: IHS Markit Regional eXplorer version 2320

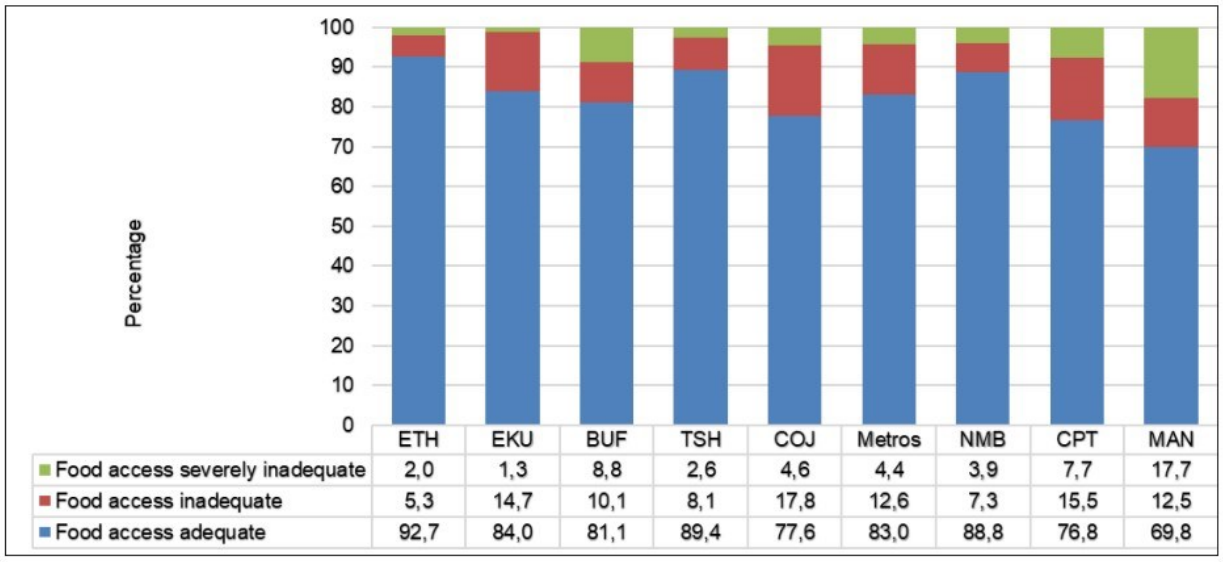
Figure 4:Human Development Index -National, Gauteng and City of Joburg

The Human Development Index (HDI) of Johannesburg is 0.694, which is slightly higher than the HDI of Gauteng (0.69) and South Africa (0.639). Although South Africa's HDI has been growing at an average annual rate of 0.58%, Johannesburg's growth rate is significantly lower at 0.04%. Region B has the highest HDI value of 0.778, while Region G has the lowest HDI value of 0.596, indicating a significant regional disparity in human development within Johannesburg. This analysis suggests that there is a need to prioritize policies and initiatives that address the development disparities between regions to improve the overall human development index of Johannesburg.

To improve HDI in Johannesburg, the City needs to focus on reducing inequality and improving access to basic services such as healthcare, education, and housing. This can be achieved through targeted interventions in disadvantaged areas, improving infrastructure and service delivery, and creating economic opportunities for residents. Additionally, addressing social issues such as gender-based violence and promoting social cohesion can also contribute to improving the overall human development score of the city.

Food Security

Food insecurity affects thousands of city dwellers and is related to poverty and lack of income, rather than a lack of food production. Food insecurity has massive social costs in the form of healthcare, loss of productivity and earnings, social tension and compromised educational attainment. In 2021, 22.5% of Joburg residents had inadequate or severely inadequate food access compared with 19.2% in 2015.[9] Access to nutritious food also remains a key challenge for the City, a trend that was amplified by the COVID-19 economic restrictions.



	ETH	EKU	BUF	TSH	COJ	Metros	NMB	CPT	MAN
Food access severely inadequate	2,0	1,3	8,8	2,6	4,6	4,4	3,9	7,7	17,7
Food access inadequate	5,3	14,7	10,1	8,1	17,8	12,6	7,3	15,5	12,5
Food access adequate	92,7	84,0	81,1	89,4	77,6	83,0	88,8	76,8	69,8

Figure 5: % Food access, all Metros, Source: Stats SA. 2022. General Household Survey 2021

Healthcare

In terms of healthcare, the City has a high prevalence of non-communicable diseases (NCDs), trauma and violence incidence which place considerable strain on the public health system. Six of the ten leading natural causes of death were from NCDs such as strokes, diabetes, respiratory problems.[10] Early detection and initiation

[9] Stats SA. 2022. General Household Survey 2021. Pretoria: Statistics South Africa
[10] Stats SA. 2018. Mortality and Causes of Death in South Africa report. Pretoria: Statistic South Africa
[11] IHS Markit. 2022. IHS Markit Regional eXplorer v. 2320. Centurion: IHS Markit [12] RSA Standardised Regional Development Indicators. Quantec, 2022.

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.

HIV is another a critical health risk. Although the HIV prevalence rate in Joburg has increased between 2011 and 2021, it has been increasing at a slow pace. This can partly be attributed to the increased number of Joburg residents living with HIV receiving antiretroviral treatment (ART) at the City's clinics. The uptake of ARTs has consequently resulted in a decrease in the number of estimated AIDS related deaths (from 19 861 in 2011 compared to 10 436 in 2021).[11]

Despite these tough healthcare challenges, the City has made strides in improving the health status of its residents by focusing primarily on early preventative interventions. Compared to 10 years ago, people in the city are now living longer and healthier lives. This is evident in the life expectancy at birth data which increased from 62 years in 2010 to 65.9 years in 2021.[12]

Education

The illiteracy levels amongst the city of Joburg's adult population have decreased over the last five years with considerable gains made in the number of Joburg residents with matric qualifications. In 2021, 1.5 million people had a matric qualification compared to 1.2 million in 2016. The number of people with matric and a bachelor's degree has remained stable over the past 5 years, ranging from 261 029 to 266 657 in 2021.[11]

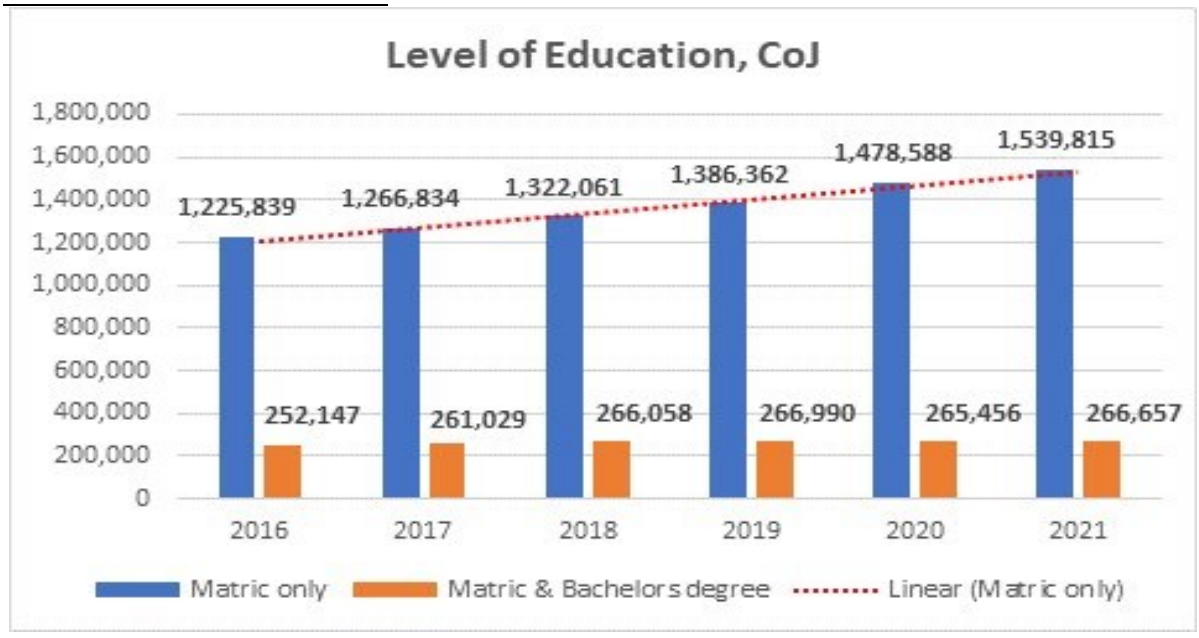


Figure 6: Level of education, CoJ, 2016-2021. Source: Calculated from IHS Markit Regional eXplorer v. 2320

Although education is not a primary competency of local government, the CoJ has identified its own role in aiding lifelong learning with a strategic intervention aimed at ensuring our community libraries have free WIFI

[11] IHS Markit. 2022. IHS Markit Regional eXplorer v. 2320. Centurion: IHS Markit

to connect our residents to opportunity and learning. Over the past five years, 150 000 participants have engaged in e-Learning programmes through CoJ libraries.

Crime

The high levels of crime and violence remain an ongoing challenge for the City. This is compounded by historical geographical, social, and economic inequality. Although the perception of crime in Joburg is very high, crime statistics show that reported crimes have been decreasing since 2011.[12] According to 2020/21 QoL survey, nearly half of all residents (46%) feel that crime has gotten worse in the past year and only 27% reported being satisfied with the safety and security services provided by the government in the area they live.[13] Making Joburg a safe city is a priority of local government. This can be achieved through dedicated partnerships, technology advancements, and investment in the City's safety and emergency services.

2.5 Economic challenges and opportunities

Johannesburg's economy is made up of various industries. The finance sector is the largest accounting for R 281 billion or 32.6% of the total GVA in the city.[14] The sector that contributes the second most to the GVA of Johannesburg is the community services sector at 26.1%, followed by the manufacturing sector with 14.3%. The sector that contributes the least to the economy is the agriculture sector with a contribution of R 2.67 billion or 0.31% of the total GVA.

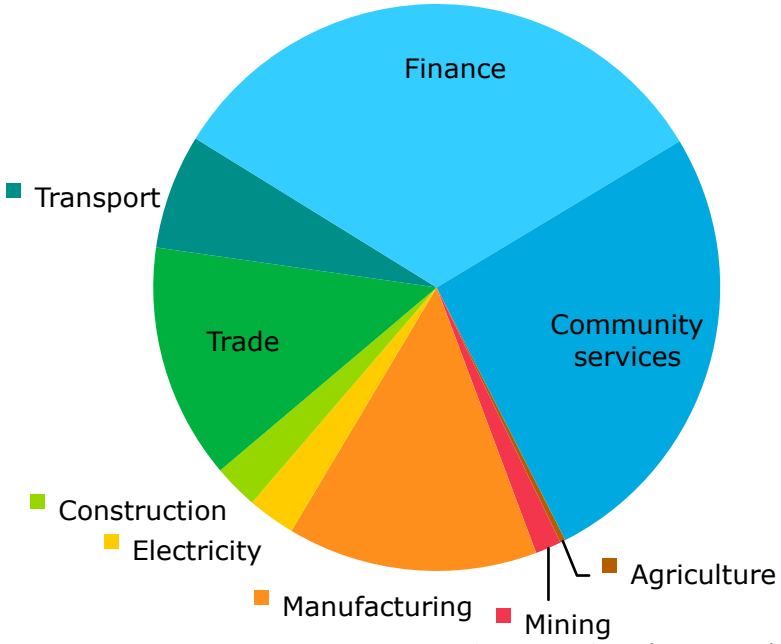
Gross Value Added (GVA) by broad economic sector

City of Johannesburg Metropolitan Municipality, 2021

[12] IHS Markit. 2022. IHS Markit Regional eXplorer v. 2201. Centurion: IHS Markit

[13] GCRO. 2021. Quality of Life Survey 6 2020/21. Johannesburg: Gauteng City-Region Observatory

[14] IHS Markit. 2023. IHS Markit Regional eXplorer v. 2320. Centurion: IHS Markit



Source: IHS Markit Regional eXplorer version 2320 Figure

7: GVA per sector breakdown in Johannesburg

The finance sector has averaged a top annual growth rate at 2.70% per year. The construction sector had an average annual growth rate of -2.18%, while the mining sector had the lowest average annual growth of -2.90%. Overall, a growth existed for all the industries in 2021 with an annual growth rate of 4.21% since 2020.[17]

Unemployment remains stubbornly high and continues to rise, particularly among the youth. In Q3 2022 the unemployment rate in the city was 33.5.1%.[18] Youth unemployment was even higher at 48.4%.

The high rate of unemployment among the youth is partly attributed to the structure of the labour market which is skewed towards high skilled labour. The urban economy has been dominated by the tertiary sector (such as finance, ICT, community services and trade). However, these industries also represent Johannesburg's competitive advantage and high-productivity sectors.

Lower-skilled workers have limited opportunities in the formal economy. It is therefore necessary to recognise the informal sector as contributing to GDP and work to reduce hurdles for small entrepreneurs while assisting to nurture integration between the formal and informal economies in Johannesburg.

The future of work in Johannesburg will be shaped by the fourth industrial revolution (4IR), digital services, as well as the green economy. These industries require skilled labour and knowledge. It is vitally important to ensure our communities are afforded opportunities to re-skilling and up-skill themselves so they can actively participate in the work force.

[17] IHS Markit. 2023. IHS Markit Regional eXplorer v. 2320. Centurion: IHS Markit

[18] Stats SA. 2022. Quarterly Labour Force Survey (QLFS), 3rd Quarter 2022

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 COVID19 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.

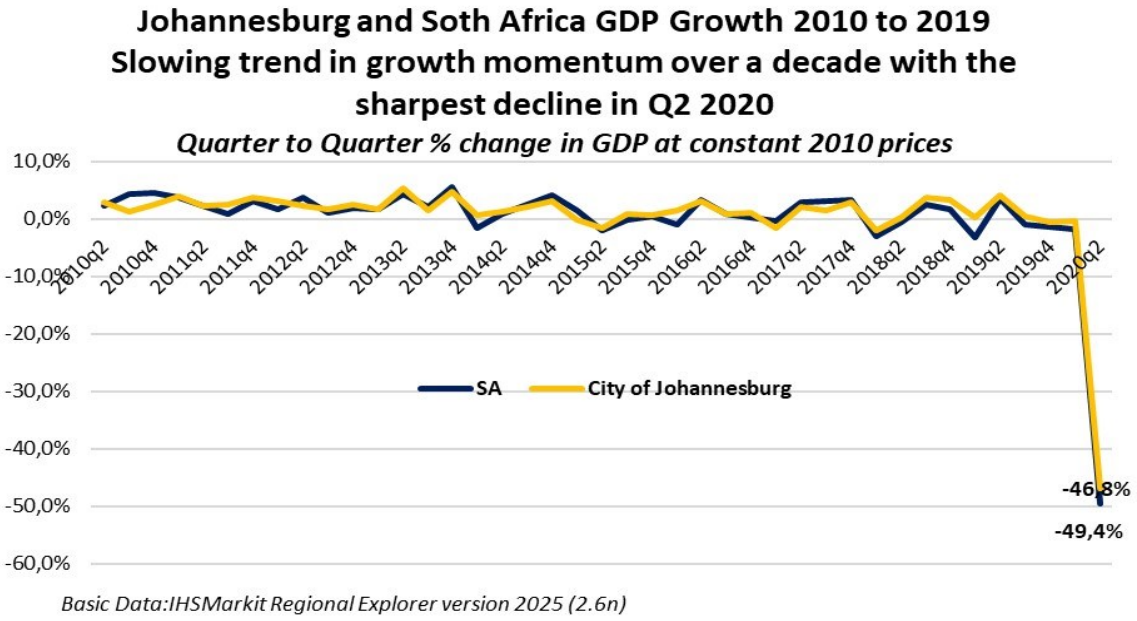


Figure8: *Slowing Trend in Growth Momentum*

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 52% 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 39.7% in the October to December 2022 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.

Johannesburg is the biggest contributor to Gauteng's GDP, with a value of R 959 billion in 2021 (an increase from R 523 billion in 2011). It accounts for 44.15% of the total R 2.17 trillion GDP of the province, an increase from 44.14% which was recorded in 2011.[15] As of 2021 an estimated 49% of the Cities were economically active. This is about 39.03% of the total economically active population in Gauteng Province as well. From 2011 to 2021, the

[15] IHS Markit. 2023. Statistical Overview City of Johannesburg. Centurion: IHS Markit

City of Johannesburg Metropolitan Municipality experienced an annual growth of 2.19% in its Economically Active Population – 0.378 percentage points higher than Gauteng's for the same period.

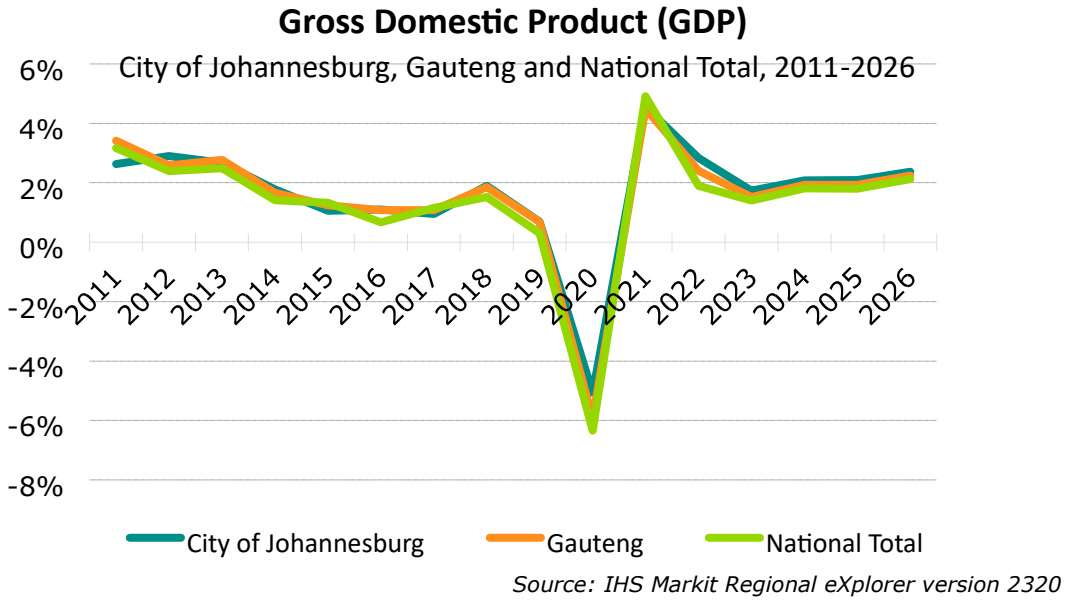


Figure 9: City of Johannesburg and South Africa GDP Growth 2011-2026. Source: IHS Markit Regional eXplorer version 2320

Figure 98 above shows that City of Johannesburg Metropolitan Municipality is expected to grow at an average annual rate of 2.22% from 2021 to 2026. The average annual growth rate of Gauteng Province and South Africa is expected to grow at 2.00% and 1.81% respectively. According to estimates, the GDP of City of Johannesburg in 2026 will reach R 812 billion (in terms of constant 2010 prices) representing a 45.0% share of overall GDP of Gauteng Province. Joburg was the largest contributor to Gauteng Province's GDP in 2021 and is projected to still be in 2026. The city's share of 45.0% in 2026 is a negligible increase compared to the 44.6% it held in 2021. The City of Johannesburg outpaced the other regional economies in terms of average annual GDP growth rate, recording an impressive 2.22% between 2021 and 2026.

While there is some good to tell, the challenges listed above persist. To address these the city is prioritising multi-sectoral programmes which aim at addressing economic challenges in order to have a lasting positive impact. In building better communities, the other priorities the city will be embarking on include:

- Creating economic growth, job creation and reducing poverty
- Supporting for the informal economy
- Supporting the growth of small, micro, and medium enterprises

- Hundred percent implementation of the Green Economy programme

2.6 Environmental challenges and opportunities

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 tons of CO2e (56%), followed by the transport sector with 9.3 million tons 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.

The World Economic Forum's Global Risks Report (2020) delineates environmental risks (such as climate action failure, extreme weather events, water crises and biodiversity loss) as the most prominent and potentially impactful global risks. Climate change is driving widespread temperature increases across the globe, with shifts in the global weather systems creating conditions for high temperature variability and unpredictability. If the emission of greenhouse gases continues it will cause further warming and long-lasting changes in all components of the climate system – such as intense flooding, desertification, heat stress and melting permafrost – increasing the likelihood of severe, pervasive, and irreversible impacts for people and ecosystems across the globe.

Substantial and sustained reductions in greenhouse gas emissions, together with adaptation, can limit climate change risks. At COP 21 in Paris, on 12 December 2015, parties to the United Nations Framework Convention on Climate Change (UNFCCC) reached a landmark agreement to combat climate change and to accelerate and intensify the actions and investments needed for a sustainable low carbon future. The Paris Agreement's central aim is to keep the global temperature rise well below 2 degrees Celsius above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius. The Paris Agreement further aims to peak greenhouse gas emissions as soon as possible, and to achieve net-zero emissions in the second half of this century. Also included is a requirement for mitigation measures of individual countries to be expressed in Nationally Determined Contributions (NDCs), with a requirement for these NDCs to be reviewed every 5- years representing progression beyond the last NDCs. Additionally, the agreement aims to increase the ability of countries to deal with the impacts of climate change, and at making finance flows consistent with a low greenhouse gas (GHG) emissions and climate-resilient pathway (UNFCCC, 2015). Despite these efforts, the most recent Intergovernmental Panel on Climate Change (IPCC) report – the Special Report on Global Warming of 1.5°C – highlights the significant and alarming consequences that climate change is expected to have on urban areas (IPPC, 2018). At 1.5°C, twice as many megacities (including Lagos, Nigeria and Shanghai, China) could become heat-stressed, exposing more than 350 million people to potentially deadly heat by 2050. The impact of climate change will challenge the adaptive capacity and resilience of cities especially with respect to city infrastructure systems.

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 prioritize 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 (tC02eq) by 2030, if other spheres of government collaborate in addressing the barriers to unblock other emissions (i.e., residual emissions) to achieve carbon neutrality in 2050.

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.

2.7 Service delivery and infrastructure challenges and opportunities

The CoJ will work to connect the city through enhanced integrated human settlements, public transit, ICT, and social mixing via protected green open space. We will direct infrastructure investment to nodes with highest potential to positively impact the development trajectory and spatial transformation of the city.

The ability for people to move smoothly and timeously between their places of work, home and recreation is what helps make cities and city living efficient. Johannesburg's spatial landscape is largely 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. The bulk of the metropolitan area (95%) features low density suburban neighbourhoods enjoyed by a few residents, 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, far away from places of work. This inequitable spatial arrangement contributes to unequal access to quality services and a job housing mismatch, whereby the majority must endure long and costly commutes to access economic opportunities. In response, we pledge to ensure that development-driven resilience for all takes place. We will bring jobs to housing centres, provide sustainable services, and improve quality of life in the City.

The provision of quality housing has been a priority issue for the City, but also a fundamental challenge. 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. Moreover, as the number of households in the city increases and unsafe, illegal connections multiply, extra strain is placed on

the existing infrastructure. The City of Johannesburg's housing backlog is estimated at over 459 285.[16] It is made up of 312 informal settlements, as well as overcrowding and the non-regulated backyard rental sector. The city will upgrade informal settlements, with basic services, emergency access and tenure security.

[16] Calculated from Stats SA. 2022. General Household Survey, Selected development indicators, Metros, 2021. Pretoria: Statistics South Africa

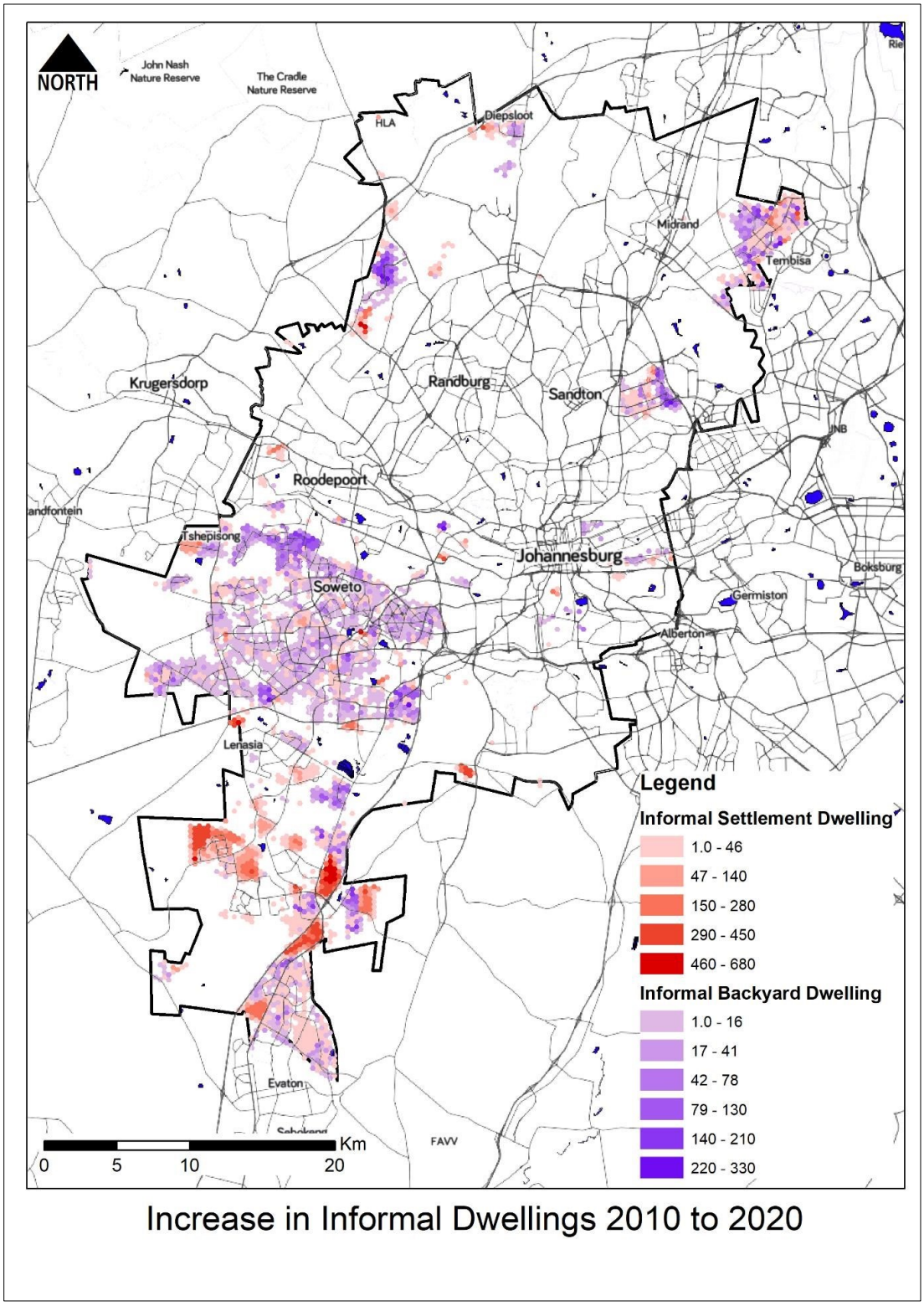


Figure 10: Increase in Informal Dwellings 2010 to 2022 per 400m Hexagon (Source: GeoTerraImage 2021)

In Joburg, nearly a third (33%) of households in the city spend between 11% - 20% of their income on transport per month. [17] These costs are mostly borne by, and disproportionally impact, poorer households. Despite advances in Metrobus and Rea Vaya BRT, Johannesburg is still an automobile-centred city, dominated by private cars and minibus taxis. On average each month, close to 8 million passenger trips (8,250,000) are made in the city via minibus/taxis, accounting for 96% of all public transport trips in Johannesburg.[18] To enhance public transport uptake, the CoJ will strive to realise efficient, affordable (low carbon) public transport systems which integrate with other metros across the Gauteng City Region (GCR). Providing a quality, reliable and safe mass public transport service and passenger rail, is critical for Joburg businesses and residents.

Finally, seeing digital access / digital rights as basic services is becoming an increasing important topic for municipalities around the world. In Johannesburg, it is important to overcome the digital divide in order to promote equality. While 73% of residents said that they do not have access to the internet in good working order, positively 97% have access to cell phones. [19] In order to ensure that more people from all walks of life have equal access to the internet, our interventions include providing free WIFI to better connect you to opportunity and learning. If the City can provide WIFI, almost all citizens will be able to benefit from smart services. The development of an integrated smart city, including townships, will ensure that all people can be a part of the 4th Industrial Revolution.[20] This goes hand in hand with better supporting entrepreneurs so that jobs are created, and income is retained within communities. For residents the success of an integrated smart city depends on five core pillars, namely reliable digital infrastructure, affordable connectivity, digital skills, local content, and data collection.[21] The CoJ is committed to become a smart City that embraces ICT innovation as a force for good. We will use intelligent predictive modelling and data for smart decision-making good infrastructure and economic growth.

2.8 Governance challenges and opportunities

Johannesburg has experienced frequent changes in political leadership. This can make it difficult to implement long-term policies and strategies and can result in a lack of continuity in service delivery as has been experienced in the 2021/22 financial year. In addition, Johannesburg faces a range of challenges related to service delivery, including inadequate infrastructure, high levels of crime, and an insufficient public transport system. These challenges can have a negative impact on the quality of life for citizens and can undermine the city's economic competitiveness.

Johannesburg faces a challenge in terms of outdated and inefficient systems and processes that can hamper productivity and lead to poor performance. For example, outdated IT systems can lead to delays in service delivery, while bureaucratic procedures can slow down decision-making and lead to inefficiencies. To address this challenge, Johannesburg needs to invest in modernizing its systems and processes, including the use of new technologies, to improve productivity and service delivery.

In order to address these challenges, Johannesburg needs effective administrative leadership that can provide stability and drive performance. This requires a commitment to transparency, accountability, and good governance, as well as a willingness to invest in the necessary infrastructure and services to support economic

[17] Stats SA. 2022. General Household Survey, Selected development indicators, Metros, 2021. Pretoria: Statistics South Africa
[18] Stats SA. 2022. General Household Survey, Selected development indicators, Metros, 2021. Pretoria: Statistics South Africa
[19] GCRO. 2021. Quality of Life Survey 6 2020/21. Johannesburg: Gauteng City-Region Observatory
[20] Ilwald, A., Calandro, E., Sadeski, F., & Lacave, M. .2019. Unlocking the potential of the fourth industrial revolution in Africa: Country case study South Africa. Abidjan: African Development Bank Group
[21] Ibid

growth and social development. Furthermore, the City of Johannesburg has taken a number of steps to improve its governance and service delivery, including:

1. Strengthening oversight mechanisms: The City of Johannesburg has established new oversight mechanisms, such as the Office of the Ombudsman, to investigate allegations of corruption and maladministration.
2. Improving service delivery: The City of Johannesburg has launched a number of initiatives to improve service delivery, such as the Johannesburg Roads Agency's pothole repair program and the introduction of a new waste collection system.
3. Increasing transparency: The City of Johannesburg has committed to greater transparency in its decision-making processes, including the publication of key performance indicators and the establishment of public participation forums.
4. Stability of leadership: The City of Johannesburg has recognized the importance of stability in leadership and has taken steps to address this issue. For example, the city has introduced a new executive mayor, who has committed to a program of stability and continuity in governance.

The City of Johannesburg has faced a range of challenges related to good governance and service delivery, but has taken steps to address these issues, including increasing transparency, improving service delivery, and stabilizing its leadership.

To rebuild trust, we will listen to the people of Johannesburg and put the people at the centre of development and service delivery, by ensuring that local government is a pleasure to deal with. To this end we will build a professional and highly skilled public service, with qualified, capable, and customer-oriented city officials. We will speedily tackle service delivery challenges, thereby improving people's quality of life. Moreover, we will transform into a smart organisation and a smart city – from infrastructure and service delivery technologies to smart decision-making based on evidence, and engagement: including refining of our ICT[22] apps to keep you connected, informed, and empowered.

Another key opportunity lies within and through our people – to partner, connect and coordinate better. In a context of limited municipal resources – where there is difficulty collecting revenue, unfunded mandates, and challenges with borrowing, yet the City is expected to do more with less – this is more impetrative. To address complex, societal challenges and enable sustainable development we must partner with businesses, nongovernmental organisations, and other agencies from different sectors to find ways of collaborating more effectively – and make services more integrated and affordable. The City of Johannesburg will explore opportunities for partnerships in many forms, from local community-based initiatives to large-scale infrastructure development, independent power production and the emergence of a truly smart city. We call upon all residents to join us to build better communities.

2.9 Overview of Existing Level of Development: Access to Services, Infrastructure and Backlogs

Every community will have access to quality services. It is a constitutional mandate for local government to ensure that all households have adequate access to basic services. Provision of basic services to the community

[22] information and communications technology (ICT)

of Johannesburg is comparatively high with most households (both formal and informal) enjoying water supply infrastructure of RDP standard or higher (99.1%), access to a functioning basic sanitation facility (95%), access to electricity (76.8%), and have their refuse removed at least once a week (88.4%).[23]

Service[24]	% Households Serviced	% Backlog	Backlog No. Household
Housing (Formal dwelling)	81.9%	18.1%	459,285
Water	99.1%	0.9%	94,271
Sanitation	95%	5%	192,271
Electricity	76.8%	23.2%	547,743
Refuse Removal	88.4%	11.6%	343,245

Table 1: Existing level of development

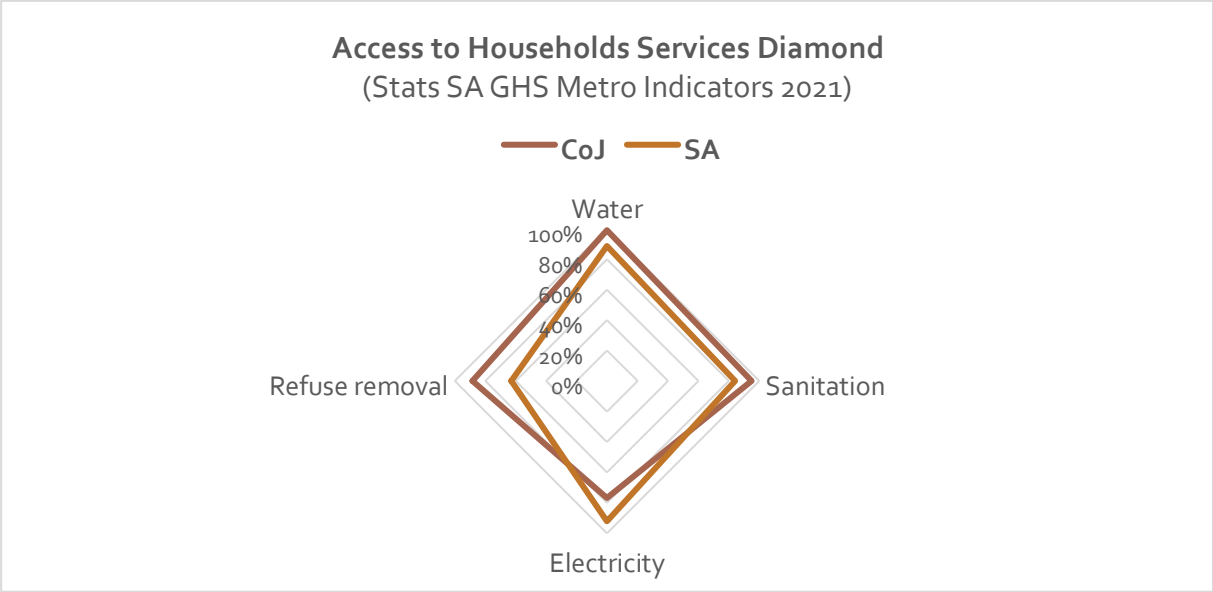


Figure 11: Access to Households Services Diamond: level of development in Johannesburg relative to national levels. Source: Stats SA. 2022. General Household Survey, Selected development indicators, Metros 2021

Figure 11 shows the trends across service delivery access from 2016 to 2021 within Johannesburg. The three lowest performing areas are: 1) electricity (76.8%), 2) formal dwellings (81.9%) and 3) refuse removal (88.4%). The stable, sustainable supply of electricity will be a chief intervention area for the City. Access to formal dwellings remains a challenge – the deficit contributes towards the proliferation of informal settlements – but

[23] Stats SA. 2022. General Household Survey, Selected development indicators, Metros, 2021. Pretoria: Statistics South Africa
[24] Ibid

access remained stable at 81.9% between 2020 and 2021. Although underperforming over the past four years, the level of access to weekly refuse collection has increased by 2.2 percentage points from 86.2% to 88.4% between 2020 and 2021.

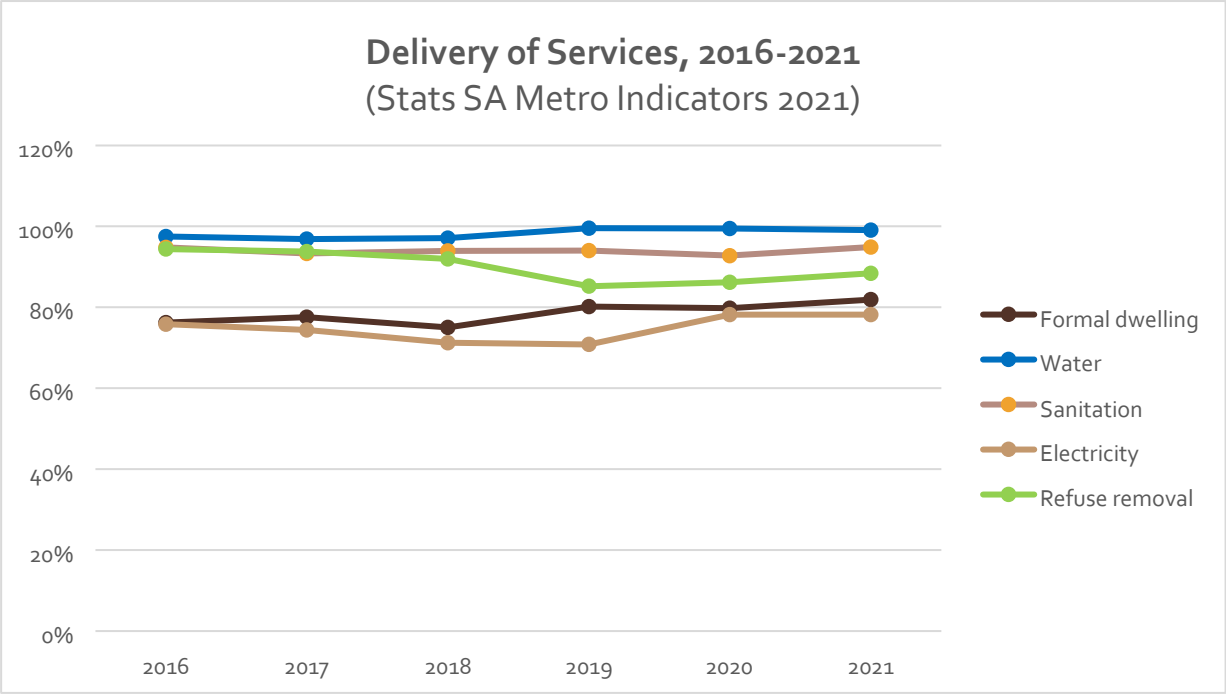


Figure 12: Delivery of Services %, 2016-2021. Source: Stats SA. 2022. General Household Survey, Selected development indicators, Metros 2021

In line with its constitutional mandate, the City will focus on increasing the number of households with access to basic services, especially those in informal settlements. Simultaneously, the City will work to combat illegal connections and land invasions.

Housing

Approximately 1.6 million households or 81.9% of the city live in formal dwellings.[25] 29.4% of households residing in formal dwellings are renting.[26] The formal dwelling backlog (number of households not living in a

[25] Stats SA. 2022. General Household Survey, Selected development indicators, Metros, 2021. Pretoria: Statistics South Africa
[26] Stats SA. 2022. General Household Survey, Selected development indicators, Metros, 2021. Pretoria: Statistics South Africa

formal dwelling) is currently estimated at 18%. Johannesburg's housing backlog is estimated at over 459,285 households. The housing backlog is a major concern for the CoJ and has been a major focus of the City.

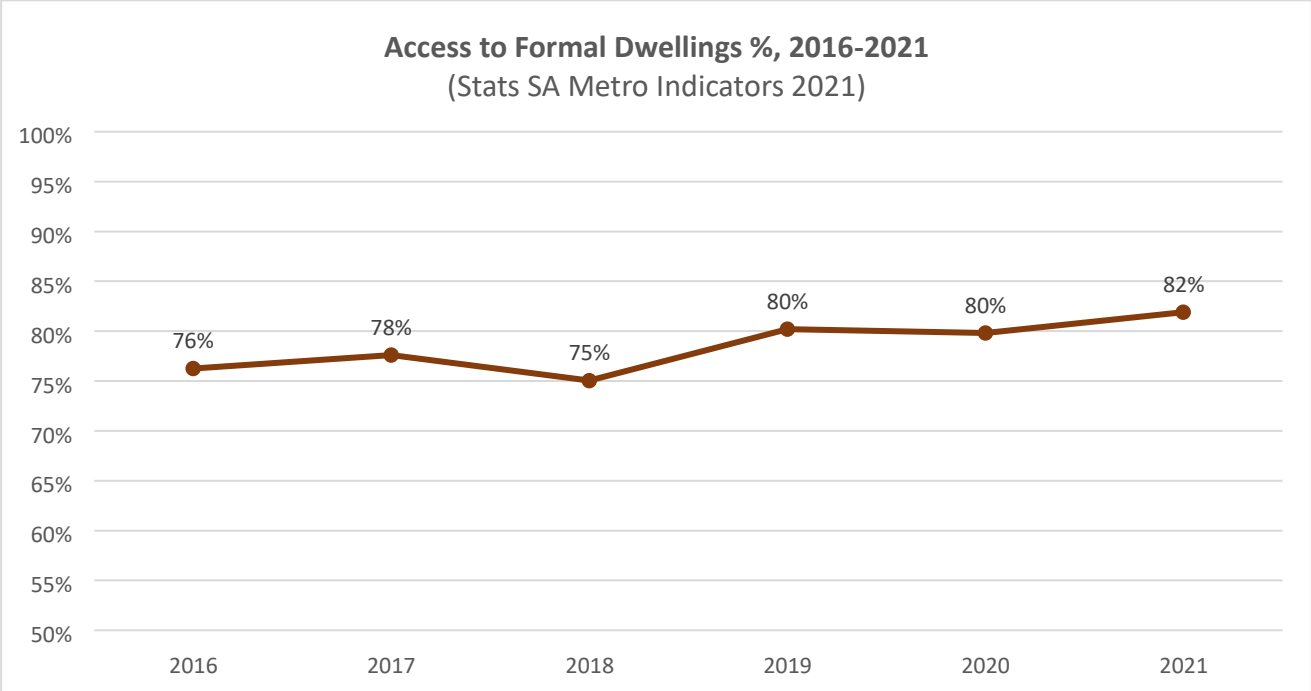


Figure 13: Access to Formal Dwellings %, 2016-2021. Source: Stats SA. 2022. General Household Survey, Selected development indicators, Metros 2021

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 upgrade informal settlements. Access to formal dwellings has remained stable over the past year.

Water

A total of 2.02 million (99.1%) 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.[27] 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.

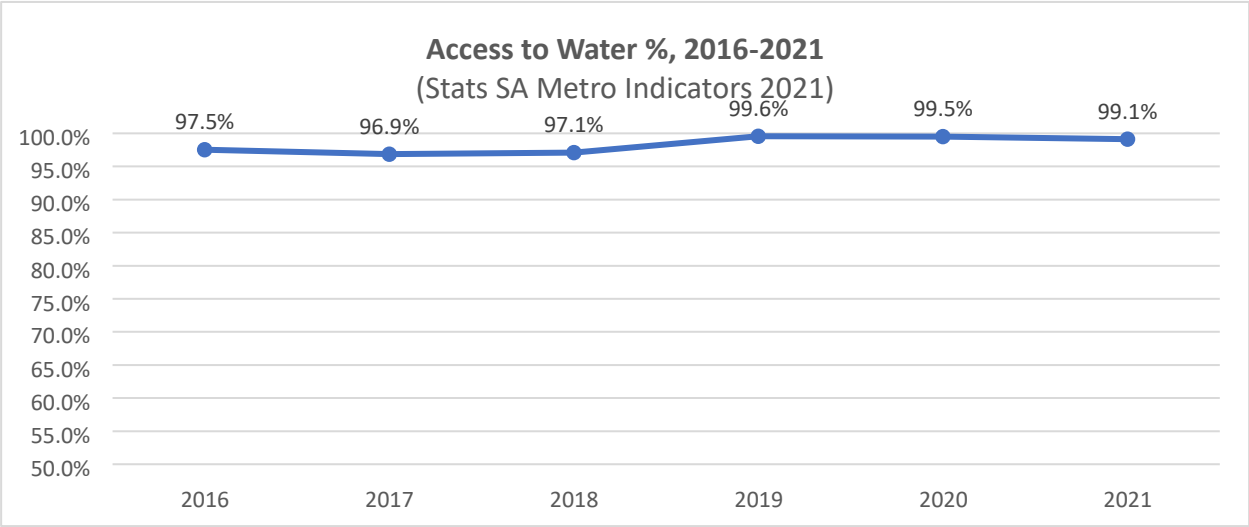


Figure 14: Access to Water %, 2016-2021. Source: Stats SA. 2022. General Household Survey, Selected development indicators, Metros

2021

[27] Stats SA. 2022. General Household Survey, Selected development indicators, Metros, 2021. Pretoria: Statistics South Africa

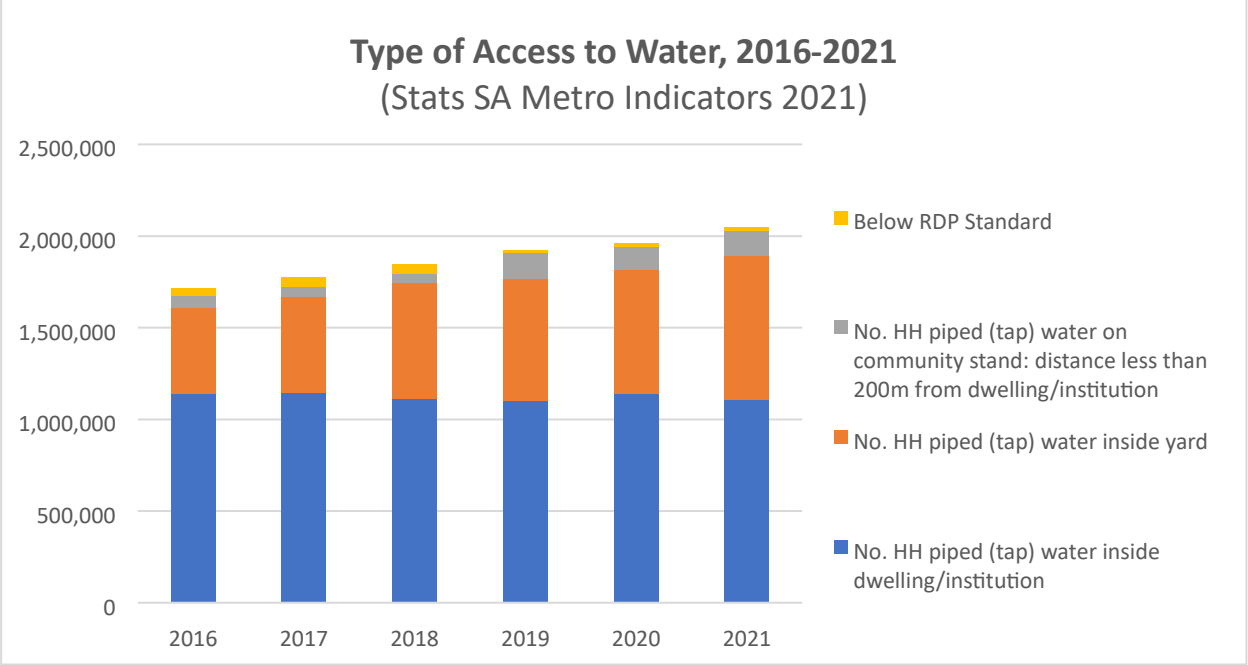


Figure 15: Type of Access to Water, 2016-2021. Source: Stats SA. 2022. General Household Survey, Selected development indicators, Metros 2021

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.[28] This puts our water supply under severe pressure. To date the City has adequately managed water demand, however the City will need to improve efficiencies – such as implementing water management systems that reduce water leaks – and reduce demand, while providing access to clean and reliable drinking water for all residents. 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 the immediate challenge facing Gauteng, which is to keep water consumption at sustainable limits.

Sanitation

A total of 1.9 million households (94.9%) in the City of Johannesburg have access to sanitation through individual sewer connections to properties. Given the increased number of households in the city as a result of urbanisation, it is positive that the sanitation backlog (number of households without hygienic toilets) has been consistent over the past four years.

[28] GCRO. 2019. Water Security Perspective for the Gauteng City-Region Securing water for continued growth and well-being. Johannesburg: Gauteng City Region Observatory.

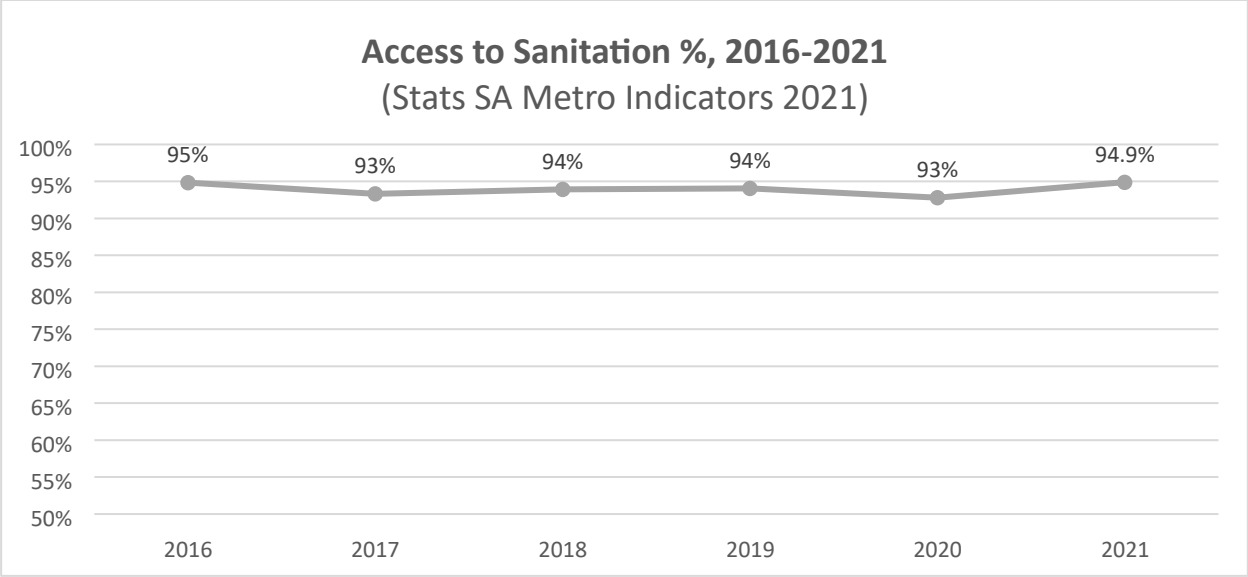


Figure 16: Access to Sanitation %, 2016-2021. Source: Stats SA. 2022. General Household Survey, Selected development indicators, Metros 2021

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). Furthermore, in high density areas poorly managed sanitation systems can cause untreated wastewater to contaminate the environment, 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.[29] Both of the above negatively impact the environmental health of the City and its residents.

Electricity

As reported in General Household Survey, Selected development indicators, Metros 2021(2022), 1.6 million households (76.8%) in the city of Johannesburg have access to electricity (through legal mains connections).[30] At 23.2%, the electricity backlog (households without access to electricity) is significant. 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 will look to introduce Independent Power Producers (IPPs) and Small-Scale Embedded Generation (SSEG) to increase capacity generation. At the same time, we will be working to implement a strategy to incorporate ESKOM supply areas into City provision areas.

[29] GCRO. 2019. Water Security Perspective for the Gauteng City-Region Securing water for continued growth and well-being. Johannesburg: Gauteng City Region Observatory.

[30] Stats SA. 2022. General Household Survey, Selected development indicators, Metros, 2021. Pretoria: Statistics South Africa

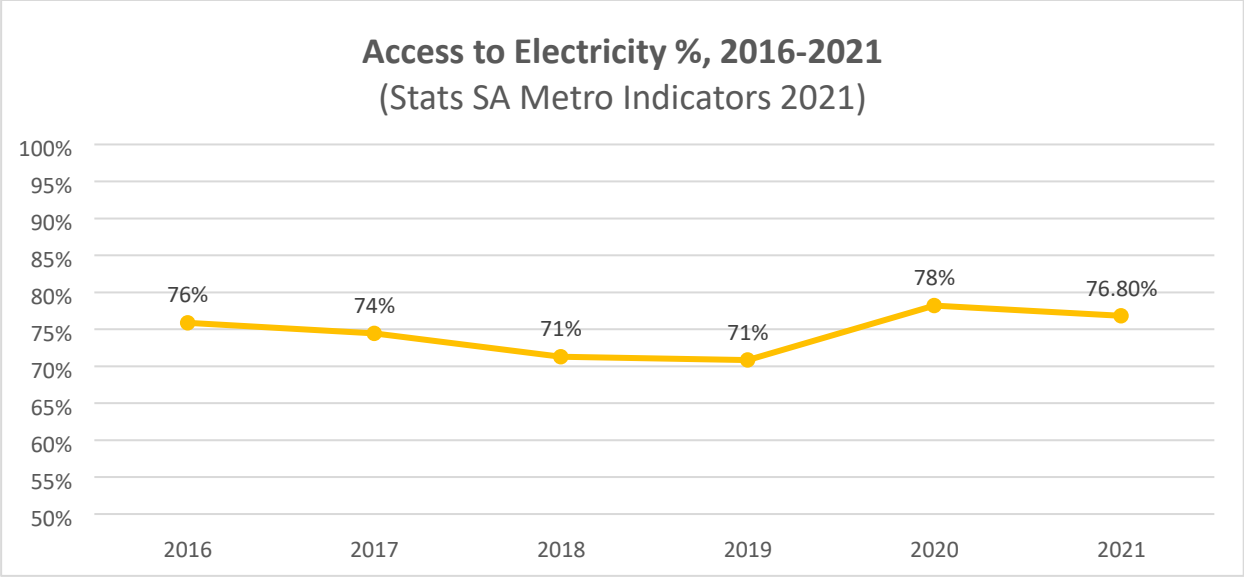


Figure 17: Access to Electricity %, 2016-2021. Source: Stats SA. 2022. General Household Survey, Selected development indicators, Metros 2021

In Gauteng, 77.4% of households made use of electricity for cooking.[31] Most households in Johannesburg have in-house pre-paid meters (52.8%).[32] Extended load shedding, has had a major negative impact on economy, business, and residents: In 2017/18, 31% of residents reported experiencing electricity interruptions at least once a month; by 2020/21 this figure had risen to 74%.[33] As a result, only 64% of residents in 2020/21 indicated that they are satisfied with the energy sources they have access to, a decrease of 13 percentage points from 77% in 2017/18.[34]

Waste management

1.8 million Households across Johannesburg (88.4%) have their refuse collected at least once a week.[35] 11.6% 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 decreased considerably.

[31] Stats SA. 2022. General Household Survey 2021. Pretoria: Statistics South Africa
[32] Ibid
[33] GCRO. 2021. Quality of Life 6 Survey 2020/21: Presentation to COJ Executive Management Team. 8 November 2021
[34] GCRO. 2021. Quality of Life Survey 6 2020/21. Johannesburg: Gauteng City-Region Observatory
[35] Stats SA. 2022. General Household Survey, Selected development indicators, Metros, 2021. Pretoria: Statistics South Africa

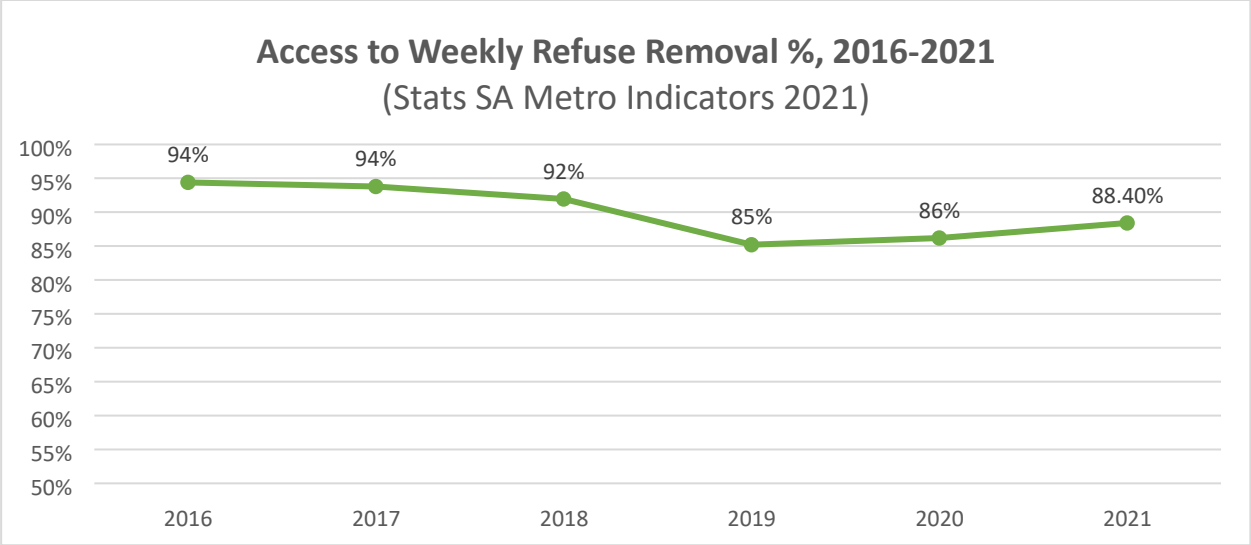


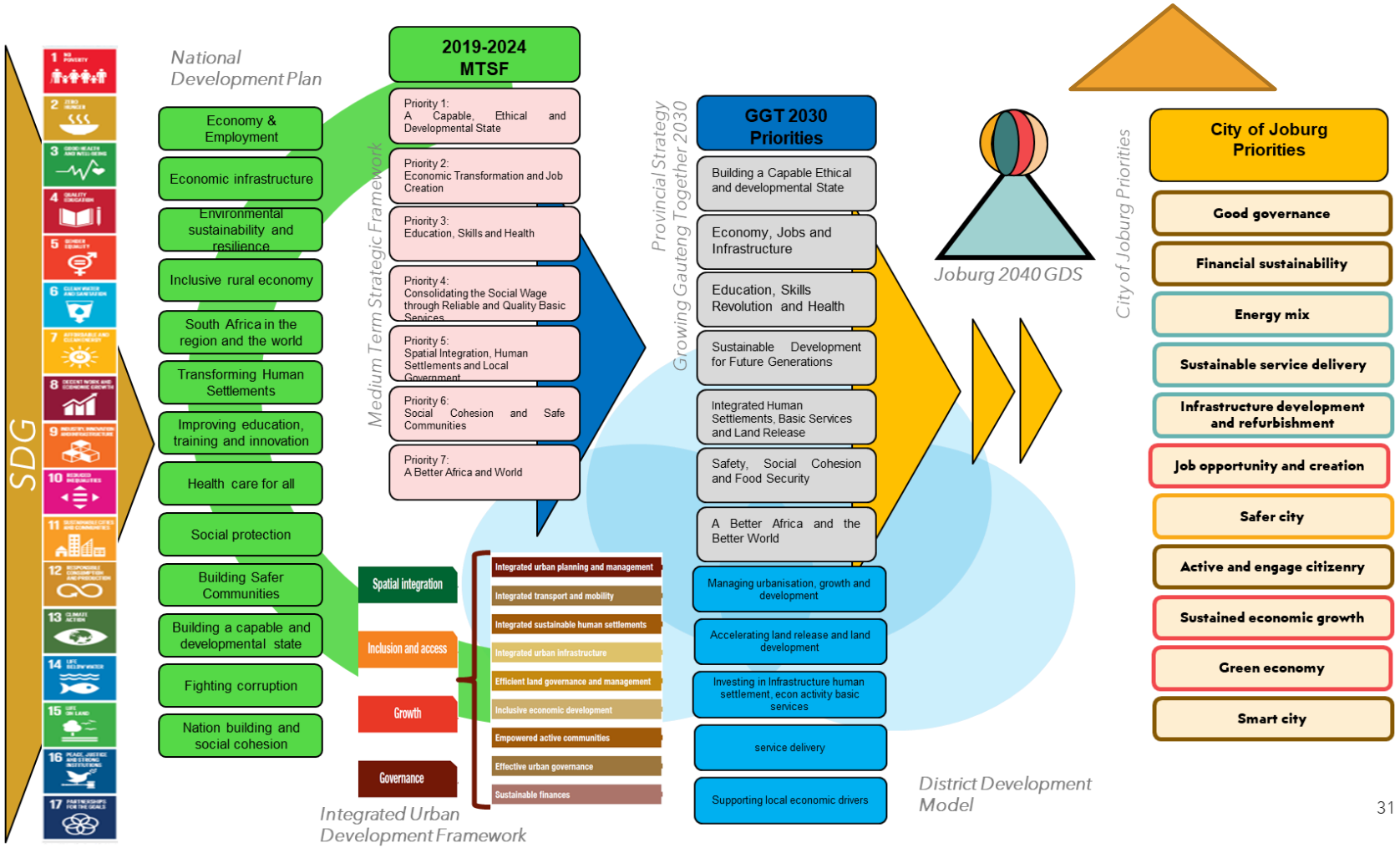
Figure 18: Access to Refuse Removal %, 2016-2021. Source: Stats SA. 2022. General Household Survey, Selected development indicators, Metros 2021

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. To this end the City will aim to improve waste management collection, while encouraging recycling at source, and the integration of waster reclaimers into the waste value chain and participation in the green economy.

3. Joburg's Strategic Framework

The City's Integrated Development Plan (IDP) and the annual Service Delivery and Budget Implementation Plan (SDBIP) as well as Business Plans of its departments and entities, have identified key strategic initiatives and operational plans aimed at addressing the developmental needs of its residents. In today's rapidly changing world, brought on by the unprecedented impact of the pandemic and the new normal, it is imperative that our planning process adapts to accommodate the current crisis while maintaining a long-term vision. The draft 2023/24 IDP reflects this balance, bridging the gap between the City's long-term aspirations and goals as outlined in the Growth and Development Strategy, and the immediate programs that need to be implemented to address the current situation. This ensures that the City remains focused on its long-term objectives, while being responsive to the present-day realities and the pressing needs of its residents.

Figure 19: Overview of the hierarchy of strategic plans


SDG
National Development Plan
Economy & Employment
Economic infrastructure
Environmental sustainability and resilience
Inclusive rural economy
South Africa in the region and the world
Transforming Human Settlements
Improving education, training and innovation
Health care for all
Social protection
Building Safer Communities
Building a capable and developmental state
Fighting corruption
Nation building and social cohesion
2019-2024 MTSF
Medium Term Strategic Framework
Priority 1: A Capable, Ethical and Developmental State
Priority 2: Economic Transformation and Job Creation
Priority 3: Education, Skills and Health
Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services
Priority 5: Spatial Integration, Human Settlements and Local Government
Priority 6: Social Cohesion and Safe Communities
Priority 7: A Better Africa and World
Spatial integration
Inclusion and access
Growth
Governance
Integrated urban planning and management
Integrated transport and mobility
Integrated sustainable human settlements
Integrated urban infrastructure
Efficient land governance and management
Inclusive economic development
Empowered active communities
Effective urban governance
Sustainable finances
Integrated Urban Development Framework
Provincial Strategy Growing Gauteng Together 2030
GGT 2030 Priorities
Building a Capable Ethical and developmental State
Economy, Jobs and Infrastructure
Education, Skills Revolution and Health
Sustainable Development for Future Generations
Integrated Human Settlements, Basic Services and Land Release
Safety, Social Cohesion and Food Security
A Better Africa and the Better World
Managing urbanisation, growth and development
Accelerating land release and land development
Investing in Infrastructure human settlement, econ activity basic services
service delivery
Supporting local economic drivers
Joburg 2040 GDS
District Development Model
City of Joburg Priorities
City of Joburg Priorities
Good governance
Financial sustainability
Energy mix
Sustainable service delivery
Infrastructure development and refurbishment
Job opportunity and creation
Safer city
Active and engage citizenry
Sustained economic growth
Green economy
Smart city

3.1 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.

Decade 1 Progress

The first decade of implementing Joburg 2040 has seen mixed progress towards achieving the goals and priorities outlined in the strategy. Joburg 2040 was launched in 2011 and from 2017-2019, the GDS was set aside by the previous administration. This occurred again in 2021. Despite this period of inconsistency, the document has provided a useful framework for Johannesburg's development and has emphasized the importance of socio-economic growth in improving the quality of life for all residents. However, there is still much work to be done to create a more equitable and integrated city.

One of the most urgent challenges facing Johannesburg is to address the fragmented, polycentric urban structure that has resulted from Apartheid-era planning. This requires breaking down physical and social barriers between communities, creating more active and liveable spaces, and preventing further social exclusion of vulnerable and marginalised groups. There is a need to get closer to communities and allow for more meaningful participation in governance and planning processes, with a focus on transparency and accountability in service delivery.

Another important challenge is to build social trust across race, class, and ethnic divisions in the city, particularly among young people. Joburg 2040 recognizes the importance of youth in shaping the future of the city, and there is a need to create opportunities for them to participate in decision-making processes and to engage with the city's development.

Overall, while progress has been made, there is a need to understand the tipping points and to prioritize the most urgent challenges in order to create a more equitable and integrated city that fosters socioeconomic growth and enhances the quality of life for all residents.

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 selfsustainability, 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 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

GDS OUTCOMES	*GDS OUTPUTS*
1. Improved quality of life and development-driven resilience for all.	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	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	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

4. A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive,	1. Partnerships, intergovernmental & international relations 2. A responsive, accountable, efficient, and productive metropolitan government
locally integrated, and globally competitive Gauteng City Region	3. Financially sustainable and resilient city 4. Meaningful citizen participation and empowerment 5. Guaranteed customer and citizen care and service. 6. A 'Smart' City of Johannesburg, that can deliver quality services to citizens in an efficient and reliable manner (cross-cutting)

Table 2 Linkage between GDS Outcomes and Outputs

3.2 City of Joburg Strategic Priorities

The City has recognized the importance of taking a comprehensive approach towards the realization of the four Growth and Development Strategy (GDS) outcomes. To this end, the City has identified eleven strategic priorities to serve as a roadmap for the medium to short term, leading towards the attainment of the long-term goals set out in the City's long-term strategy. The strategic priorities are aimed at augmenting programmes to improve service delivery, promoting economic growth through the creation of a supportive environment, improving the liveability of urban spaces, and building a resilient and sustainable administration for future residents of the City. These priorities will help guide decision-making processes and allocate resources towards areas that will have the greatest impact on the City's development. The implementation of these priorities will be closely monitored and evaluated to ensure that the City remains on track towards achieving its long-term aspirations and goals.

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

Priority 1: Good governance

The South African National Development Plan (NDP) recognizes good governance as a fundamental pillar for achieving sustainable development in the country. The NDP outlines a vision for the country to achieve "an accountable, responsive and efficient system of governance" by 2030.

Some of the key principles of good governance outlined in the NDP include:

1. Accountability: The NDP emphasizes the need for all public officials to be held accountable for their actions, and for effective systems of oversight and transparency to be put in place.

2. Transparency: The NDP recognizes the importance of transparency in government operations and decision-making processes and calls for the establishment of mechanisms to ensure that information is easily accessible to the public.

3. Participatory democracy: The NDP highlights the importance of citizen participation in the democratic process and encourages the development of strong civil society organizations that can hold government accountable.

4. Efficiency: The NDP recognizes the need for government to be efficient and effective in delivering services to citizens and calls for the development of a skilled and motivated public service that can deliver quality services.

Overall, the NDP places a strong emphasis on the importance of good governance in achieving sustainable development in South Africa and sets out a clear vision for how this can be achieved.

The City is committed to achieving good governance as a key principle for realizing its Vision 2040. This principle serves as the foundation for Outcome 4, which is aimed at creating a high-performing metropolitan government that actively contributes to building a sustainable, socially inclusive, locally integrated, and globally competitive GCR. Good governance entails much more than just an efficient administration; it requires respect for the rule of law, accountability, accessibility, transparency, predictability, inclusivity, equity, and meaningful citizen participation.

To this end, the City must create innovative platforms that allow for democratic processes and meaningful citizen participation to occur. Through open and transparent communication, the City can foster democratic processes and advance its developmental agenda.

In the next five years, the City will prioritize the following areas to maintain and attain its good governance principles:

- Attaining a clean audit
- Running a functional, corruption-free administration with deterrent mechanisms in place
- Optimizing City resources and increasing productivity for improved service delivery
- Preserving shareholder value in Municipal Entities
- Professionalizing local government to ensure that citizens have a positive experience with the City and receive quality care in all facilities.

Priority 2: Financial Sustainability

The priority of financial sustainability is a crucial aspect in ensuring the long-term stability and success of the City. The City is therefore focused on maintaining its financial stability and ensuring that it can continue delivering basic services to its residents, as well as funding key initiatives aimed at realizing the GDS 2040 vision.

iGoli 2010 was a comprehensive development plan for the City of Johannesburg that was launched in 2001, with the goal of transforming Johannesburg into a world-class African city by 2010. While the plan had some successes, particularly in terms of infrastructure development and urban regeneration, it brought to the fore the need for achieving financial sustainability.

One of the key issues facing iGoli 2010 was the high cost of implementation, which was largely funded through debt financing. This resulted in a significant debt burden for the city, which limited its ability to invest in other areas and to provide essential services to residents. The city also faced challenges in generating sufficient revenue to cover the costs of the development plan, particularly given the high levels of poverty and unemployment in many parts of the city.

As a result of these challenges, there is a growing recognition of the need for financial sustainability in Johannesburg's development plans, including Joburg 2040. This requires a more integrated and strategic approach to financing and budgeting, with a focus on generating sustainable revenue streams, managing costs, and prioritizing investments that have the greatest impact on the city's development goals.

There are several strategies that can be employed to achieve financial sustainability in Johannesburg, including exploring new revenue sources such as public-private partnerships, improving tax collection and compliance, and reducing wasteful spending. In addition, there is a need to prioritize investments that have

a high impact on the city's development goals, such as infrastructure development and socio-economic growth, while reducing investments in areas that have a lower impact.

Overall, this priority 2010 highlights the importance of financial sustainability in achieving long-term development goals for Johannesburg. As the city continues to evolve and develop, it will be important to maintain a focus on financial sustainability in order to ensure that resources are used efficiently and effectively to achieve the city's development objectives.
One such initiative is the City's planned capital infrastructure investment program, which is aimed at strengthening the foundation for the spatial transformation of Johannesburg, making it a more inclusive, liveable, and sustainable city for all. The City views the following principles as key to the achievement of this priority:

- Optimizing the use of the City's resources
- Improving productivity and managing human resources efficiently
- Adopting a customer-centric approach
- Stabilizing the City's revenue base
- Maintaining healthy financial ratios and guarding the City's status
- Revising and implementing the City's Financial Development Plan.
- By focusing on these principles, the City aims to ensure its financial sustainability, which is vital to the ongoing delivery of basic services and the funding of initiatives aimed at realizing the GDS 2040 vision.

Priority 3: Energy Mix

The City of Johannesburg recognizes the critical role that energy plays in promoting economic growth, reducing poverty, and enhancing the quality of life for all its citizens. Considering the frequent load shedding and energy insecurity, the City has prioritized the development of a sustainable energy mix as a strategic initiative in its efforts to improve energy security.

To address energy security and load shedding, the City of Johannesburg must diversify its energy mix, promote renewable energy sources, and invest in energy-efficient technologies. The following priority actions can be implemented to achieve this:

1. Renewable energy generation: The City of Johannesburg should prioritize the generation of renewable energy, such as solar, wind, and biomass, to reduce dependence on non-renewable energy sources. The installation of rooftop solar panels and wind turbines in public buildings and spaces, such as schools, hospitals, and parks, can contribute to this goal.
2. Energy storage: The City of Johannesburg should invest in energy storage technologies to store excess renewable energy and reduce the reliance on non-renewable sources during peak demand periods. This can involve the installation of battery storage systems and the integration of smart grids to manage energy distribution and demand.
3. Energy efficiency: The City of Johannesburg should prioritize energy efficiency measures in all public buildings and spaces, as well as in private households and businesses. The implementation of energy-efficient technologies, such as LED lighting, smart meters, and efficient heating and cooling systems, can help reduce energy consumption and save costs.

4. Education and awareness: The City of Johannesburg should invest in educating its citizens on the importance of energy conservation and the benefits of renewable energy sources. This can involve the provision of energy audits, workshops, and training on energy-efficient practices.

By prioritizing these actions, the City of Johannesburg can address energy security and load shedding, while promoting a sustainable and resilient energy mix. This will not only enhance the quality of life for all citizens but also contribute to the City's long-term economic growth and development.

Priority 4: Sustainable Service Delivery

Joburg 2040 prioritizes sustainable service delivery to ensure that it can deliver on its developmental mandate. With the highest population growth in Johannesburg compared to the national population growth, there needs to be a focus on infrastructure development to accommodate the growing numbers. This development will stimulate the economy and improve accessibility of basic services to the citizens. The initiatives and programs are guided by the "sustainable service delivery" priority, which aims to accelerate visible service delivery and re-introduce co-production in the delivery of basic services. This will be achieved through the following steps:

- Provision of bulk services
- Repairs and maintenance (planned and unplanned, with a maintenance mix ratio of 40/60)
- Stability of the network - reduction in network outages
- Improved reliability and quality of supply
- Infrastructure upgrades and development, including the installation of electricity cables and a water pipe replacement program.
- Mitigation against losses (technical and non-technical)
- Improved cleanliness levels in the city (RCR level 3 to level 1)
- Expansion of the Separation at Source (S@S) program
- Clearing of illegal dumping spots
- Conversion of facilities into integrated waste management facilities
- Rehabilitation of polluted sites (rivers)
- Increased capacity for wastewater treatment works and reservoir storage.
- A water conservation and demand management program
- An alternative waste treatment technologies program

Priority 5: Infrastructure Development and Refurbishment

The Joburg 2040 Strategy recognizes the persistent spatial imbalances in the City of Johannesburg and the perpetuation of these problems by previous efforts to rectify them. The City has identified key measures to promote spatial balance and integration, and Infrastructure Development and Refurbishment are crucial in this regard.

To this end, the City has prioritized sustainable delivery of essential services such as water, sanitation, energy, and waste management, in addition to fostering eco-mobility through the promotion of mass public transportation. Sustainable human settlements will also be implemented through strategic spatial planning and economic and social investment to address the effects of apartheid spatial planning, which resulted in the fragmentation of communities and the establishment of informal settlements.

The City's efforts towards integrated sustainable human settlements aim to build a more compact, transitoriented, and sustainable city while reversing the effects of apartheid spatial planning. This initiative seeks to create vibrant, inclusive communities where citizens can live, work, and play, while bridging social divides by promoting mixed-income developments and rental housing, hostel development, gap-market accommodation, and access to social and economic opportunities for all communities.

Through Infrastructure Development and Refurbishment, the City of Johannesburg is committed to providing essential services, promoting eco-mobility, and creating sustainable human settlements that promote spatial balance and integration, thereby paving the way for a brighter and more prosperous future for all citizens.

Priority 6: Job Opportunity and Creation

The City of Johannesburg is committed to creating economic growth and reducing unemployment, with a special focus on the youth. In pursuit of this goal, the city has made job creation and opportunities a top priority, with a specific emphasis on supporting Small, Medium and Microenterprises (SMMEs) and entrepreneurs. SMMEs and entrepreneurs are crucial in absorbing labour and developing, growing, and improving the health of the urban economy.

The city has identified factors that hinder SMMEs and entrepreneurs' access to markets, sustainable livelihoods, and expansion. As such, the city is determined to address these factors and create an enabling environment for SMMEs and entrepreneurs to thrive. By doing so, the city will be contributing to increased employment opportunities, and in particular, job creation for the youth.

As the economic growth hub of the country, Johannesburg attracts a vast pool of job seekers, including both skilled and unskilled labour. In line with its commitment to reducing unemployment, the city ensures that projects are implemented through the Expanded Public Works Program (EPWP) whenever possible. The focus of these opportunities is on the youth and women, who face the highest rates of unemployment.

Through the EPWP, the city aims to create jobs and develop skills for the unemployed, which will enable them to secure sustainable livelihoods. The city's focus on youth and women's employment will help to address the high rates of unemployment and reduce poverty in Johannesburg. Overall, the city's commitment to increasing economic growth and reducing unemployment is critical in ensuring a better future for all its citizens.

The Township Economy Bill of Gauteng seeks to promote economic growth and development in townships by supporting small businesses and entrepreneurship. To implement this in Johannesburg, there needs to be a focus on creating an enabling environment for businesses to thrive, providing access to funding and resources, and building partnerships between government, the private sector, and community organizations.

Priority 7: Safer City

The City of Joburg is determined to make its streets safer for all its citizens. Recognizing that a safe city is a crucial component of smart city development globally, the city is striving to achieve a world-class status as an African metropolis. To do so, the city must provide a secure environment that protects its citizens from crime and disorder, as well as minimize the impact of natural disasters and other threats.

As the economic hub of the region, Joburg attracts people seeking to improve their lives. However, this migration also puts pressure on the city's infrastructure, security and emergency response systems. Addressing these challenges will be critical to the city's success in the years to come.

To tackle high crime levels, the Public Safety Department, in collaboration with other law enforcement agencies, is dedicated to reducing crime and promoting safety throughout the city. They will focus on citywide crime prevention, by-law enforcement, road-traffic management and emergency management services.

To help citizens feel safe and protected, the city has implemented several programs, including:

- Integrated Intelligence Operations Centre (IIOC)
- Safety through Urban Design, Management and Governance (Ward-Based Policing)

The Ward-Based Policing program, led by the Johannesburg Metropolitan Police Department (JMPD), seeks to create safer communities by bringing metro police officers closer to the people they serve. This program aims to enhance 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) leverages state-of-the-art technology to gather realtime data and proactively address a range of incidents, including crime, fire safety, traffic management, by-law enforcement, and service delivery issues.

The city of Joburg is committed to ensuring its citizens feel safe and secure in their communities. Through the implementation of these programs, the city is working to create a safer, more secure environment for all its residents.

Priority 7: Active and engaged citizenry.

The City of Johannesburg places a priority on promoting an active and engaged citizenry, which is founded on the core principles of good governance. These principles include accountability, accessibility, transparency, predictability, inclusivity, and equity. Both the city and its citizens share the responsibility of ensuring that the city is successful. The city provides essential services and opportunities for engagement, while citizens actively participate in shaping the city, contributing to service delivery, and enhancing societal well-being.

To effectively tackle the city's challenges, the city recognizes the need for diverse perspectives and expertise from various stakeholders, including professionals, community members, and residents. The city is committed to collaborating with communities through mutual co-production to deliver better outcomes. This approach emphasizes the importance of collective responsibility and collaboration between citizens and the city to drive positive change.

The city is aware that active engagement by citizens in local governance is critical for effective service delivery and the realization of citizens' needs and aspirations. To this end, the city provides several opportunities for citizen engagement, including public consultations, CBP meetings, and social media platforms. Citizens' participation and feedback are vital to the city's decision-making processes, ensuring that services and policies align with citizens' expectations and requirements.

Overall, the city's commitment to promoting an active and engaged citizenry is essential in fostering an inclusive, democratic, and accountable society. The city recognizes that citizens are not only consumers of services but also active agents in shaping the city's future.

Priority 8: Sustained economic growth.

A thriving economy is at the heart of the Joburg 2040 plan's vision for good quality of life and productive livelihoods. The City of Johannesburg recognizes the crucial role of economic development in poverty reduction and is committed to promoting sustained economic growth through investment attraction, retention, and expansion. The city's economic growth priority focuses on making Johannesburg an attractive destination for investors, with the following key areas of focus:

- Attracting firms to invest in the city
- Encouraging reinvestment from existing businesses
- Supporting and nurturing entrepreneurship
- Promoting small and medium-sized enterprises
- Providing livelihoods through the informal sector, given the high levels of unemployment
- Unlocking the economic potential of tourism

The City recognizes the impact of service delivery and essential services infrastructure maintenance on economic development and has therefore prioritized basic service repairs and maintenance to further stimulate the economy.

To attract, retain, and expand investments, creating an environment that instils confidence in potential investors is essential. The City can leverage its 10-year capital investment program to increase investor confidence. This program positions the City to effectively package and promote investment opportunities, further boosting the economy, and promoting the overall well-being of its citizens.

Priority 10: Green economy

The City of Johannesburg recognizes the need to transition towards a green economy, which aims to promote sustainable economic growth while reducing environmental impact. The GDS emphasizes the interdependence between economic growth and essential resources such as water, energy, and ecological goods and services, as well as waste generation. Thus, the priority of environmental sustainability and climate change seeks to transform Johannesburg into a sustainable, resilient, and liveable city by:

- Reducing the consumption of natural resources
- Decreasing carbon emissions
- Mitigating environmental pollution, including air, water, and waste to land
- Protecting the city's natural environment and related ecosystem goods and services

Gunther Pauli's Blue Economy approach emphasizes the importance of sustainability, environmental stewardship, and economic development. This approach could be particularly relevant for the City of Johannesburg, which faces several environmental and social challenges, including air pollution, water scarcity, and inequality.

One of the key tenets of the Green Economy priority is the concept of a closed-loop economy, where waste materials and by-products are reused, recycled, or repurposed, creating new economic opportunities while reducing environmental harm. This could be particularly relevant for Johannesburg, where there is significant potential to harness the economic value of waste materials and to promote sustainable production and consumption practices.

The Green economy approach also emphasizes the importance of natural capital, including the value of ecosystem services such as water purification and climate regulation. By investing in the protection and restoration of natural ecosystems, Johannesburg could create new economic opportunities while also improving environmental quality and resilience.

Overall, the Green Economy priority has the potential to promote sustainable economic development in Johannesburg, while also addressing pressing environmental and social challenges. However, its success will depend on the willingness of policymakers, business leaders, and community members to embrace innovative and sustainable approaches to economic development.

As the City strives for equity and sustainability, it must do so without increasing resource consumption. The depletion of non-renewable resources due to human activities is a global challenge that poses a threat to the long-term viability of our ecosystems and the ability to sustain future generations. Therefore, the City has a responsibility to minimize the impact of its own operations, private developments, and the wider community on its built and natural environment. This requires a careful balance between meeting the demands for development and preserving the city's natural environment. The City must act proactively to ensure that its operations and development plans align with the principles of a green economy and work towards its long-term sustainability and resilience.

Priority 11: Smart City

The Joburg 2040 vision aims to establish Johannesburg as a World Class African City through the integration of smart innovations and technology. This priority focuses on harnessing the power of technology to enhance the City's service delivery, infrastructure, decision-making processes, and overall efficiency. It also seeks to increase the City's adaptability in a rapidly changing environment, while better connecting the municipality with its residents.

The recently revised Smart City Strategy guides the City towards smarter implementation through 8 strategic pillars, including:

- Smart Citizen - Empowering citizens to play an active role in shaping the City through technology.
- Smart Services - Improving the delivery of essential services using innovative technology solutions.
- Safe City - Enhancing safety and security through smart technology.
- Liveable, Sustainable, and Resilient City - Adopting technology to create a sustainable and resilient environment.
- Connected, Intelligent City - Building a connected and intelligent city through technology.
- Smart Governance - Improving governance processes using smart technology.
- Smart Institution - Enhancing institutional efficiency through technology.
- Smart, Digital Economy - Boosting the digital economy through technology-driven innovation and entrepreneurship.

The adoption of these pillars will not only help the City achieve its vision but also position it as a leader in smart technology and innovation.

4. SWOT Analysis

STRENGTHS

- 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 evidencebased decision making and strategic direction.
- Well-developed long-term strategic planning
- Economic hub of South Africa

WEAKNESSES

- 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.

OPPORTUNITIES

- 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

THREATS

- 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

In order to achieve the goals, set out in the Joburg 2040 strategy and address the 11 mayoral priorities, it is essential for the City of Johannesburg to develop a comprehensive SWOT action plan. This plan will enable the City to identify its strengths, weaknesses, opportunities, and threats and take appropriate actions to improve service delivery, financial sustainability, energy mix, job creation, and overall economic growth.

One of the strengths of the City of Johannesburg is its high-quality services enjoyed by most of its residents. To build on this strength, the City must focus on sustainable service delivery. This can be achieved by investing in modern infrastructure, leveraging technology to improve service delivery, and ensuring that the City's employees are equipped with the skills and resources necessary to provide highquality services. The City must also work on improving communication and engagement with citizens to better understand their needs and expectations.

Another strength of the City is its strong, transparent regulatory infrastructure. This must be leveraged to improve governance and financial sustainability. The City should prioritize effective financial management,

reducing wasteful expenditure, and increasing revenue collection. To achieve this, the City must focus on improving internal controls, developing a culture of accountability, and utilizing technology to enhance financial management. The City should also consider exploring public-private partnerships to drive investment in key infrastructure projects.

One weakness of the City is the critical vacancies within the organization that impact its effectiveness and ability to meet its developmental targets. To address this, the City must focus on developing and implementing effective human resource policies and strategies to attract, retain, and develop skilled employees. The City must also prioritize the upskilling and reskilling of employees to ensure that they have the necessary skills and knowledge to perform their roles effectively.

Another weakness is the slow/mixed uptake of new technologies across the organization. To overcome this, the City must prioritize investment in digital infrastructure and capacity building to support the adoption and integration of new technologies. This will enable the City to improve service delivery, increase operational efficiency, and enhance citizen engagement.

In terms of opportunities, the City must focus on capitalizing on opportunities for networking, innovation, and smart technologies to drive sustained economic growth. The City should prioritize investment in green infrastructure, renewable energy, and the development of a circular economy to create jobs and promote sustainable development. The City should also leverage its globally recognized brand to attract foreign investment and establish strategic partnerships with other cities and organizations.

To mitigate the threats facing the City, the City must focus on building resilience to unpredictable events beyond its control, such as natural disasters, global pandemics, and shifts in the political landscape. The City must prioritize disaster preparedness, risk management, and business continuity planning to ensure that it is able to respond effectively to these threats.

The SWOT action plan must also prioritize creating a safer city for all residents. This can be achieved through increased investment in community policing, technology-enabled crime prevention strategies, and initiatives that promote social cohesion and inclusion.

In addition, the City must prioritize building an active and engaged citizenry. This can be achieved through the development of effective communication and engagement strategies, increased transparency and accountability, and the creation of opportunities for citizens to participate in decision-making processes.

To build a sustainable energy mix, the City must prioritize investment in renewable energy infrastructure, incentivize energy efficiency, and reduce its dependence on non-renewable energy sources.

Finally, the City must prioritize infrastructure development and refurbishment to ensure that it meets the needs of its growing population. This can be achieved through effective long-term planning, investment in key infrastructure projects, and the use of innovative financing mechanisms.

The SWOT action plan is an essential tool for the City of Johannesburg to achieve the goals set out in the Joburg 2040 strategy and address the 11 priorities. The following table indicates the strategic response to the SWOT analysis.

Table 3: Strategic response to the SWOT analysis

SWOT Analysis	Strategic Actions aligned to Joburg 2040 Strategy
Strengths	

High-quality services enjoyed by majority of residents.	Ensure that high-quality services are maintained through continuous monitoring and improvement.
Impressive recovery responses to COVID-19.	Establish a task force to monitor and respond to future pandemics or crises.
Strong, transparent regulatory infrastructure.	Continue to develop and maintain a 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.	Work closely with trusted knowledge-generating institutions to ensure evidence-based decisionmaking and strategic planning.
Well-developed long-term strategic planning.	Strengthen the long-term strategic planning process and ensure that it is aligned with the city's goals and objectives.
Economic hub of South Africa.	Encourage and attract more businesses to invest in the city to continue to build its reputation as an economic hub.
Weaknesses	
Critical vacancies within the organization impacting its effectiveness and ability to meet its developmental targets.	Address the critical vacancies within the organization by prioritizing recruitment and retention strategies.
Slow/mixed uptake of new technologies across the organization.	Develop a plan to increase the uptake of new technologies across the organization and provide training to employees to ensure they are comfortable and competent in using them.
Procurement red tape.	Streamline procurement processes to reduce red tape and ensure that they are transparent and efficient.
Integrated Knowledge Management practices/communication across the organization is not effectively managed, contributing to loss of institutional memory.	Improve communication and knowledge management practices across the organization to prevent the loss of institutional memory.
Opportunities	
SWOT Analysis	**Strategic Actions aligned to Joburg 2040 Strategy**

New governance model (DDM) enabling all spheres of government and neighbouring municipalities to plan, budget and implement in unison.	Work with neighbouring municipalities and all spheres of government to plan, budget and implement projects in a unified way under the new governance model.
Active partnerships with the private sector, civil society, and local communities.	Build stronger partnerships with the private sector, civil society, and local communities to leverage resources and collaborate on projects.
Capitalizing on opportunities for networking, innovation, and Smart technologies.	Capitalize on networking, innovation, and smart technology opportunities to improve service delivery and enhance the city's reputation.
Globally recognized city with active participation in global networks.	Increase the city's participation in global networks and share best practices with other cities to learn from their successes and challenges.
Threats	
Unpredictable events beyond the control of the City.	Develop a risk management plan to address unpredictable events that are beyond the control of the city.
Unpredictability due to shifts in political landscape.	Monitor shifts in the political landscape and develop strategies to mitigate any negative impact on the city.
Perception of the City by residents is low.	Improve the perception of the city by residents through targeted communication and engagement initiatives.
Financial health of the City.	Monitor the financial health of the city and develop strategies to address any challenges that may arise.
Low levels of participation across the City.	Increase levels of participation across the city through targeted communication and engagement initiatives.

5. Managing the People's contract

5.1 Introduction

The CoJ recognizes the complex nature of participation and thus structures the engagements in two distinctive ways, being the 1st and 2nd rounds of engagements. The 1st round of engagement is commonly referred to as CBP's (Community Based Planning Sessions). The 1st round of engagements comprises of one-on-one engagements with the 135 wards of the City.

The 2nd round of engagements is referred to as IDP Regional Summits together with Targeted Stakeholder Sessions. These comprise of report back in the form of projects and /or programs to the community needs expressed in the 1st round of engagements to the 7 regions of the city as well as a certain clustering of stakeholders.

The 1st round of engagements took place between September - November 2022. These engagements allowed residents at a ward level, to engage and make valuable inputs on service delivery needs and priorities of the ward in which they reside, ultimately shaping the IDP according to their needs and interests.

Application of the ABCD Approach

In internalising the ABCD approach for CoJ, the following template was created and utilized in the engagements. The template assisted in guiding discussions and the expectations and outcomes of every session.

The following is relevant in understanding the 1st round of engagements:

- One-on-one engagements were done for all 135 wards of the City.
- Targeted mobilization was implemented, which looked at having a specific set of stakeholders in discussion. The purpose of the targeted mobilization was to allow for a workshop style engagement as opposed to the townhall meeting.
- The invitations were extended to Ward Councillors, respective Ward Committees, civic groups and targeted stakeholders.
- Each ward was responsible for identifying and prioritizing its needs.
- Each ward submission was endorsed by the attendees in the form of a signature.
- It is noted that improvements around mobilization need to be affected to ensure democratised representation in the sessions. Not all sessions were well attended.

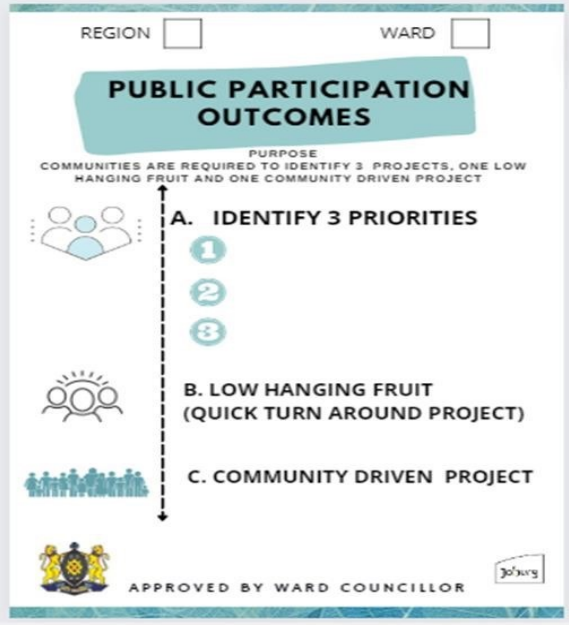


Figure 20: Public Participation Outcomes Poster

As evident on the poster provided, each ward was requested to provide the following:

- 3 Priorities: identify 3 needs solely to be met by the City. Communities ideally, would not have the resources/capacity to meet such needs.
- 1 Low Hanging Fruit: a quick turnaround project (e.g., 12 months) for the collaboration of communities and the City.
- 1 Community Driven Project: a project driven solely by communities. This project is not for the City to 'respond to', it is included in acknowledgment of the great work currently being done by Communities. The work will be showcased and further serve as motivation for other CoJ Communities to mobilise in this regard.

Schedule of Engagements

The following table provides a summary of the statistics around the 1st Round of Engagements:

	REGION	CLUSTER	DATE	WARD	VENUE	ATTENDANCE	TOTAL
							225
1.	A	1	15/10/2022	80, 92, 110, 111	Midrand Fire Station	82	
2.	A	2	22/10/2022	95, 96, 113	Diepsloot Youth Centre	55	
3.	A	3	05/11/2022	77, 78, 79, 133	Lord Khanyile	72	
4.	A	4	12/11/2022	93, 94, 112, 132	Halfway House Primary School	16	
5.	B	1	08/10/2022	68, 69, 82, 86	Danie Van Zyl Recreation Centre	146	**248**
6.	B	2	15/10/2022	90, 99, 102, 104	Ferndale Recreation Centre	40	
7.	B	3	29/10/2022	87, 88, 98, 117	Marks Park	62	
8.	C	1	15/10/2022	70, 84,127	Roodepoort Town Hall	94	**574**
9.	C	2	22/10/2022	71,83,85	Roodepoort Town Hall	40	
10.	C	3	29/10/2022	100,114	Cosmo City MPCC	76	
11.	C	4	05/11/2022	44,49	Braamfisherville	262	
12.	C	5	12/11/2022	50,128,129	Doornkop	82	
13.	C	6	12/11/2022	89,97,101,126,134	Boskruin Hall	20	

14.	D1	1	01/10/2022	11,12,13,14,135	Protea Multi-Purpose Hall	65	**514**		
15.	D1	2	08/10/2022	20,21,52,130	Naledi Communal Hall	152			
16.	D1	3	15/10/2022	47,48,51,53	uMthombowolwazi Community Hall	123			
18.	D1	5	29/10/2022	15,16,19,33		92			
19.	D2	1	01/10/2022	36,37 & 38		53			
17.	D1	4	22/10/2022	34,35,46	Jabulani Old Flats Safe Hub Phiri Community Hall Mofolo Park Arts Centre	82	**415**		
20.	D2	2	15/10/2022	42,43 & 45	Bapedi Community Hall	65			
21.	D2	3	22/10/2022	39,40 & 41	Phefeni Recreation Centre	119			
22.	D2	4	29/10/2022	22,24 & 25	Pimville Community Hall	55			
23.	D2	5	05/11/2022	26,27, & 28	Diepkloof Welfare Centre	44			
24.	D2	6	12/11/2022	29,30 & 31	Orlando Communal Hall	79			
25.	E	1	02/10/2022	32,72,73,74,81	Jabulani Rec Centre	27	**207**		
26.	E	2	08/10/2022	106,115	Norscot Manor	17			
27.	E	3	22/10/2022	91,103,109	Ernest Ullman	79			
28.	E	4	29/10/2022	75,76,105	Eastbank Hall	29			
29.	E	5	12/11/2022	107,108,116	Eastbank Hall	55			
30.	F	1	01/10/2022	61,65,66,118	Bertha Solomon Rec Centre	77	**310**		

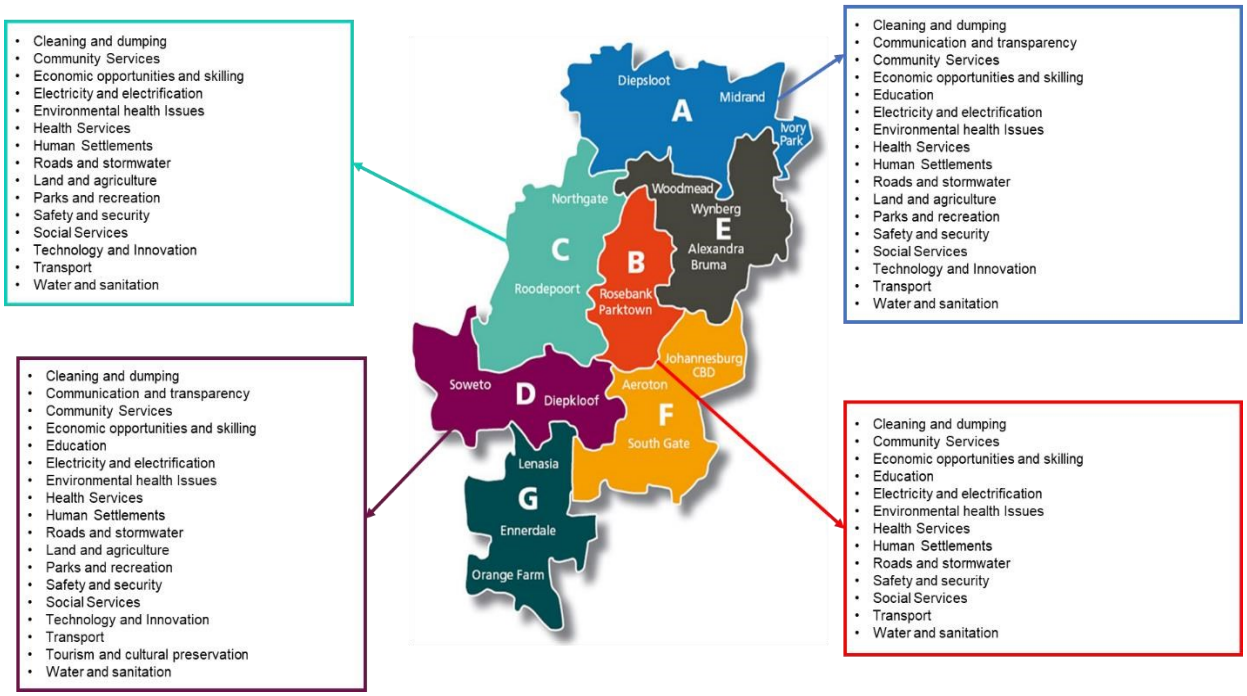
31.	F	2	08/10/2022	58,59,60,123	Brixton MPCC	83	
32.	F	3	29/10/2022	54,56,57,124	Rueven Old Age Home	59	
33.	F	4	05/11/2022	62,63,64,67	Braamfontein Recreation Centre	57	
34.	F	5	12/11/2022	23,55,125	Klipriver Rec	34	
							564
35.	G	1	01/10/2022	120,122	Lenasia South Civic	49	
36.	G	2	08/10/2022	1,3,5	Orange Farm MPCC Poortjie Civic Centre	89	
37.	G	3	15/10/2022	6,7,121	Finetown MPCC Ennerdale Ext 9	130	
38.	G	4	22/10/2022	8,9,10	Lenasia Civic Centre	83	
39.	G	5	05/11/2022	2,4,131	Orange Farm Ext 1 Orange Farm Ext 2	123	
40.	G	6	12/11/2022	17,18,119	Pops Centre Eldorado Park Freedom Park Fire Station	90	
TOTAL PARTICIPANTS FOR ALL SESSIONS							**3057**

Community Needs Analysis

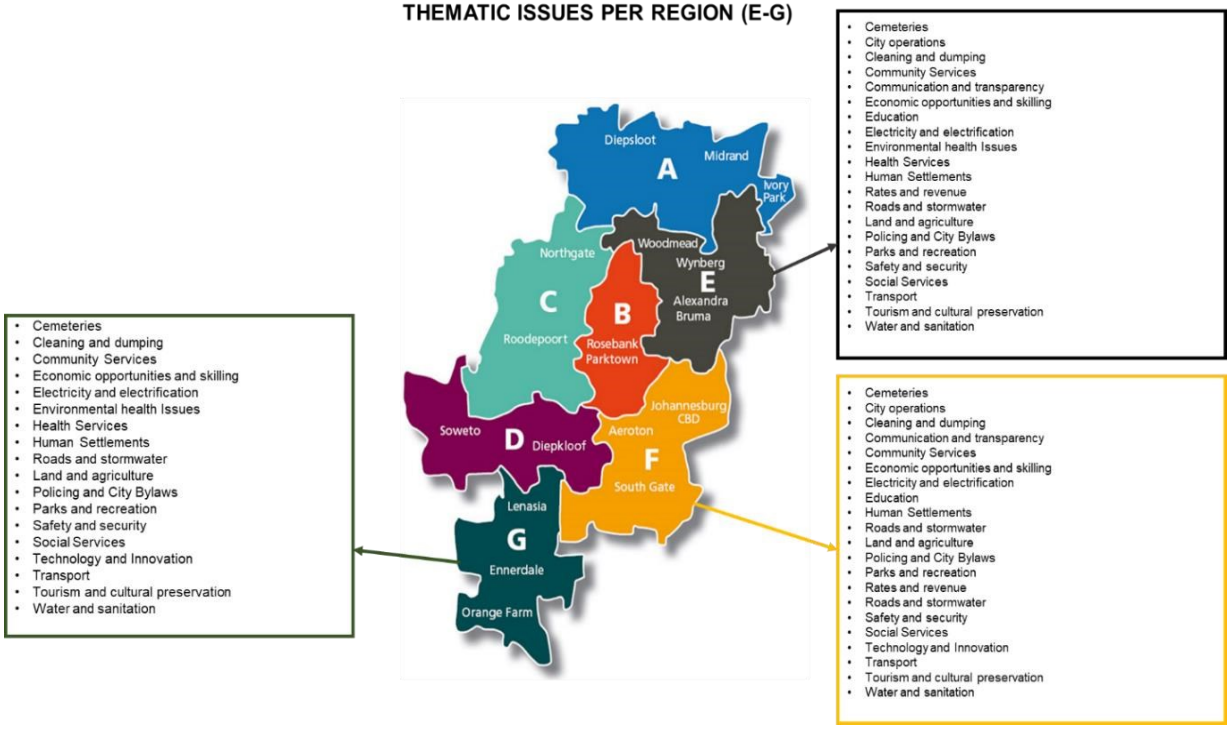
Summary of Community Needs per Region

The received community needs have been analysed and grouped into themes. It is to be noted that issues raised in the various 7 regions are very similar in nature. This is attributed to the fact that challenged faced by communities are interdependent. One issue easy tie itself onto another, hence similar themes being evident in the various regions. This speaks to the need for a comprehensive and multi-disciplinary approach from the City's perspective.

THEMATIC ISSUES PER REGION (A-D)



THEMATIC ISSUES PER REGION (E-G)



Cemeteries	Cleaning, fencing and protection of cemeteries from vandalization and invasion A	109	City Parks and Zoo

		A	78	DED

Detailed Analysis of Community Issues per Ward

Thematic Issues	Description	Region	Ward	Responsible Dept/Entity
Cleaning and Dumping	Cleaning of roads and pavements. Cleaning of sanctuaries and parks. Waste management at school. Awareness champaigns on pollution. Skip bins. Recycling. Support for community Clean-up champaigns. PPE and cleaning materials for community Cleaners. Grass cutting and pruning of trees and vegetation. Strategic location of refuse bins. Provisions of refuse bins. Illegal dumping	A	78, 94, 94,96, 111, 132	Pikitup City Parks and Zoo. CRUM
		B	86, 88, 102, 104	
		C	50 83, 84, 85, 89, 97, 100, 101, 128	
		D	14, 16, 19, 22, 27, 30, 31, 39, 41, 43	
		E	74, 75, 81, 103	
		F	54,56, 62, 63, 123,125	
		G	1, 3, 4, 18, 121	
Communication and Transparency	Improved communication between the City and communities. Civic education on City Processes and hosting of Fun days. Proper channels for routing/ reporting service issues	A	110	All Service Departments/Entities
		D	48, 52, 106	
Community Services	Multi-purpose community facilities. Libraries. Community Halls. Maintenance and upgrades of existing community facilities. Skills' training (baking, sewing, etc)	A	77, 79, 92, 96, 110, 111, 112, 113, 132, 133	Community Development.
		B	68 ,82, 86, 90, 98, 99	
		C	49, 70, 83, 127, 129	
		D	11, 12, 13, 15, 20, 35, 48, 51, 52, 53, 135, 24, 25, 27, 28, 29, 36, 38, 40	
		E	32, 74, 75, 76, 81, 91, 105, 107	
		F	54, 55, 58, 59, 60, 61, 64, 67, 118, 123, 124	

G		1, 2, 6, 7, 9, 119, 121, 122, 131
G		17

Health Services		A	79, 96	Health
Economic	Skills development. Mentorship Programme. Trading	B	82, 86, 98, 117	Community Development.
Opportunities and Skilling	Skills Empowerment Centre. SMME Training. Youth Skills Development. Tourism. Support for entrepreneurs. Local economic development initiatives.	B	68, 98	Social Development
		D	45	
		C	84, 97, 114, 127, 128	
		E	76, 81, 109	
		D	10, 12, 17, 19, 33, 35, 47, 52, 25, 26, 27, 28, 29, 31, 33, 38, 39, 40, 43, 46, 49, 51, 53, 56, 58, 59, 60, 61, 62, 63, 64, 65, 66, 123	
Electricity and Electrification	Electricity for all. Upgrade and maintenance of electrical infrastructure. Appropriate street lighting. Substations. Appropriate security for electricity infrastructure. Green energy options and incentives. Power cuts. Electrification of informal settlements	A	26, 89, 107	City Power
		B	26, 89, 107, 108, 109	
		E	57, 70, 83, 84, 89, 106	
		C	108, 117, 128	
Education	Afterschool care facilities. Lunch box programmes. Schooler transport for Creche. Scholar support programs. Improving school facilities. ECD	A	38, 72, 74, 91, 103, 109, 115, 65	Community Development. Social Development
		F	23, 57, 62, 66	
		G	2, 3, 7, 9, 18, 119	
Environmental Health	Adoption and rehabilitation of natural water features. Environmental education champaigns. Maintenance of parks. Environmental Health centres	A	95	EISD
		B	102, 104	
		C	83	
		D	33, 37	

	24-hour Clinics with full suite of medical services. Mobile Centres. Public SPCA/Vets.	B	68, 87 clinics. GBV	
		C	44, 49, 50, 70, 83, 85, 100	
		D	15, 16, 22, 27, 30, 43	
		F	55, 60, 61, 125	
		G	1, 3, 5, 18	
Thematic Issues	Description	Region	Ward	Responsible Dept/Entity
Human Settlements	Completion of all pending housing projects. Adequate shelter. Formalization of informal settlements. Low-cost housing. Rental housing projects.	A	78, 80, 95, 111, 113, 133	Human Settlements
		B	69, 98, 102	
		C	44, 85, 97	
		D	16, 19, 52, 24, 37	
		E	75, 91, 103, 105, 108, 109, 116	
		F	58, 59, 62, 64, 65, 118, 123, 124	
		G	2, 4, 7, 8	
Land and Agriculture	Space being made available for community needs. Land release. Backyard gardening. Community food gardens. Local farmer support. Land for farming. Acquisition of land for agriculture. Land Proclamation. Agricultural projects. Community food markets	A	80, 92	All Service Departments/Entities
		C	50, 71, 83, 84, 114, 127, 129	
		D	15, 16, 46, 53, 130, 24, 28, 30	
		E	32, 74, 76, 109, 116	
		F	57	
		G	1, 2, 4, 6, 9, 120, 122	
Parks and Recreation	New sporting facilities (multifunctional). Upgrade and maintenance of existing sporting facilities and parks. Cleaning of parks and sporting facilities. Support and	A	78, 113	Community Development.
		B	68, 86, 87, 88, 90, 99, 104	
		C	70, 84, 101, 114, 126	
hosting of sporting events. Support sporting clubs.		D		Recreation programs

11, 12, 13, 14, 16, 19, 21, 33, 34, 35, 48, 51, 53, 130, 22, 26, 27, 28, 30, 31, 36,			39, 40, 42, 43, 45	
		E	32, 72, 73, 81, 103, 115	
		F	23, 54, 55, 58, 63, 65, 125	
		G	3, 5, 9, 17, 18, 119, 122, 131	
Policing and City Bylaws	Police Stations. Support and capacitation of Community Policing Forums. Civic education on City Bylaws. Effective land use management. Effective implementation of City Bylaws. Prosecution of transgressors.	A	79, 94, 112, 133	JMPD (SAPS). All service departments/entities
		C	50, 83	
		D	11, 53, 30	
		E	108, 109	
		F	23, 55, 56, 62, 124	
		G	119	
Roads and Stormwater	Roads' resurfacing. Street names. Upgrading of bridges. General road and stormwater infrastructure upgrades. Applicable road calming measures. Traffics light Applicable maintenance.	A	77, 78, 93, 94, 95, 110, 132	JRA
		B	86, 87, 88, 102	
		C	44, 50, 70, 71, 89, 97, 100, 101, 126, 127, 129, 129, 134	
		D	11, 13, 14, 17, 19, 20, 21, 33, 34, 47, 48, 52, 130, 135, 22, 24, 26, 29, 30, 37, 39,	

			40, 41, 45	
		E	32, 72, 81, 91, 116	
		F	56, 57, 62, 63, 66, 67, 123, 125	
		G	1, 3, 5, 9, 119	
Rates and Revenue	Reconsideration of Debts	E	103	Revenue
Safety and Security	Police/JMDP visibility. Patrolling. Safe hubs. Training and support for community policing forums. Firefighting	A	94, 113	JMPD (SAPS).
		B	69, 99, 117	Community Development.

	services and equipment. GVB Centres. Women and child centres	C	49, 70, 114	Social Development
		D	10, 15, 16, 51, 53, 24, 43	
		E	81, 105, 107, 108	
		F	65, 66, 123, 125	
		G	4, 5	
Thematic Issues	Description	Region	Ward	Responsible Dept/Entity
Social Services	Orphanages. Shelters for the needy. Old age homes. Safe houses. Drug rehabilitation centres and home services. Multi-purpose centres. Food parcels. Campaigns on substance and drug abuse and GBV. Drug abuse. Rehabilitation Centres. Support for non-profit and civic organisations	A	77, 78, 92, 93, 111	Social Services. CRUM
		B	88	
		C	50, 83, 89, 114, 128	
		D	14, 16, 19, 33, 46, 53, 28, 29, 31, 39, 41	
		E	73, 74, 107	
		F	54, 57	
		G	4, 5	
Technology and Innovation	Technologically advanced public libraries. Free Wi-Fi. Computer skills. Smart Parks.	A	112	MTC
		C	114	
		D	12, 48, 52, 25	
		F	59	
Tourism and Cultural Preservation	Upgrade and maintenance of all facilities with heritage significance. Heritage homes and cultural villages.	D	39, 42	Joburg Tourism Company. Community Development
		E	107	
		G	122	
Transport	Taxi Rank Precincts. Rea Vaya Stations. Upgrading of existing commuter facilities. Bicycle lanes. Parking facilities for e-haling services.	A	110, 112	Transport
		B	69, 82, 90, 99, 102	
		C	126	

		D	17, 47, 51, 31, 36, 45	
		E	103	
		F	23, 59, 67, 118	
		G	8, 119	
Water and Sanitation	Clean piped water and adequate sanitation for all. Infrastructure upgrades. Access to clean public ablution facilities.	A	93, 94	Joburg Water
		B	88, 104	
		C	71, 85, 101, 127, 134	
		D	10, 48, 39, 40, 41, 43	
		E	73, 75, 103, 106, 109, 115, 116	
		F	56, 58, 60, 63, 123	
		G	3, 4, 119	

What the 1st Round of Engagements looked like

The ward per ward community engagements were workshop-style in nature, allowing back-and-forth discussions amongst the stakeholders whilst moving toward a collective outcome.

Targeted mobilization was done by way of a ward audit that sort to source critical role-players representing active community structures in each ward. This was to ensure that a progressive consultative engagement took place with relevant stakeholders in the room.

The manner in which the sessions were conducted was a notable improvement from previous public engagements. In most instances, the communities led the sessions and took an active part in all aspects of the day; from chairing, facilitating and scribing.

This resulted in positive feedback from the stakeholders being: Ward Councillors, PR Councillors, Ward Committees, active community stakeholders and active community structures. In some instances, ordinary community members also walked in and attended the sessions. The following are some visuals from the 1st round of engagements:

Highlights of the sessions include positive feedback from the attendees, prioritization from the bottom-up and the CoGTA partnership.

It is to be noted that although the invitations were sent to all the above-mentioned stakeholders, not all attended for each ward. In the event where attendance was low, the outcome of the ward engagements was then routed to the relevant ward councillors and ward communities to endorse/add were necessary. The City is continuously pursuing further improvements on the attendance and participation of these sessions, to reach a propositional representation sample for each ward.

The 2nd Round of Public Participation: The IDP Regional Summits

A total of 7 Regional IDP Summits will be held, each in Regions' A to G of the City.

The regional summits comprised of 2 sessions (pre-meeting and the actual meeting). The Pre-Meeting was the first part of the session where the public was given an opportunity to interact with service Departments and Entities. This approach was introduced as means to remedy communities raising service delivery issues as opposed to engaging with the proposed IDP, Budget and Tariffs. Furthermore, the intent was to also ensure that communities derive the most from these sessions, by being given ample time to raise and have their issues resolved by the relevant service Departments and Entities, prior to the actual IDP session commencing.

Departments and Entities (as well as sister entities within the development space) set up service delivery stalls in each IDP Regional Summit and engaged with communities, addressing any service delivery queries. This section of the day took a market style form, viz Service Delivery Market Day (a total of 2 hours was set aside for this, for each regional summit).

The following are some visuals of the Service Delivery Market Day (pre-meeting)

The inclusion of the Service Delivery Market Day was considered a great success as communities where able to engage with the following Departments and Entities: Human Settlements, Joburg Water, Environment and Infrastructure Environment (EISD), Transport, City Parks and Zoo, Development Planning, Community Development, Social Development, City Power, Economic Development, Revenue, Health, Public Safety and EMS, Pikitup, Ombudsman, etc. It should be noted that the IDP Meetings were also attended by SAPS and COGTA Officials.

Following the 2-hour Service Delivery Market Day, the second part of the day commenced which entailed a formal meeting chaired by the Speaker of Council and the Mayor (or his elected representatives gave the IDP, Budget and Tariffs' Presentation. Thereafter community inputs were received with MMCs (with their Senior Executive Officials and respective support teams) assisting in responding to questions as relevant to their respective mandates. The following are some visual from these meetings:

The Targeted Stakeholder Sessions

In addition to the 7 Regional Summits, 8 Targeted Stakeholder session were convened. These Sessions are convened to engage with target specific clusters of the City. The clusters to be engaged are as follows: - Business cluster

- Women cluster
- People with disabilities cluster
- Youth cluster
- LGBTQIA+ cluster
- Faith-based Organizations cluster
- Creative Arts and Sporting Bodies cluster
- NGOs, Civic Organizations and Rate Payers cluster

Due to budget constrains the Targeted Stakeholder sessions were virtually, except for the People with Disabilities session.

The following is a summary of the key outcomes from the targeted stakeholder sessions:

WOMEN

Promotion of accessibility for all at City Offices.

Fair employment opportunities for the all.

A 'Disability Directorate' in the Office of the Mayor.

A 'Youth Directorate' in the Office of the Mayor

City Officials being capacitated to attend to the differently-abled.

Suitable housing option for all.

Tailored skills development and employment opportunities for all.

Crime and issues of safety.

The City providing feedback on issues previously submitted.

The City's platforms being more accessible to all.

Openness and transparency. Set out processed forehand.

Truthful and worthwhile engagement.

Reasonable and fair rate increases.

Service delivery and infrastructure upgrades.

Proper facilitation of development partnerships.

Proper implementation of City bylaws.

Repurposing of hijacked buildings.

Fair distribution of the budget to all stakeholders.

General upkeep of the urban environment.

Research and Development to find expression in strategic plans

NGOs, CIVIC ORGANIZATIONS & RATE PAYERS

FAITH BASED ORGANIZATIONS

CREATIVE ARTS & SPORTING BODIES

PEOPLE WITH DISABILITIES

LGBTQIA+

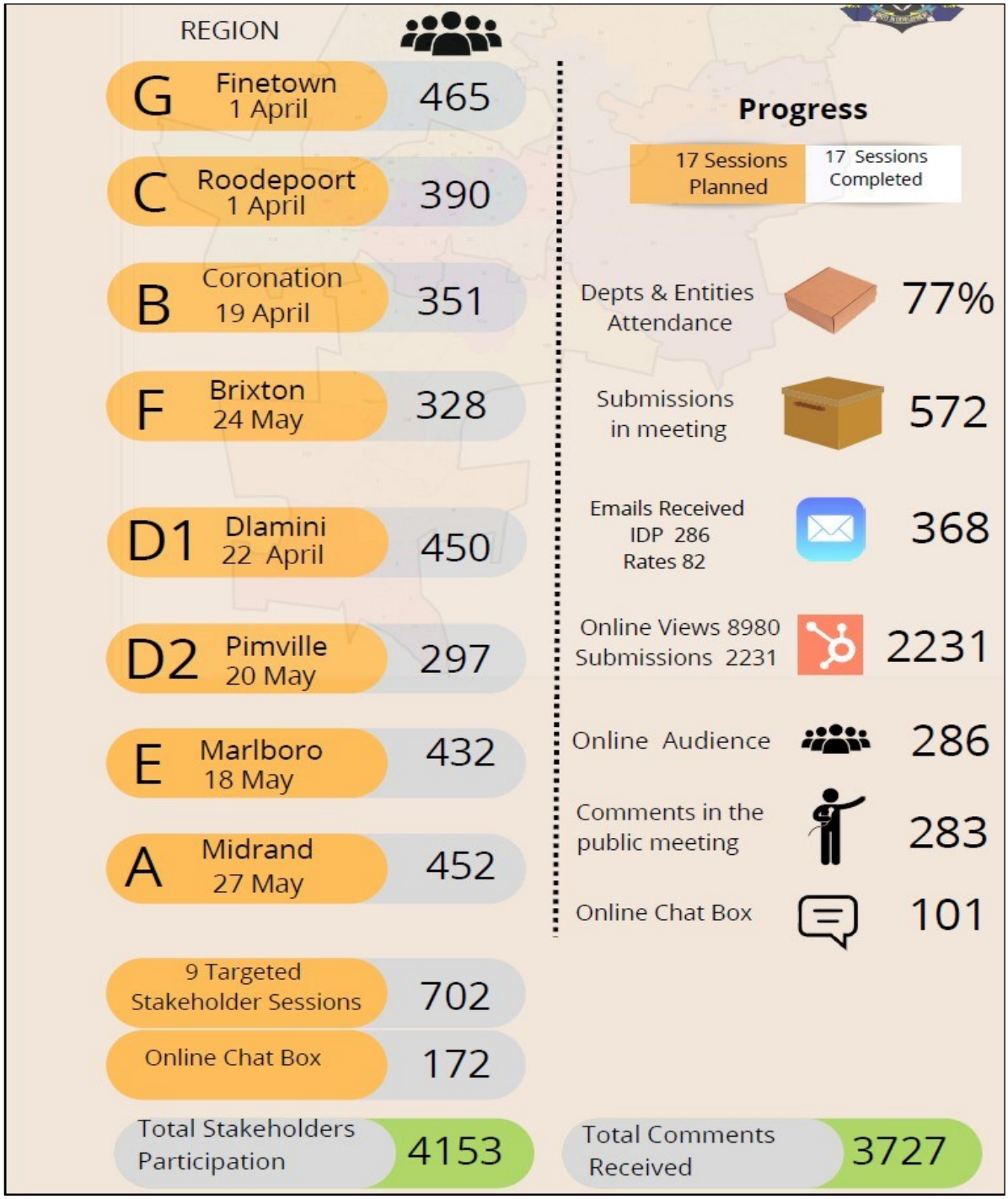
ACADEMIA

YOUTH

Scheduling and Statistics: IDP Summits and Targeted Stakeholders

As mentioned, the IDP process is legislated and related timeframes for its adoption are further articulated in the applicable legislation. The participation process is acknowledged to have sustained delays arising from the challenges relating to political administration. In efforts to meet the legislative requirements, participation around the IDP occurred and was concluded within strict timeframes.

The scheduling and related statistics can be seen below:



4153 persons participated 2nd round of public participation and a total 3727 comments were received. From the above sessions, the following are some of the key issues that dominated the discussions:

A detailed account of the issues raised in this round will be included in the Public Participations Outcomes Report 2023/24.

Having concluded both the 1st and 2nd round of participation a consolidated static is reflected below:

Attendees

Total = 7210

1st Round: 7210
2nd Round: 4153

Submissions

Total = 4218

1st Round: 491
2nd Round: 3727

In totality, the above numbers are lower than those from the previously year. This is attributed to the way the mobilization was done for the 1st round of public participation. As previously mentioned, this session took on a workshop style approach that saw targeted mobilization being done as opposed to convening a ward meeting for all community members.

It should be noted however that the total number for attendees in the 7 Regional Summits has increased from 3129 to 4153, which translates to a 25% increase in attendance.

Notwithstanding the above, it is important to mention that community members and other relevant stakeholders are losing faith in city processes, and this is leading to a continuous regress in the quality of participation.

Strategic Elevation of Issues for the City of Johannesburg's Community Based Planning Programme

In efforts to ensure that the implementation of programs/projects addressing peoples' needs is elevated, the City has resolved to take a programmatic approach community need; hence the Community Based Planning Programme.

The City of Johannesburg's Community Based Planning Programme recognizes the importance of addressing key issues that directly impact the lives of its residents. By strategically elevating these issues, the program aims to foster positive change and improve the overall quality of life for communities within the city. Among the multitude of challenges facing Johannesburg, several key issues have been identified as crucial focal points for strategic elevation.

Cleaning and dumping are pressing concerns within many neighbourhoods, affecting public health and environmental well-being. By prioritizing this issue, the Community Based Planning Programme seeks to implement effective waste management strategies, educate communities about responsible waste disposal, and promote cleanliness throughout the city. This further includes grass-cutting and the beautification of green spaces.

Communication and transparency are vital for fostering trust and meaningful engagement between the city administration and its residents. By emphasizing this issue, the program aims to improve communication channels, enhance public participation in decision-making processes, and ensure that relevant information is accessible to all.

Community services play a crucial role in enhancing the well-being of residents. By strategically elevating this issue, this seeks to assess and address the gaps in service delivery, strengthen social support networks, and promote community empowerment through the provision of essential services.

Cemeteries are important spaces for honouring and remembering loved ones. By giving attention to this issue, the program aims to ensure the maintenance and preservation of cemeteries, create tranquil and respectful environments, and provide adequate burial spaces for the community.

Economic opportunities and skilling are vital for promoting inclusive growth and reducing inequality. By prioritizing this issue, the program seeks to facilitate access to job opportunities, promote entrepreneurship, and invest in skills development initiatives to empower individuals and communities.

Electricity and electrification are essential for economic development and improving the quality of life. By prioritizing this issue, the program seeks to address energy poverty, expand access to reliable electricity, and promote the use of sustainable and renewable energy sources.

The preservation of environmental health is crucial for a sustainable future. By emphasizing this issue, the program aims to address pollution, promote waste reduction and recycling, and create green spaces that enhance the overall well-being of residents.

Health services are fundamental to ensuring the well-being of communities. By strategically elevating this issue, the program seeks to improve access to healthcare facilities, enhance primary healthcare services, and promote health education and awareness.

Human settlements are critical for providing safe and dignified housing. By prioritizing this issue, the program aims to address housing shortages, upgrade informal settlements, and promote affordable and sustainable housing options for all residents.

Land availability and agriculture are key resources for promoting food security and economic development. By emphasizing this issue, the program seeks to support small-scale farming initiatives, promote sustainable land use practices, and ensure equitable access to land and agricultural resources.
Parks, recreation spaces and capacity around sporting activities are essential for a community's well-being and leisure activities. By giving attention to this issue, the program aims to improve the maintenance and accessibility of parks, promote recreational activities, and create inclusive spaces for residents of all ages. In addition to increasing capacity for sporting activities.

Grass-cutting is not only essential for beautifying spaces but also ensures that open/green spaces retain the function they are intended for. By strategically elevating this issue the program seeks to ensure that communities have access to safe and clean recreational areas that are also safe for all.

Policing and the implementation of City bylaws are crucial for maintaining law and order within communities. By strategically elevating this issue, the program seeks to improve community-police relations, enhance law enforcement capabilities, and promote the effective enforcement of city bylaws to ensure the safety and well-being of residents.

Roads and stormwater management are critical for ensuring safe and efficient transportation. By prioritizing this issue, the program aims to improve road infrastructure, address traffic congestion, and implement effective stormwater management systems to mitigate flood risks.

Rates and revenue generation are essential for financing municipal services and infrastructure. By emphasizing this issue, the program seeks to promote efficient revenue collection processes, address issues of non-payment, and ensure the equitable allocation of resources for the benefit of all residents.

Safety and security are paramount for fostering thriving communities. By strategically elevating this issue, the program aims to enhance community safety initiatives, improve emergency response systems, and promote the active involvement of residents in ensuring their own security.

Social services are critical for addressing the needs of vulnerable populations. By prioritizing this issue, the program seeks to enhance social support systems, aid marginalized groups, and promote inclusive social policies that uplift the most disadvantaged.

Transport is crucial for ensuring mobility and connectivity. By prioritizing this issue, the program aims to improve public transportation systems, enhance infrastructure for pedestrians and cyclists, and promote sustainable modes of transport to reduce congestion and air pollution.

Water and sanitation are essential for public health and well-being. By emphasizing this issue, the program seeks to improve access to clean water, upgrade sanitation facilities, and implement sustainable water management practices to ensure the availability of this vital resource for all residents.

By strategically elevating these key issues, the City of Johannesburg's Community Based Planning Programme aims to address the diverse challenges faced by its communities, foster inclusive development, and create a sustainable and vibrant city for all residents.

Proposed Funding For the Community Based Programme

The City has made available an estimated budget of R50 million to begin to fund the programs/projects that seek to respond to the issues raised by communities during the engagements.

This amount will likely see an annual increase based on the successful implementation of the identified projects.

5.2. Customer Perception from Customer Satisfaction Survey 2021/22[36]

Overall Customer Satisfaction in the city is at 59% in 2022. It has remained unchanged since the previous polling survey conducted by the City in 2020. This is a good result despite the current challenges both residents and the City are facing. The City of Johannesburg pays close attention to customer feedback and regularly conducts satisfaction studies in order to stay up to date with the needs and expectations of its residents. This helps the City ensure that it can provide a fulfilling and positive experience for everyone

[36] City of Johannesburg. 2022. Customer Satisfaction Survey 2021/22.

living in the city. Making sure that Joburg residents have access to the best quality of life is a key priority for the City.

Based on the Customer Satisfaction Survey 2021/22 the key focus areas which the city should focus on are By-law Enforcement which scored 48%; the Johannesburg Metro Police which scored 52%; Customer Care which scored 53% (but increased from 2015 and 2017) and lastly Communication & Participation where residents gave the city a score of 58%. Given the exogenous factors that transpired between 2021 and 2022, for example Covid-19, continued lockdown and its associated impact on mental health, rising unemployment and socio-economic distress, increasing crime rates and riots. These experiences at both a personal level and in the news, cycle were likely to have had a negative impact on people's perceptions.

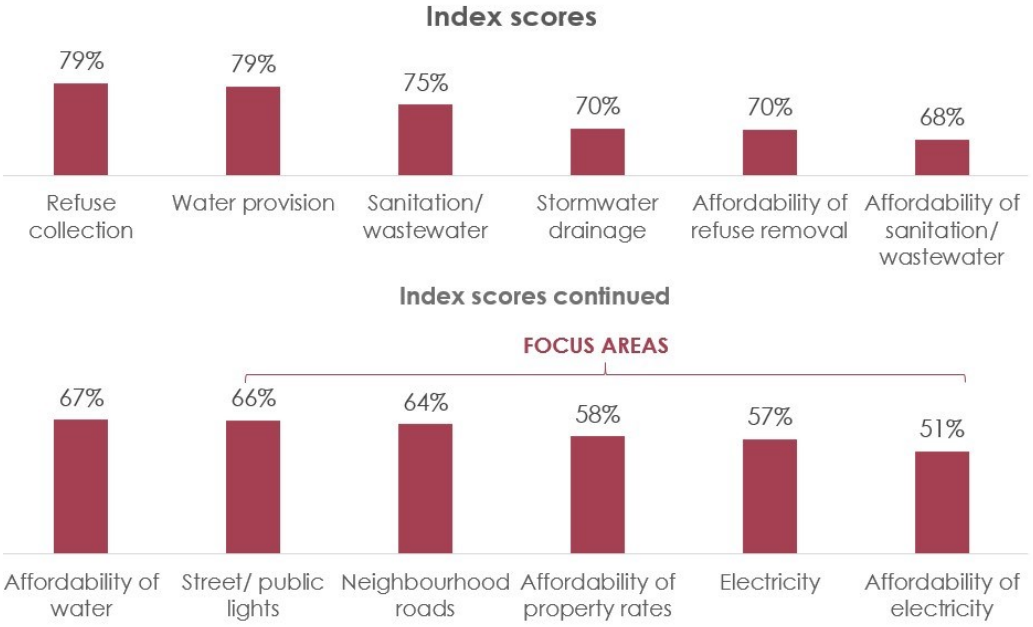


Figure 21: 2021/2022 Customer Satisfaction Survey Basic Services Index Scores

- Figure 19 above shows that the basic services household satisfaction score was high. This was mostly driven by satisfaction with refuse collection and the affordability thereof, water provision, sanitation, and the affordability thereof, as well as stormwater drainage. Focus areas for the City include streetlights, neighbourhood roads, affordable property rates and electricity. One in three residents are dissatisfied with the provision of electricity and nearly 40% show dissatisfaction for the price thereof. A further one in four people were dissatisfied with their neighbourhood roads and streetlights. In order to improve satisfaction with basic services, these aspects should receive attention.

When looking at basic services according to regions, Region G has the lowest basic services satisfaction scores. The dissatisfaction is mostly driven by streetlights, neighbourhood roads and electricity provision.

Region B however has the lowest scores for electricity at 50%, which stands in stark contrast with 69% of those who are satisfied in Region A.

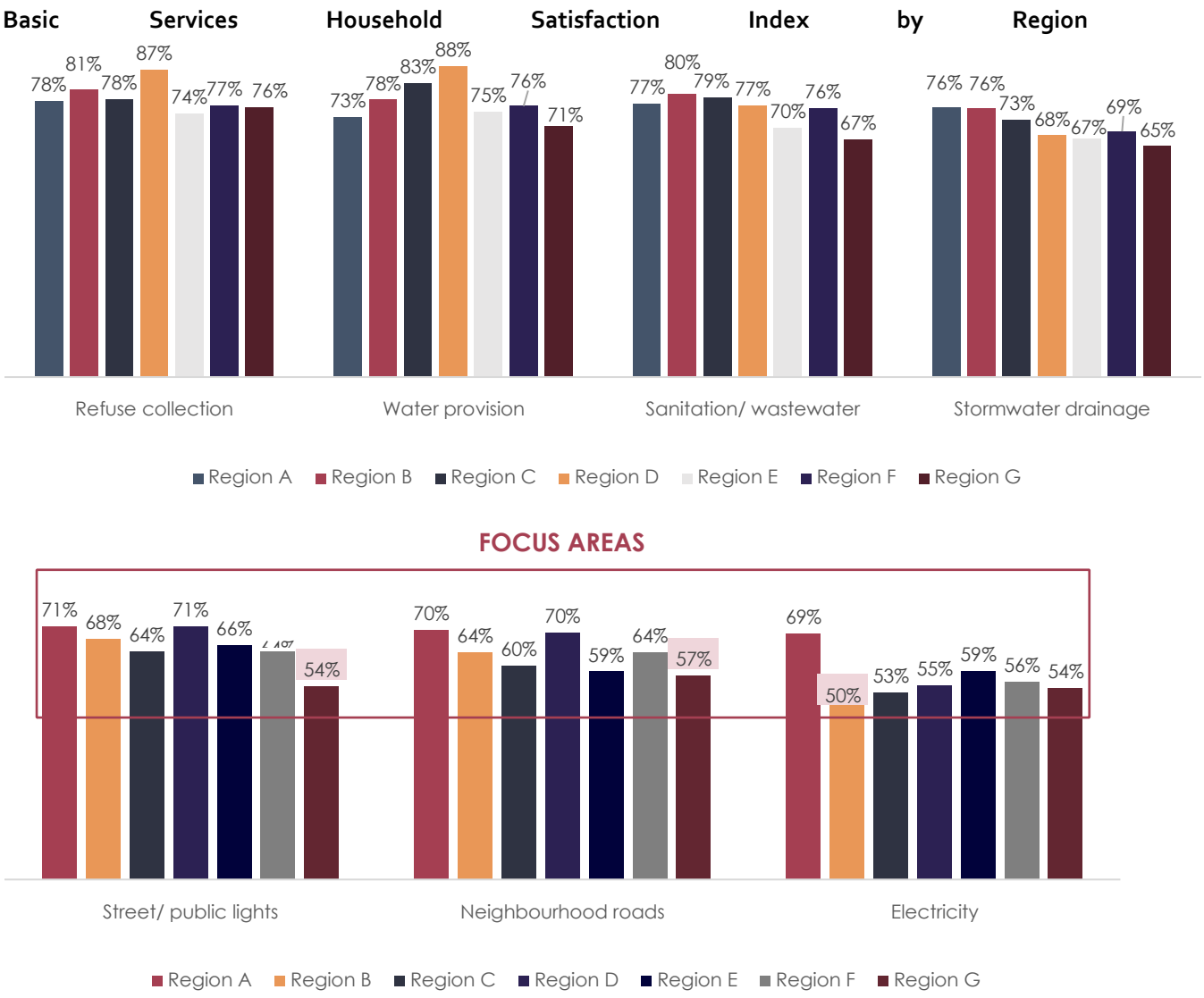


Figure 22:Basic Services Household Satisfaction Index by Region

Region D has the highest overall satisfaction scores for the affordability of basic services, although Region A has the highest satisfaction scores for the affordability of electricity. Region B however has the lowest satisfaction for both property rates and electricity affordability.

6. Governing our City

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.

6.1 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

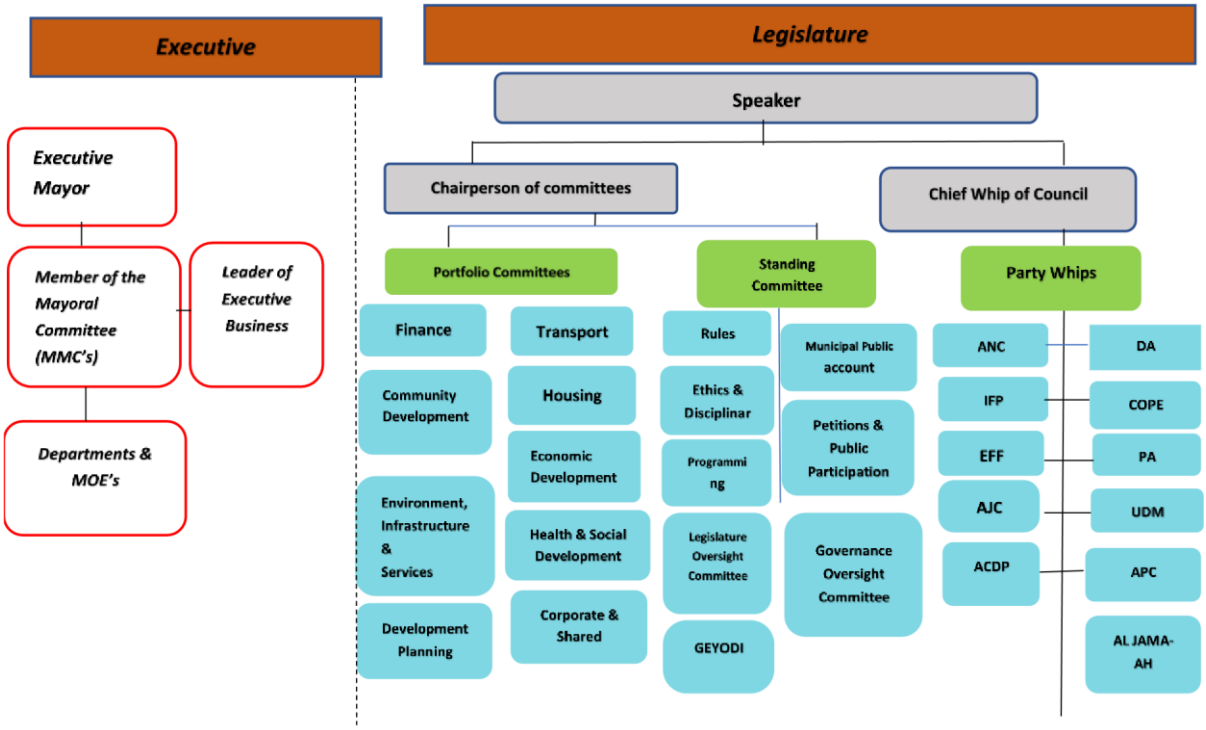


Figure 23:Structure of Council

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.

Section 41B of the Municipal Systems Act states that.

The whip of a municipal council—

(a) liaises with the different political parties to ensure representation in council and council committees;

(b) maintains sound relations between the various political parties;

(c) informs the whips of all parties on important matters on the council agenda;

(d) assists the speaker to count votes in the council meeting;

(e) facilitates the interaction between the executive and legislative oversight structures in the municipality;

(f) resolves disputes between the speaker, mayor or executive mayor, or members of the mayoral committee.

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.

The Section 79 Portfolio Committee Chairpersons are as follows:

Councillor	Committee
Cllr Lloyd Phillips	Chair of Chairs
Cllr Brenda Happy Dammie	Oversight on Rules Committee
Cllr Mongameli Myameni	Ethics and Disciplinary Committee
Cllr Michael Moloko Mpolobosho	Human Settlement
Cllr Thambulo Abraham Mabuke	Petitions and Public Participation Committee
Cllr Albert Tefo Raphadu	Corporate and Shared Services Committee
Cllr Ibrahim Ismail-Moosa	Environment, Infrastructure and Services Committee
Cllr Mpho Sesedinyane	Finance Committee
Cllr Temba Aubrey Mhlongo	Economic Development Committee
Cllr Margret Arnolds	Community Development Committee

Cllr Sepetlele Raseruthe	Municipal Public Accounts
Cllr Tebogo Prdon Nkokou	Heath and Social Development Committee
Cllr Solomon Masehlele Maila	Public Safety Committee
Cllr Juwairiya Kaldine	Development Planning Committee
Cllr Christobel Thandiwe Nontenja	Governance Committee
Vacant	Gender, Youth and People with Disabilities
Cllr Peter Deon Raferty	Oversight Committee on Legislature
Cllr Makhosazana Cynthia Ndlela	Transport

Table 4 Section 79 Chairpersons

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.

6.2 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 Kabelo Gwamanda	Executive Mayor
Cllr Dada Morero	Finance
Cllr Loyiso Masuku	Corporate and Shared Services
Cllr Nomoya Daphney Mnisi	Economic Development
Cllr Kenny Kunene	Transport
Cllr Eunice Mgcina	Development Planning
Cllr Lubabalo Magwentshu	Community Development
Cllr Mgcini Tshwaku	Public Safety
Cllr Ennie Makhafola	Health and Social Development

Cllr Anthea Natasha Leitch	Housing
Cllr Jack Sekwaila	Environment, Infrastructure and Services

Table 5 Members of the Mayoral Committee

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.

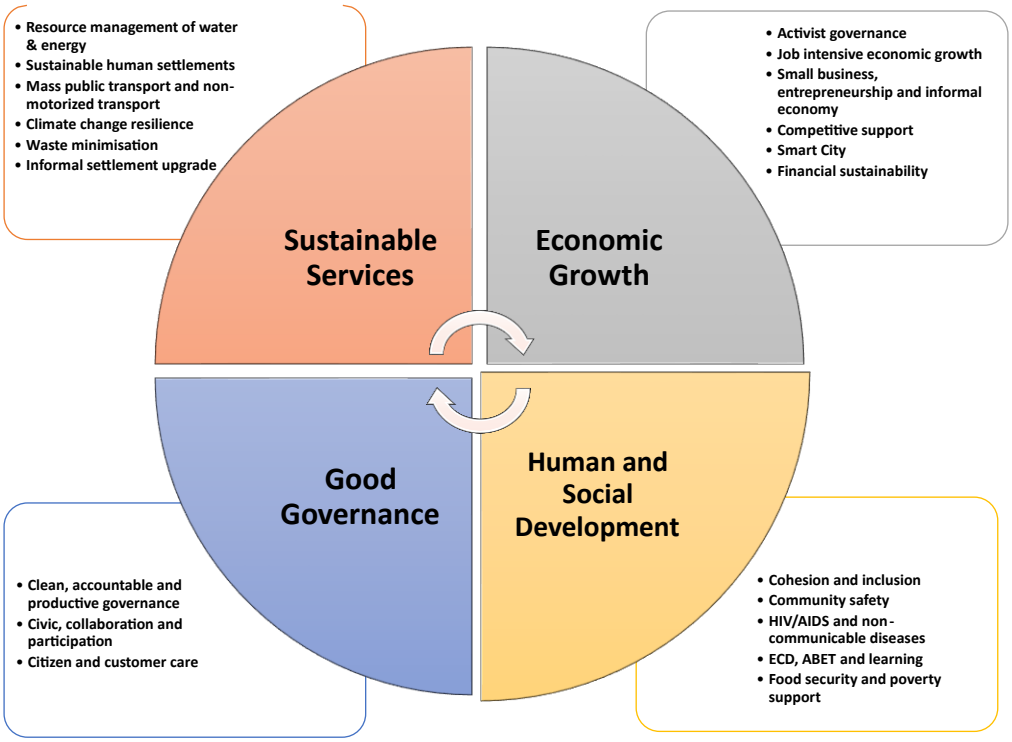


Figure 24 The City's Cluster System

6.3 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.

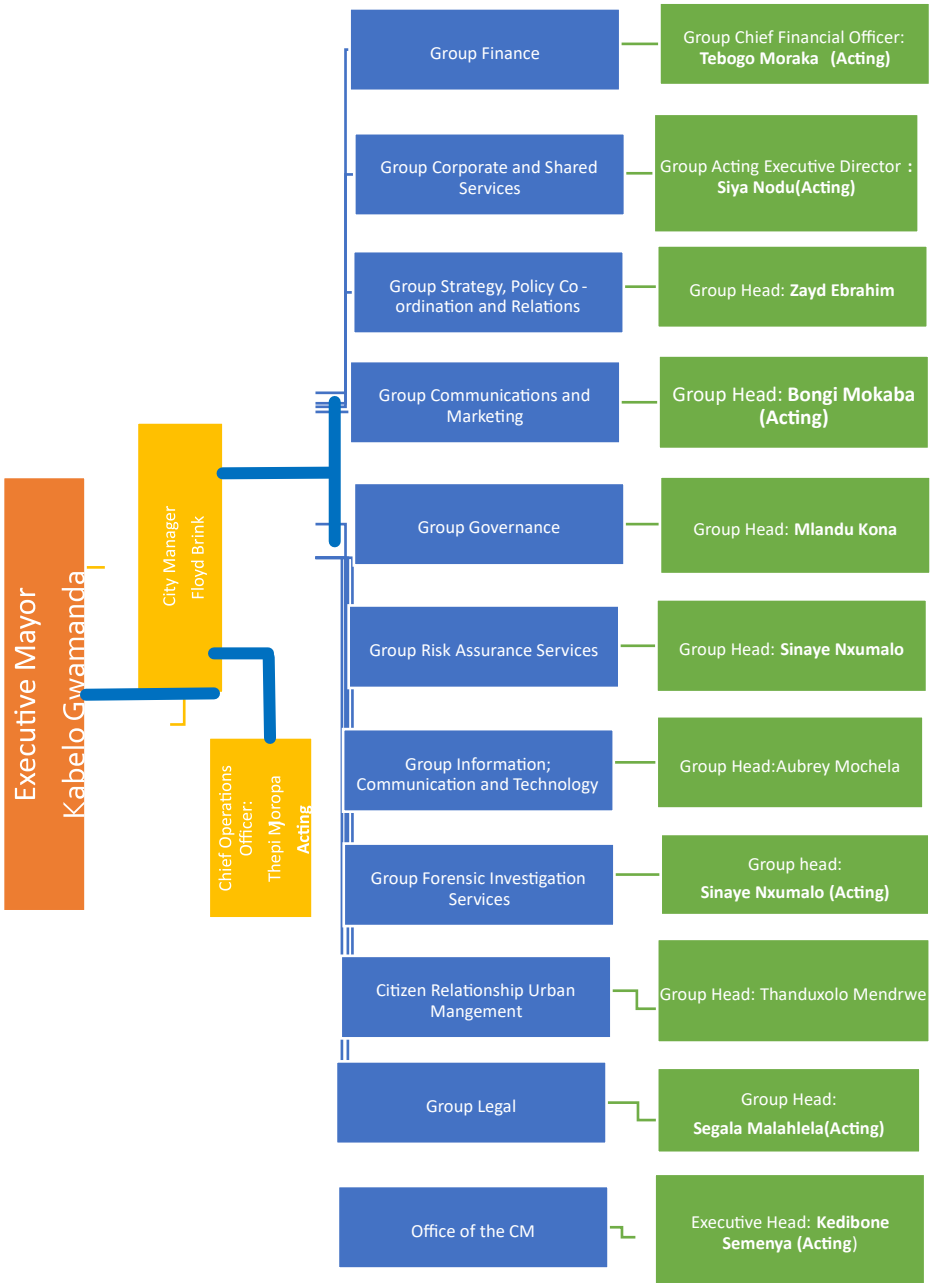


Figure 25 Group Functions reporting to the City Manager

Group Functions

The role of the Group Functions is to ensure that there is alignment and consistency in the strategic approach and implementation of the respective discipline across the entire City of Johannesburg Group i.e., both Core Departments and Municipal Entities. This is done in a manner that provides the required flexibility within the system to meet the specific needs of the Municipal Entities.

The City of Johannesburg Group Functions are;

Group	Function(s)
Group Strategy, Policy Coordination and Relations	Includes Innovation and Knowledge Management, Corporate Strategy and Research, International and Intergovernmental Relations, Integrated and Community-Based Planning, and Monitoring and Evaluation
Group Finance	Includes Revenue Shared Services, Treasury, Group Accounting, Core Accounting, and Supply Chain Management;
Group Corporate and Shared Services	Includes Group Human Capital Management, Occupational Health, Safety, Environment, Logistics, Administration and Fleet Contract management, as well as Strategic and Management Support Services;
Group Governance	Includes Committee Support, Shareholder Services and Governance;
Group Risk Assurance Services	Includes Group Risk Services, Group Compliance and Monitoring, and Combined Assurance and Business Process Excellence and Reporting
Group Audit	Includes Group Internal Audit, Regulatory and Compliance
Group Forensic and Investigation Services	Deals with investigating cases related to fraud and corruption, theft of assets, maladministration etc
Citizen Relationship and Urban Management	Includes Citizen Relationship and Interface, and Regional Urban Management (Regions A to G)
Group Information & Communications Technology	Is responsible for the provision of Information and Communication technology.

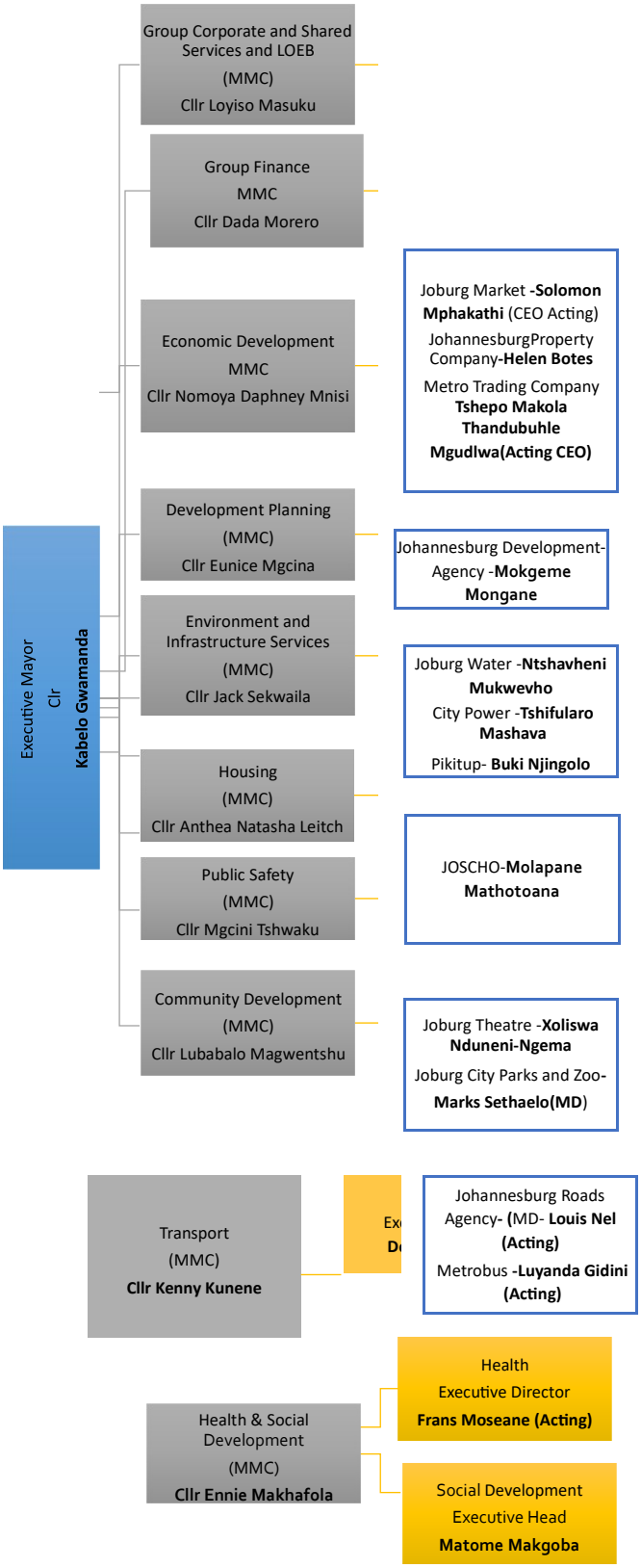


Figure 26 City Departments and Entities linkage to Mayoral Committee portfolios

The role of the departments in the City is to ensure that the operations of the City are executed. The City of Johannesburg departments are:

Department	Role
Department of Health	Including integrated Health Policy, Planning and Research and Public Health Services
Department of Social Development	Including Integrated Social Development Policy, Planning and Research, Social Benefits programmes and the Food Resilience Project Office
Department of Community Development	Including Integrated Community Development Policy, Planning and Research, Arts, Culture and Heritage programmes and Sport and Recreation programmes
Department of Public Safety	Including Emergency Management Services, Johannesburg Metropolitan Police and Licensing
Department of Housing	including Integrated Housing Policy, Planning and Research and Human Settlements programmes
Department of Transportation	Including Integrated Transport Policy, Planning and Research, Transport Transformation and Economic Mobility
Department of Environment and Infrastructure Services (EISD)	Including Resource Sustainability Policy, Planning and Research, Integrated Infrastructure Planning and Coordination and Environmental Protection and Resilience.
Department of Economic Development	including Economic Development Policy, Planning and Research and Economic Development Facilitation
Department of Development Planning	Including Land Use Development Planning, Building Development, and Corporate Geo-Informatics

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. Most 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. Most 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 Social Housing Company (JOSHCO)	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)	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 Trading Company (MTC)	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 were 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.

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.

REGIONAL DIRECTORS	REGION	ADDRESS
Ndlovu, Abigail	A	300, 15TH Road, Randjiespark Halfway House 1685
Ntheli, Mohau	B	Floor -1, ACA Krans Building, 35 Symons Road, Auckland Park, Johannesburg
Belot, Mlamleli	C	100 Christiaan De Wet Road, Florida Park 1709
Lali Mohlabane (Acting)	D	1 Koma Road, Jabulani, Soweto 1868
Ntshinga-Makoro, Liziwe	E	Building 2, 137 Daisy Street, Sandown, Sandton
Mafune, Irene	F	80 City Hall Street (Loveday), Johannesburg
Padiachee, Mickey	G	Ground Floor, K43 Highway Road, Old Corobrick Building, Lenasia Southeast

7. Spatial Development Framework

The SDF for Johannesburg 2040[41] was approved by Council in 2016, the review is under way and will be finalised in 2025. Below is the current SDF in use by the City.

Spatial Development framework for Johannesburg 2040 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.

Problem Statement

Uncontrolled urbanization and land availability challenges are significant issues in Johannesburg, particularly in the southern parts of the city. As urbanization continues to accelerate, many areas of the city are experiencing informal settlements, overcrowding, and inadequate access to basic services such as water, sanitation, and electricity.

In the south of Johannesburg, there are several factors contributing to these challenges. One key issue is the lack of available land for development, particularly in areas where demand for housing and other infrastructure is high. This has led to the proliferation of informal settlements, where residents are forced to live in substandard conditions without access to basic services.

Another challenge is the legacy of apartheid-era planning policies, which created significant spatial inequalities in Johannesburg. The legacy of these policies is still evident in the southern parts of the city, where many communities are still characterized by poverty, unemployment, and social exclusion. Addressing these challenges will require a multifaceted approach, including investment in infrastructure, housing, and basic services, as well as efforts to promote economic development and job creation. This will require collaboration between government, private sector, and community stakeholders, as well as a commitment to addressing the structural inequalities that continue to shape the city's urban landscape. Ultimately, creating more equitable, sustainable, and liveable communities in the south of Johannesburg will require a long-term commitment to urban planning and development that prioritizes the needs and aspirations of all residents.

Corridors of Freedom

The City of Johannesburg is committed to reducing spatial inequality, promoting economic growth and development through the establishment of a conducive environment for business investment. The city has implemented several measures to create an environment that supports businesses, such as investing in infrastructure and adopting policies to attract investment. The city also prioritizes job creation and economic transformation, which is evident in the 11 mayoral priorities. The priorities

[41] 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.

focus on creating jobs, improving service delivery, and transforming the economy to be more inclusive and sustainable.

To achieve its goals, the city has developed Joburg 2040, a strategic document that outlines the longterm vision for the city's development. The document emphasizes the importance of creating an environment that promotes economic growth and development. It identifies several key areas for investment, such as transportation infrastructure, green spaces, and affordable housing.

The Spatial Development Framework (SDF) is an important component of Joburg 2040. It provides a framework for the city's spatial development and land-use planning. The SDF identifies the challenges facing the city, such as urban sprawl, spatial inequality, and inefficient land use. It also proposes strategies to address these challenges, such as promoting compact, mixed-use development and improving transportation infrastructure.

The SDF is closely linked to the 11 mayoral priorities, as it provides a framework for achieving the city's development goals. For example, the priority of creating jobs is closely tied to promoting economic growth and investment, which are addressed in the SDF through strategies such as promoting mixeduse development and improving transportation infrastructure. Similarly, the priority of improving service delivery is linked to addressing spatial inequality and improving land-use planning, which are also addressed in the SDF. Overall, the SDF is an essential tool for achieving the city's long-term development goals outlined in Joburg 2040 and the 11 mayoral priorities.

The Corridors of Freedom initiative is a key urban development strategy aimed at addressing the spatial inequalities that have long characterized Johannesburg. The initiative focuses on creating transit-oriented development corridors that provide affordable housing, public transport infrastructure, and access to economic opportunities. These corridors are designed to connect previously marginalized communities with the economic and social heart of the city, while also promoting more sustainable, liveable neighbourhoods.

The Corridors of Freedom initiative has the potential to transform Johannesburg's urban landscape, creating more equitable, inclusive communities and promoting sustainable development. However, there are also significant challenges associated with this approach, including the need for substantial investment in infrastructure and housing, as well as the potential for displacement of existing communities. To succeed, the Corridors of Freedom initiative will need to be implemented in a way that prioritizes community engagement, ensures affordable housing for all residents, and promotes sustainable, inclusive economic growth.

7.1 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 22 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.

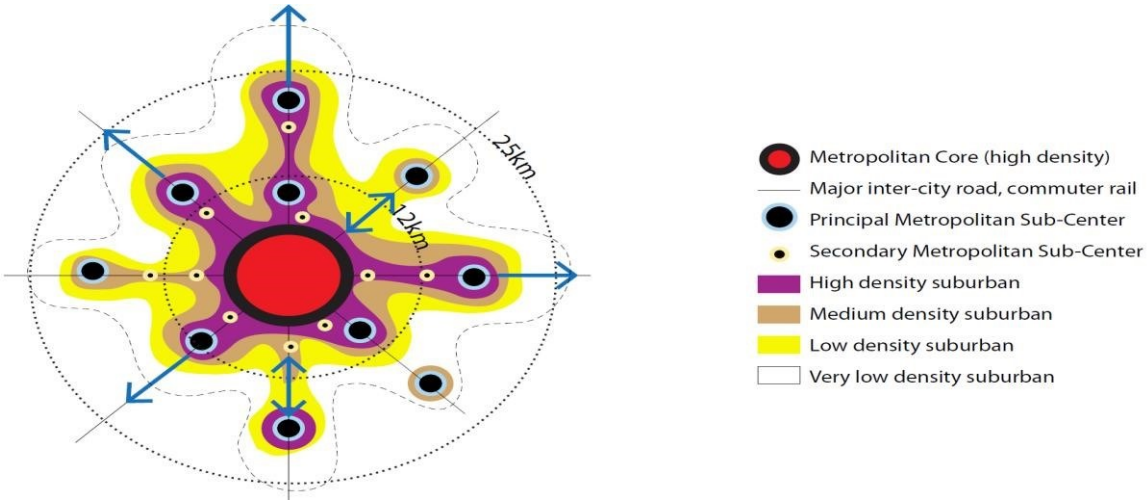


Figure 27: Traditional polycentric City model (Urban Morphology Institute, 2015)

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 23). 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.

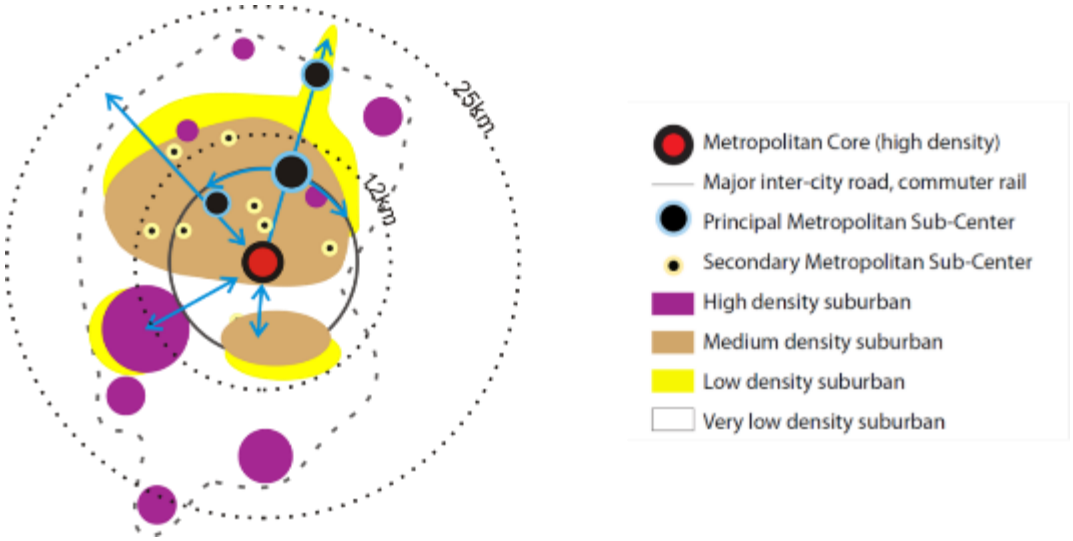


Figure 28: Johannesburg's current metropolitan structure of inverted polycentricity (UMI, 2015)

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.

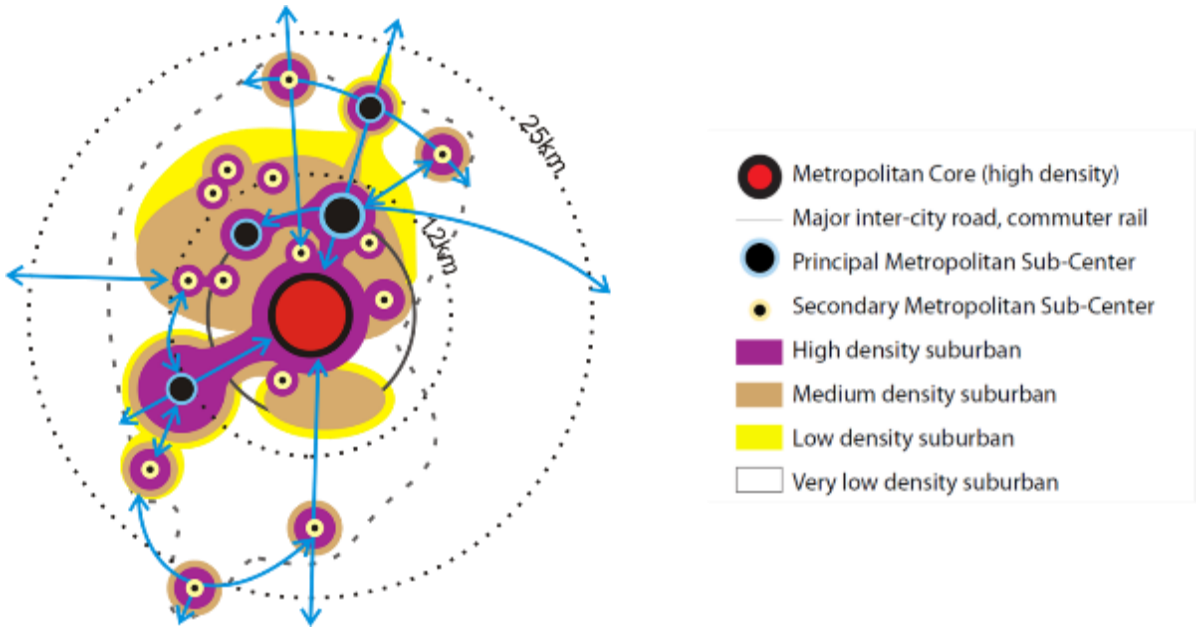


Figure 29: Johannesburg Future City Model: Compact Polycentric urban form

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.

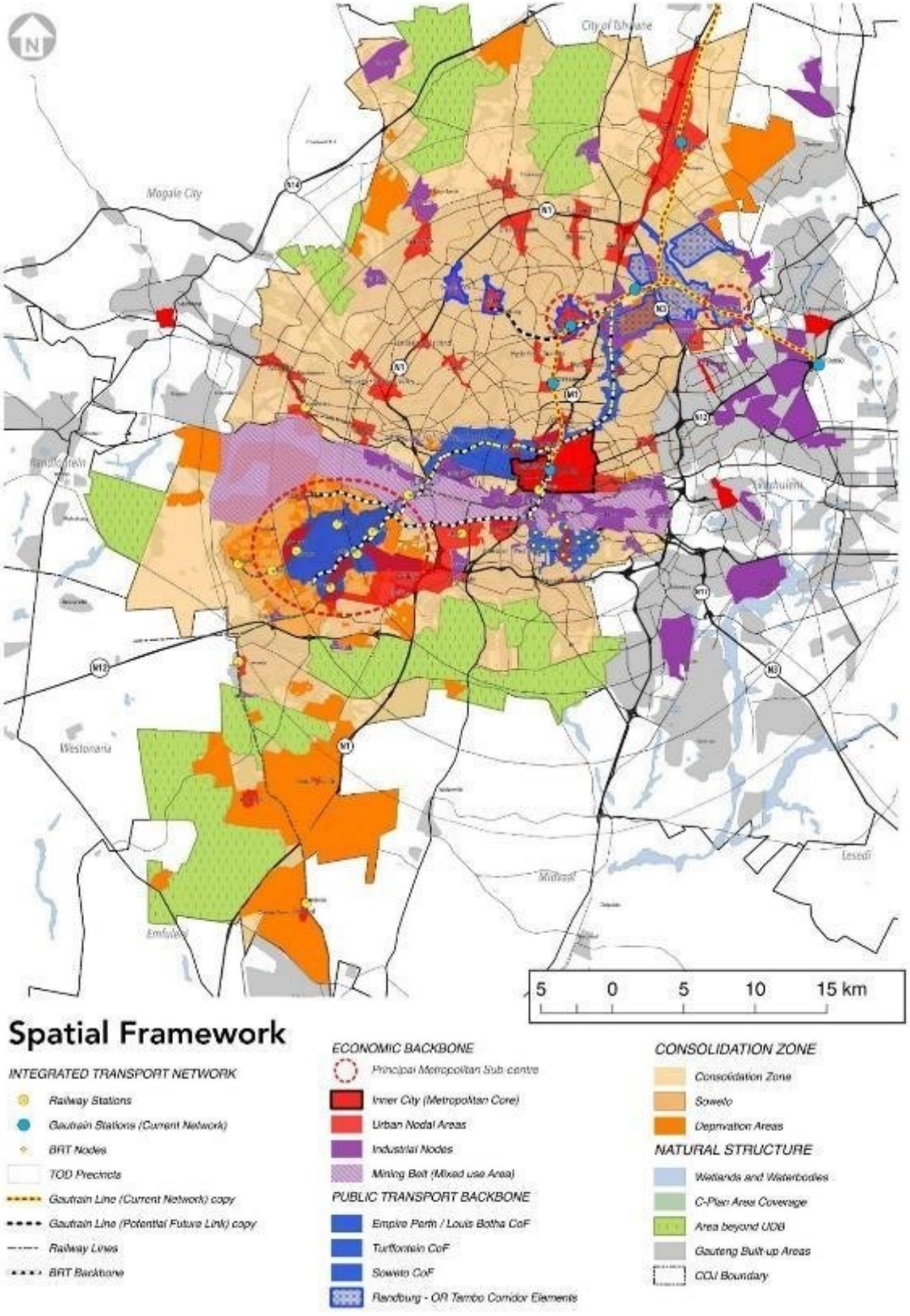


Figure 30: Spatial Development Framework

The full version of the City of Johannesburg Spatial Development Framework 2040 is accessible on http://bit.ly/joburg-sdf-16

7.2 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 website[37] 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 20unit 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.

[37] http://bit.ly/joburgIH

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

Table 6:Summary of Inclusionary Housing Options

7.3 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 several 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 welllocated 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.

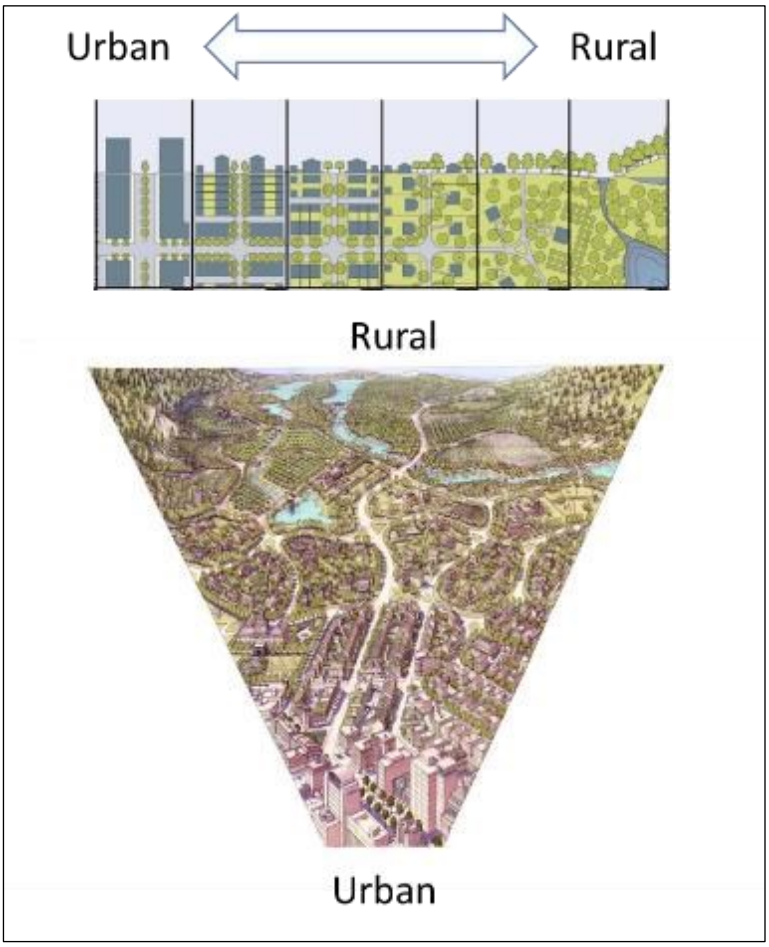


Figure 31: Graphical Examples of Urban Transects[38]

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

[38] After Duaney Plater-Zyberk & Company, https://transect.org/rural_img.html

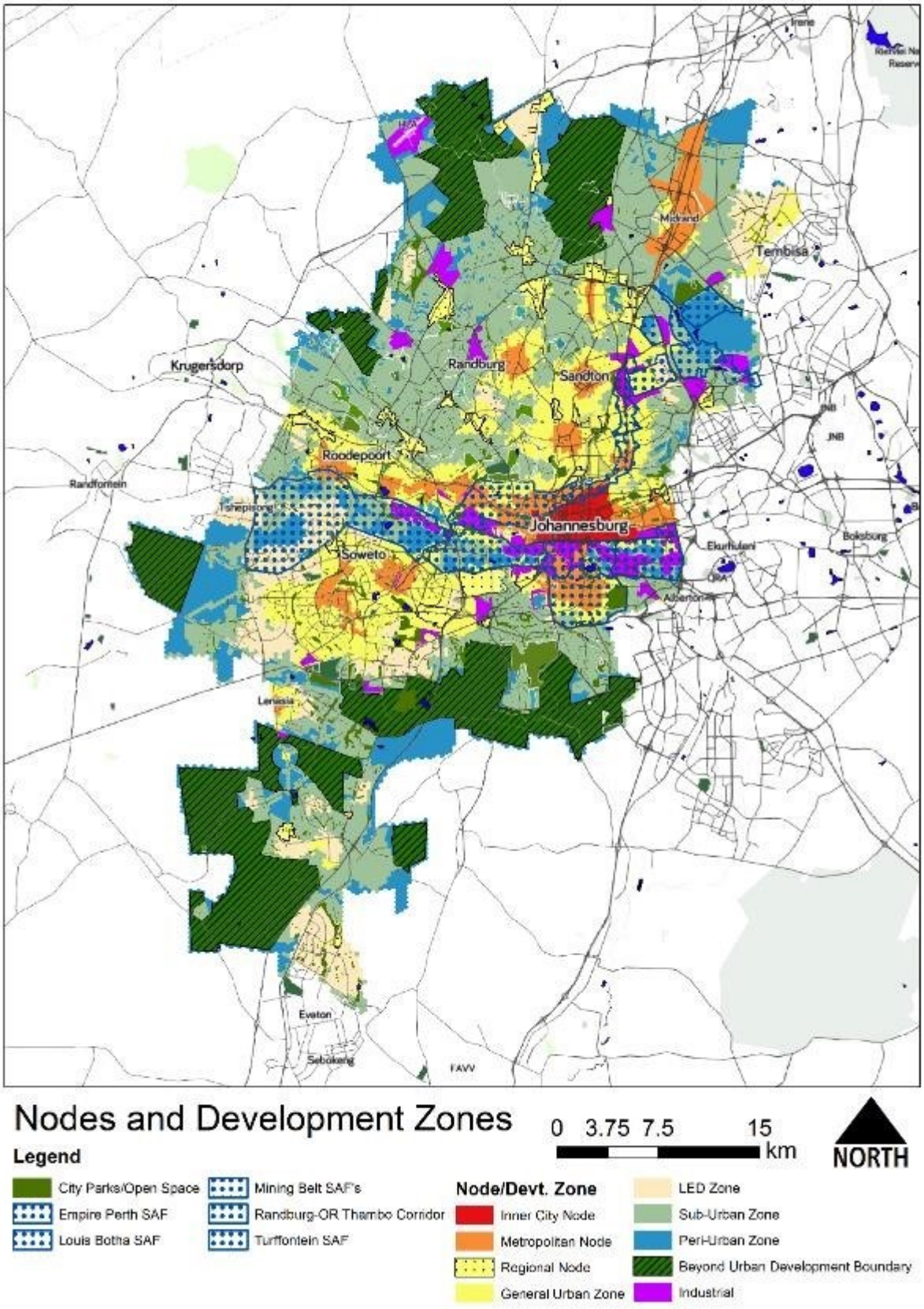


Figure 32: Nodes and Development Zones

7.3 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 7: 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://bit.ly/nodal-council or at www.bit.ly/cojdensitymap**

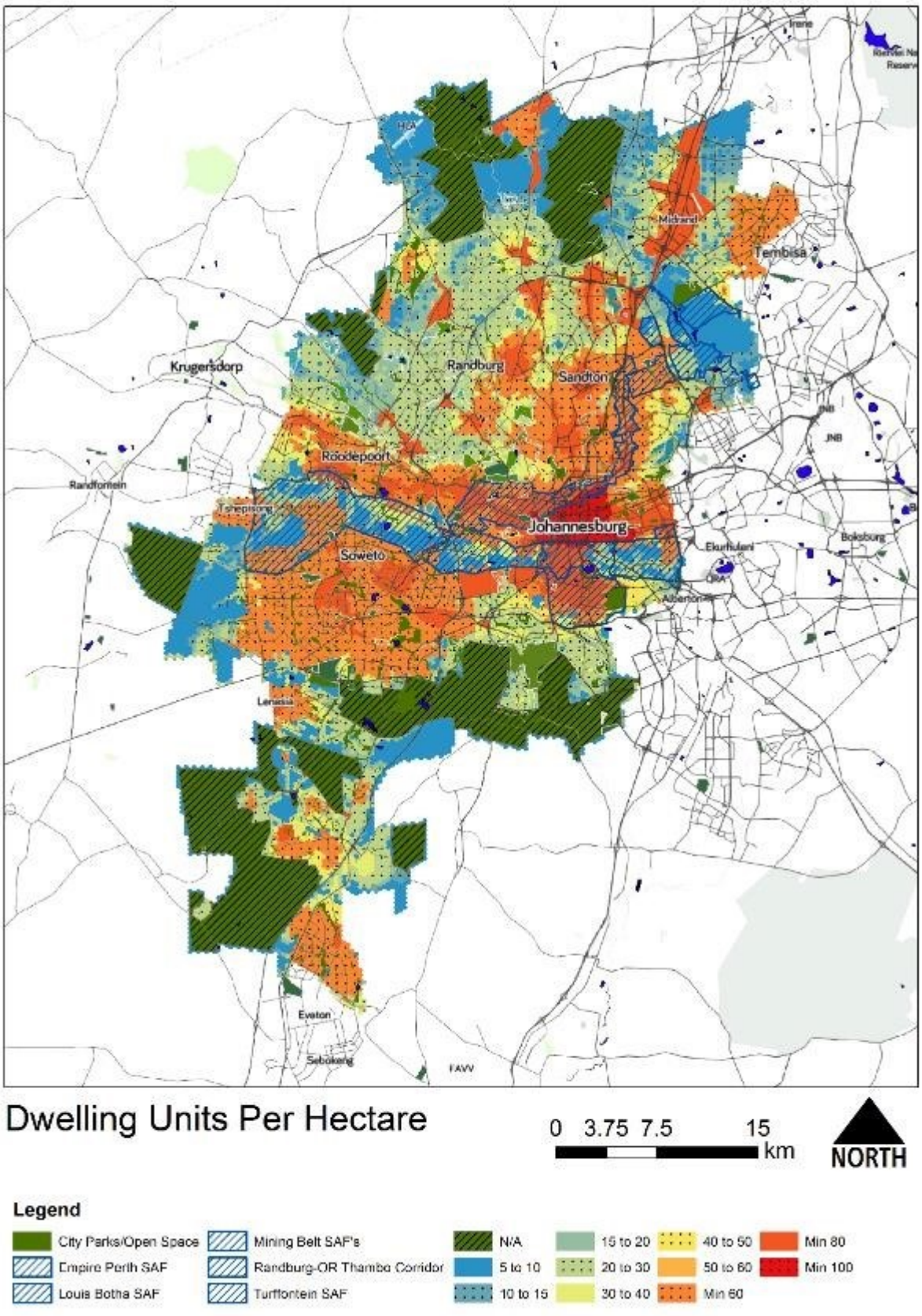


Figure 33: Residential Densities for Nodes and Development Zones

7.4 Development trend since the adoption of the SDF 2040(2016)

This section looks at development data from a few sources to assess the progress of the SDF 2040 to date, and broader trends over time.

Since 2006 the Town Planning Application System (TAS) has been used by the City to capture land development applications[39] and manage them through their life cycles. While not designed for the purpose, TAS can be used to analyse how development is being taken up and implemented by the market. An online, interactive report has been developed that can be accessed at www.bit.ly/cojtasreport with some of the findings indicated below.

Overall, the quantity of land development applications has steadily increased over time, as is shown in the figure below.

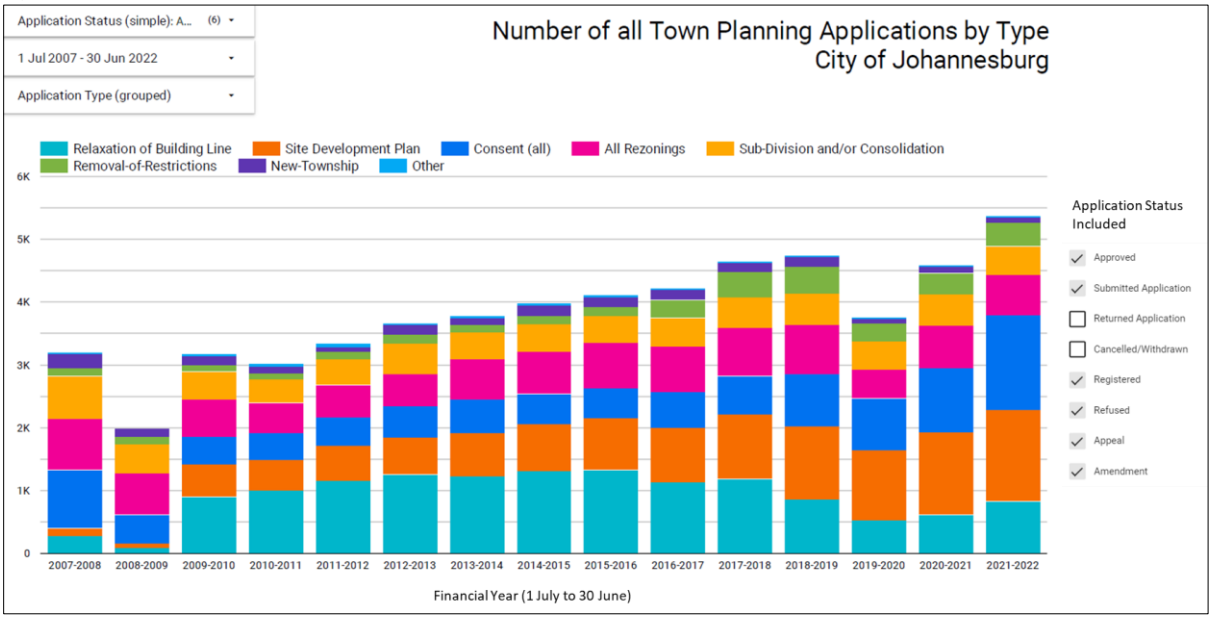


Figure 34: Land Development Applications in the CoJ: 2007-08 to 2021-22

The graph shows two notable exceptions to the general growth trend. The first is in 2008-09 and can be attributed to the financial crisis at the time. The second more recent dip corresponds to the Covid-19 pandemic seen with reductions in applications in the 2019-20 and 2020-21 financial years. Importantly after both dips, recoveries have been seen with the most recent financial year showing a recovery to higher than pre-pandemic levels; levels that would not be out of place on the graph had the pandemic not happened at all.

They type of application being received by the City is also showing positive trends. The SDF supports redevelopment and infill over outward expansion. A simplified way of measuring this is to compare township establishments (broadly representing outward expansion) to rezonings and site development plan applications (broadly representing infill and intensification). Figure 30 shows the general trend of the quantity of Township Establishments decreasing over time, where the sum of Rezonings and Site Development Plans has steadily increased over time. Broadly this is the first indicator showing that infill is gradually becoming the prominent form of development in the City, and that the ideals of the SDF are being taken up by the market. It must be noted that site development plans generally follow township

[39] As defined in the Municipal Planning By-Law; broadly including land use applications and excluding building applications.

establishments or rezonings, so some of the SDP's may represent development being taken up in new townships. SDPs also may be used for minor amendments to land use rights (such as reducing parking

requirements) or indeed to activate rights (such as residential uses in industrial buildings in response to changes in the Land Use Scheme).

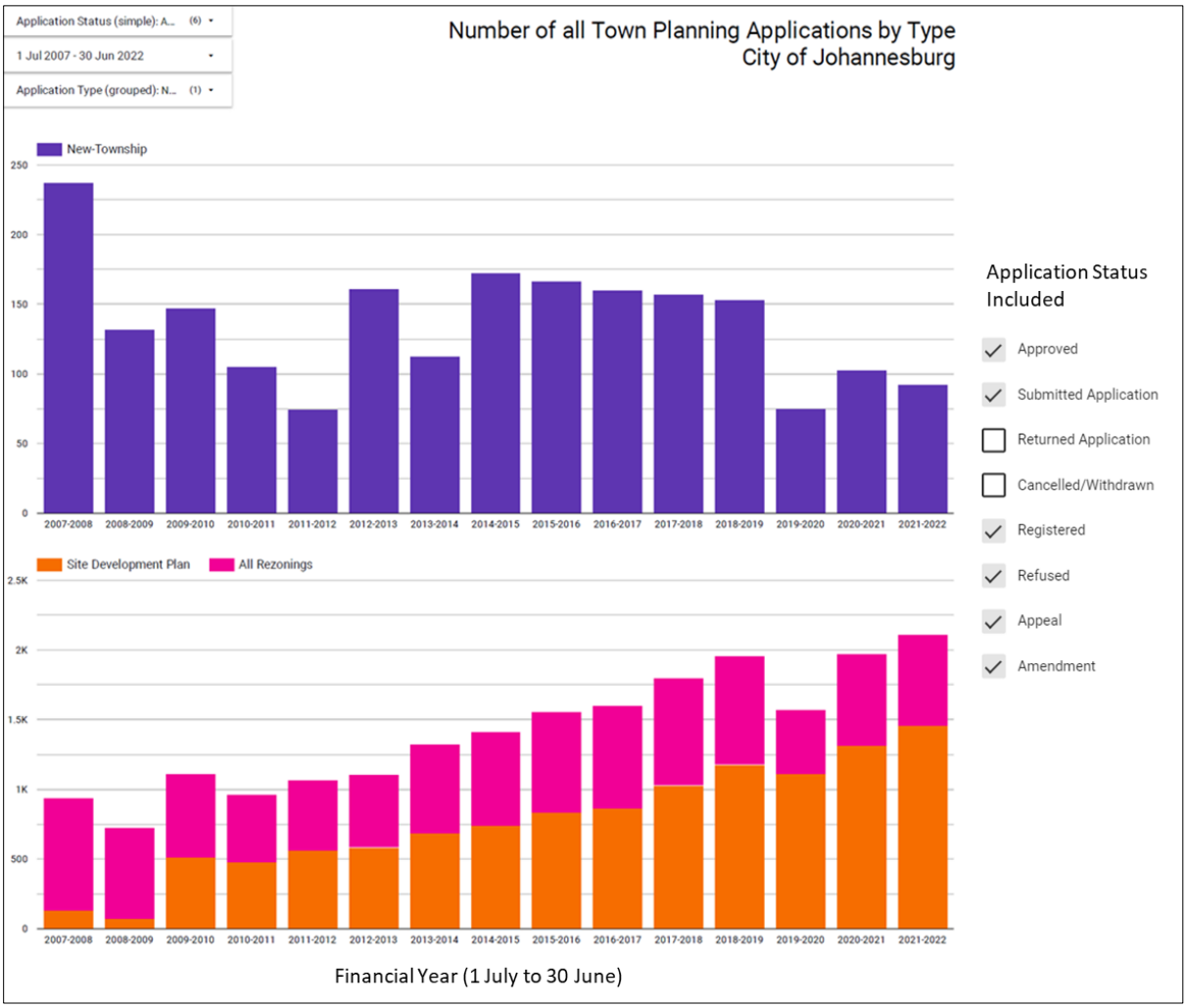


Figure 35:Township Establishments vs Rezonings and Site Development Plan Applications in the CoJ: 2007-08 to 2021-22

Regarding the number of rezoning applications, growth has not been as strong as the City would have liked, and that numbers are not yet back to pre-covid levels. Figure 35 shows a lag in the dip in applications due to the 2007-08 financial crisis, with the lowest number of rezoning applications occurring in 2010-11. It is possible that a similar trend is being seen now, with 2019-20 showing the biggest dip (due to applications being stopped during the hard lockdown and the economic effects of covid) with the two following financial years showing a similar lag to what happened after the 2007-08 crisis. What is positive is that from 2013-14 to 2018-19, rezoning applications showed a steady year on year increase, a trend the City would like to see resume as the broad economic recovery from Covid-19 progresses.

8. 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.

8.1 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".

The 2021 -2026 IR Strategy has **five broad outcomes** that it is pursuing:

- Economic growth and development through trade, investment, and tourism.
- Social development, poverty alleviation, and environmental sustainability.
- Global understanding, solidarity, co-operation, and cultural linkages.
- Sharing knowledge and expertise in local governance generally, or in agreed functional areas.
- Technical and managerial capacity and a culture of learning.

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

Considering the City's GDS, as well as the City's current commitments (both Network and City-to-City collaborations), three thematic areas will be of key focus for the next five years.

1. **Inclusive economic growth.** This theme encompasses not only trade and investment but also tourism, as well as partnerships that address the inclusion of the informal sector, youth, and women in the economy. This theme recognises the urgent need to focus on building a growing and inclusive economy where IR can support inward investment and tourism as well as trade more directly, mobilising funding support (such as donor money), and engaging in developing inclusive practices and economic development approaches garnered from other cities.

2. **Environmental sustainability.** This theme encompasses the green economy broadly including energy and water, urban development, and waste divergence. This theme builds on the current GDS as well as IR focus looking at environmental sustainability, climate change mitigation, and adaptation and considers the full spectrum of needs including skills, technical exchange, financing, and funding as well as investment and job creation.

3. **Spatial transformation.** This theme encompasses spatial planning, migration, human settlements, equality, social inclusion, and eco-mobility. As such, this theme recognises that the spatial form, driven in the main by housing and transportation is critical to the overall growth and sustainability of the city and the delivery of a better quality of life for its citizens and to ensure that no one is left behind.

The emergence of the novel coronavirus (COVID-19) 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 adjusted its International Relations focus accordingly as follows:

- All international travelling (out and inbound) has resumed at a minimal level.
- The City's planned events such as diplomatic corps events and roundtables have evolved to become hybrid and are held on virtual platforms, while also accommodating participants who are keen to attend in person to ensure that all contact sessions with external stakeholders continue in a controlled environment.
- Virtual engagements and interactions such as webinars are ensuring continued contact and discussions, while affording the City visibility on international platforms such as attendance at virtual Board meetings.
- International Webinars continue to provide 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. Additionally, the City's Group Finance Department participates as technical representative in FMDV. The City also plans to participate in activities organised by FMDV.
United Cities and Local Governments (*UCLG*): The City has not been participating in any UCLG work streams for the past few years.

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 have 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.

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.

Urban20 (U20): Mayor of Ahmedabad (India), Kiritkumar J Parmar, is the current chair of the 2023 Urban 20 (U20) cycle. The City of Johannesburg has also for a second time, appointed a Sherpa to represent it in the network.

City-to-City Relationships

The IR Strategy provides for three (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 skillsdevelopment/ 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 an annual 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.

8.2 Intergovernmental Relations (IGR)

The Constitution of the Republic of South Africa, enacted in 1996, lays the foundation for intergovernmental relations in South Africa. It is structured into three spheres of government: national, provincial, and local. The principles of cooperative governance and intergovernmental relations are outlined in Section 41 of the Constitution, which mandates that all spheres of government must work together in a cooperative manner and conduct their activities within these principles.

To further support cooperation between levels of government, the Intergovernmental Relations (IGR) Framework Act of 2005 was established. This act requires that all levels of government work together effectively to coordinate, communicate, align, and integrate service delivery for the benefit of citizens. By doing so, the act aims to ensure coherent government, effective service provision, monitoring of policy and legislation implementation, and the realization of national priorities.

To ensure that this cooperation between levels of government is carried out, the City of Johannesburg has implemented a coordinated intergovernmental relations process. This process integrates planning and ensures that services are effectively delivered to residents, minimizing duplication, and maximizing impact.

The 2023-2024 Integrated Development Plan (IDP) is prepared in accordance with the requirements of Chapter 5, Section 25 of the Municipal Systems Act. This act obligates the municipal council to adopt a comprehensive and strategic plan for the development of the municipality within a prescribed period after the start of its elected term. The City of Johannesburg considers the national and provincial policy imperatives, including the National Development Plan, the Back-to-Basics Program, the Integrated Urban Development Framework, the District Development Model, and the Growing Gauteng Together strategy 2030, when preparing its IDP.

Additionally, the City takes into consideration any national or provincial statements that may impact its development trajectory, particularly those that align with its stated mandate, and allocates resources accordingly. This approach helps ensure that the City's development plans are aligned with broader national and provincial goals and objectives, promoting a more harmonious and integrated system of government.

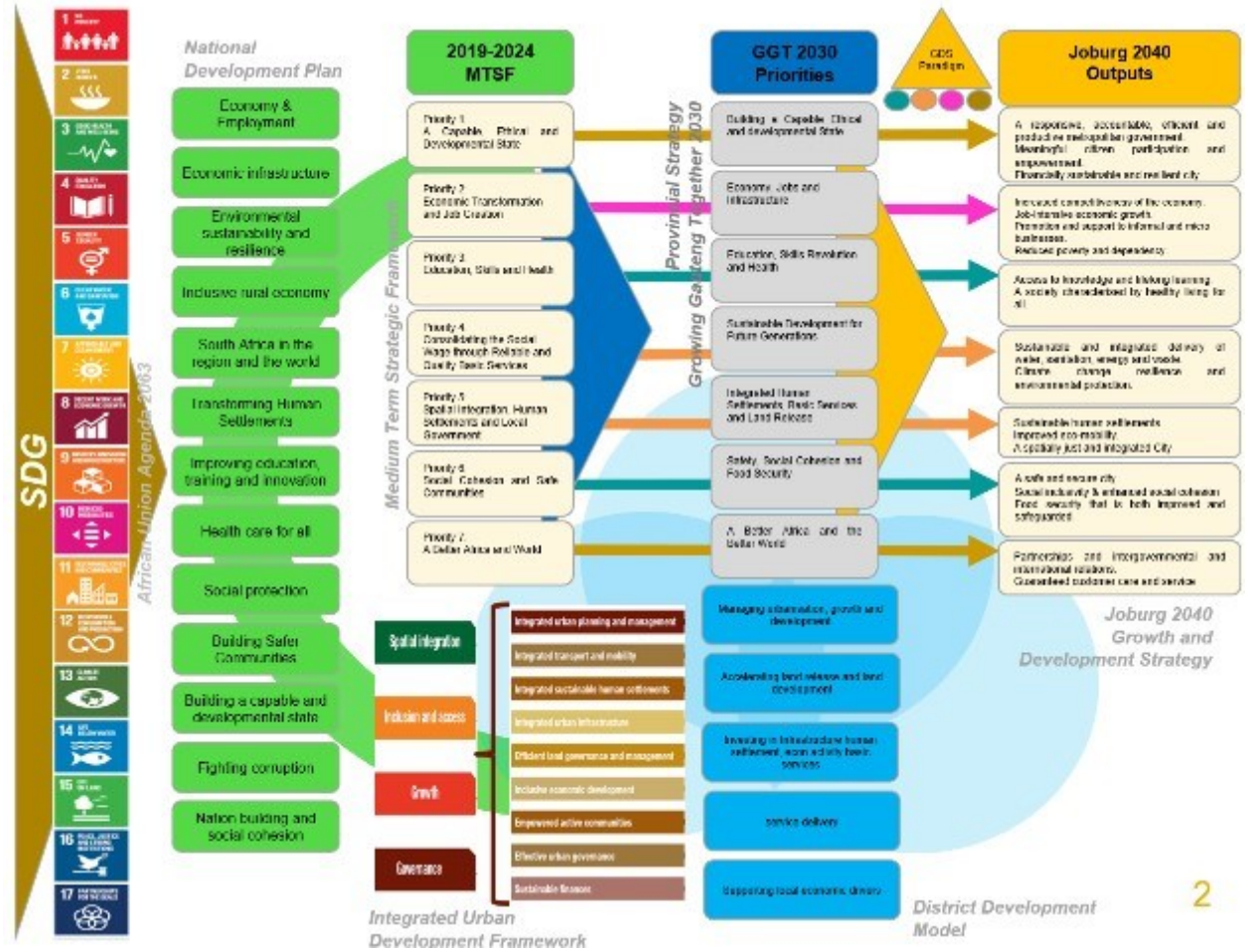


Figure 36: International, regional, national, and local policy alignment

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.

Cities Support Programme

The Cities Support Programme (CSP) was established in 2011 as a programme under the IGR division of the National Treasury. With the recognition of the critical role that intergovernmental relation contributes towards the efficiency and effective functioning of municipalities, the programme aims to support the spatial transformation of South African Cities to create more inclusive, productive, and sustainable urban built environments. Acting as a change agent and a vehicle for collaboration and integration, the CSP aims to improve the capacity of cities and create an enabling intergovernmental fiscal system and policy environment to support city-led transformation.

The CSP supports metros directly and works across divisions in the National Treasury, with other national departments and broader stakeholders to enhance the enabling policy environment fiscal frameworks to make it easier for cities to work more efficiently.

The Cities Support Programme focuses on the following programmes:

- City Advisory Services
- Governance
- Fiscal and Financial
- Economic Development
- Climate Responsiveness
- Public Transport
- Human Settlements

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 are 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 must 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 considers 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 30year 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 District Development Model (DDM) is a government strategy aimed at promoting integrated and inclusive development at the local level in South Africa. It is a crucial approach for cities such as Johannesburg to address the challenges of poverty, inequality, and unemployment. The DDM seeks to coordinate and align the efforts of different spheres of government, as well as other stakeholders, to achieve the goal of sustainable development. The following is a comprehensive look at the value of the DDM for Johannesburg.

First and foremost, the DDM is an opportunity for Johannesburg to tackle development issues at a more local level. The city is South Africa's economic hub and home to many informal settlements and deprived communities. The DDM aims to address these development challenges by working closely with communities, civil society organizations, and businesses to identify their needs and priorities. This close collaboration helps to ensure that the solutions developed are appropriate for the local context and respond to the specific needs of residents.

Another important benefit of the DDM is that it facilitates integrated and coordinated planning between different spheres of government and other stakeholders. The DDM seeks to ensure that different government departments, civil society organizations, and businesses are working together to achieve a common goal. This helps to avoid duplication and fragmentation in service delivery and promotes a more integrated and efficient approach to development.

The DDM also seeks to promote a more inclusive approach to development by ensuring that the needs and perspectives of marginalized communities are considered. This is achieved by engaging with communities and other stakeholders to understand their needs and priorities, and by ensuring that the solutions developed are appropriate for the local context. This approach helps to build trust and confidence between communities and government and promotes a more inclusive and equitable development process.

In addition, the DDM is an important platform for collaboration and partnerships between government, civil society organizations, and businesses. By working together, these different stakeholders can pool their resources, knowledge, and expertise to address development challenges more effectively. This helps to build a more integrated and inclusive development process and promotes more sustainable outcomes.

The DDM is also an important tool for promoting sustainable and resilient development in Johannesburg. The DDM seeks to ensure that development is carried out in an environmentally sustainable and socially inclusive manner. This helps to promote more resilient and sustainable communities and ensures that development outcomes are sustainable over the long term.

Finally, the DDM provides an important platform for monitoring and evaluation of development outcomes. The DDM seeks to ensure that progress is monitored and evaluated regularly, and that lessons learned are used to inform future development initiatives. This helps to ensure that the DDM remains responsive to the changing needs of communities, and that it continues to promote sustainable and inclusive development.

In conclusion, the District Development Model (DDM) offers significant value to Johannesburg in promoting integrated and inclusive development at the local level. The DDM seeks to address the challenges of poverty, inequality, and unemployment by working closely with communities and other stakeholders, and by promoting a more coordinated and integrated approach to development. By doing so, the DDM has the potential to promote more sustainable and resilient development outcomes in Johannesburg and beyond.

Snapshot of Joburg's One Plan DDM

The City of Johannesburg's District Development Model (DDM) One Plan was presented to Council in June 2021. This plan is part of a national initiative that seeks to coordinate efforts between all spheres of government for long-term service delivery plans in metros and district municipalities. The Metro One Plan, as it is known, focuses on high priority investment areas with clear outcomes and spatial opportunities as outlined in the Johannesburg Spatial Development Framework.

Orange Farm, Kliptown, Ivory Park, and the Lanseria Smart City are priority investment areas identified in the One Plan. Orange Farm, the largest and most populous informal settlement in the country, is also one of the most economically marginalized. The One Plan includes several projects that are already rolling out, such as tarring and upgrading gravel roads, public lighting, converting open drains to an underground stormwater system, and updating the Urban Development Framework. In addition, there will be a public transport facility built to include loading bays, ablution facilities, a taxi holding area, trader stalls, a public forecourt, and security offices. Housing projects will also be a part of this plan as many homes in Orange Farm are still galvanized iron shacks.

Kliptown will see upgrades to water, sewer, and stormwater systems, early childhood development centers, and gender-based violence centers. In Ivory Park and its surrounding areas, there will be sewer and water upgrades, road tarred, and new housing developments.

President Cyril Ramaphosa outlined the new post-apartheid city for Lanseria in 2020. It will become home to 500,000 people by the end of the decade. Lanseria was recently gazetted a Strategic Integrated Project under the Infrastructure and Development Act. Memorandums of understanding will also be entered into soon with strategic partners.

The main areas of focus in the DDM One Plan for Johannesburg are high population concentration areas where the need for rapid but well-planned urban development is greatest. These areas comprise lowincome and informal settlements with a highly fragmented spatial legacy. They also have poor connectivity to urban centers as there are limited transport options, are situated far away from economic centers, and have few principal or secondary sub-centers in the surrounding regions.

The City of Johannesburg is the first of the three metros and two district municipalities in Gauteng that launched its One Plan. The Plan includes a combination of local, provincial, and national projects. The City and the province have involved social partners who are supporting the pilot projects, and discussions with stakeholders will continue throughout the lifespan of the DDM, which aims to ensure that implementation continues over the next 20 to 30 years.

To ensure a coordinated approach in implementing the various One Plans, the City is already capturing data on a Geographic Information System-based tracking tool for the province, which includes 380 longterm projects for Gauteng. Additionally, a dashboard is being developed that allows users to view the phases of projects. The dashboard will show us which projects are in their planning phases and which are currently being implemented, what commitments have been met, and eventually what the monetary value of each project is. This dashboard will serve as a smart GIS based tool for the implementation of the DDM One Plans.

The One Plan is just the beginning for the new future of Johannesburg, defined by innovative and humanfocused spatial planning, building safe and prosperous communities, sustainable living, working, and communal spaces, and a thriving economy. Other projects are also rolling out to improve people's lives in Africa's leading commercial city. The whole of government is collaborating to implement projects that will improve the quality of lives of people across the City over the medium to long term.

The City of Johannesburg's commitment to the District Development Model One Plan is a step in the right direction towards achieving a more equitable and sustainable future for its residents. By focusing on areas with high population concentration and a need for rapid development, the One Plan seeks to address the spatial and economic inequalities that exist within the city.

Through collaboration between all spheres of government and involvement from social partners, the One Plan aims to create a coordinated and comprehensive approach to service delivery and urban development. The inclusion of key pilot projects in priority investment areas, such as Orange Farm, Kliptown, Ivory Park, and Lanseria, demonstrate the city's commitment to addressing the needs of its residents in low-income and informal settlements.

The use of Geographic Information System-based tracking tools and a dashboard to monitor the progress of projects is a promising development in ensuring that implementation continues over the next 20 to 30 years. This will enable stakeholders to have a clear view of which projects are being planned and implemented, what commitments have been met, and the monetary value of each project.

As the first of the three metros and two district municipalities in Gauteng to launch its One Plan, the City of Johannesburg is setting an example for other municipalities to follow. By prioritizing the needs of its residents and taking a long-term approach to service delivery and urban development, the city is taking steps towards building a more equitable and sustainable future for all.

The table below summaries the broad initiatives and its linkage to National and Provincial imperatives.

Area of Focus	City of Johannesburg DDM One Plan	National and Provincial DDM Aspects

Strategic Planning	Metro One Plan focuses on high priority investment areas with clear envisaged outcomes and spatial opportunities as outlined in the Johannesburg Spatial Development Framework.	All spheres of government work together for strategically focused long-term service delivery plans in our metros and district municipalities.
Priority Investment Areas	Orange Farm, Kliptown, Ivory Park, and Lanseria Smart City identified as priority investment areas.	Focus on areas with high population concentration, where the need for rapid but well-planned urban development is greatest.
Spatial and Economic Inequalities	Main areas of focus mainly comprise low-income and informal settlements and a highly fragmented spatial legacy.	Aims to address the spatial and economic inequalities that exist within cities.
Collaboration	Involvement from social partners who are supporting the pilot projects.	Collaborative approach to service delivery and urban development.
Implementation	Geographic Information System-based tracking tool for the province captures data on 380 long-term projects for Gauteng. Dashboard developed to monitor progress of projects.	Coordinated and comprehensive approach to service delivery and urban development.
Long-term Approach	Implementation continues over the next 20 to 30 years.	Long-term service delivery plans in our metros and district municipalities.

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.

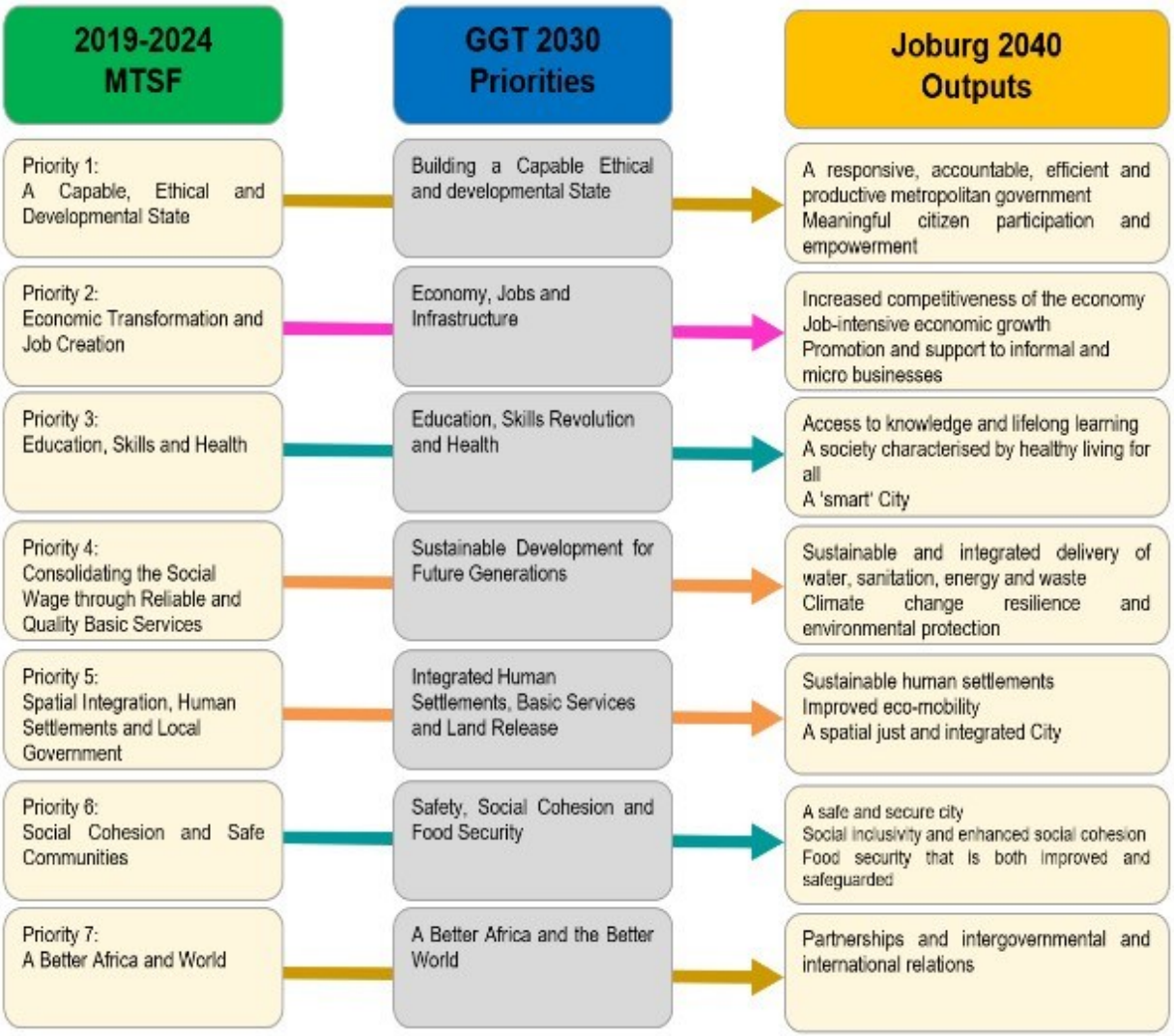


Figure 37: IGR Strategic Alignment

8.3 Developmental Service Delivery Model (Jozi@Work)

The Developmental Service Delivery (DSDM) or Jozi@Work 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 socioeconomic 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 microeconomies 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.

8.4 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 intergovernmental 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 coordination 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.

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.

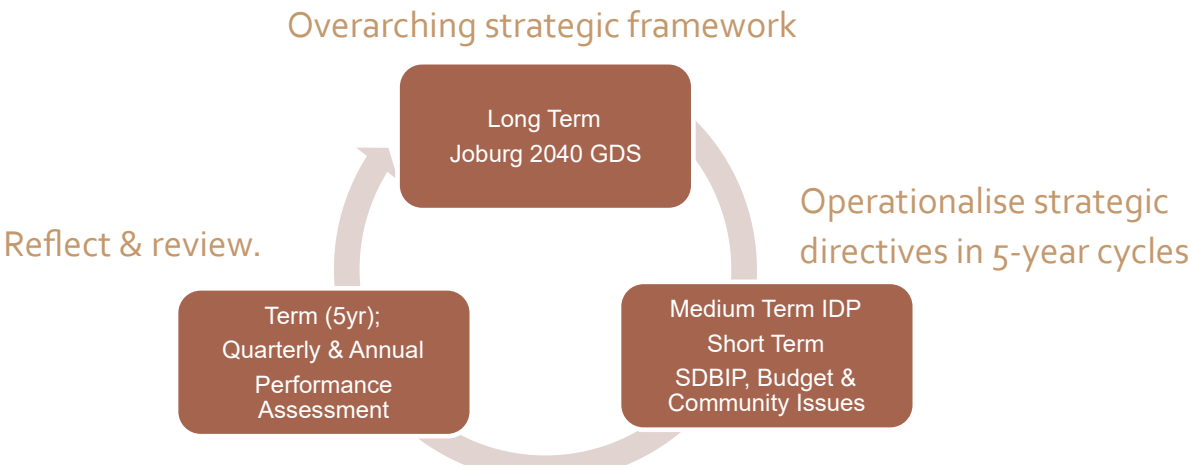


Figure 38: Implementation framework for the Joburg 2040

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.

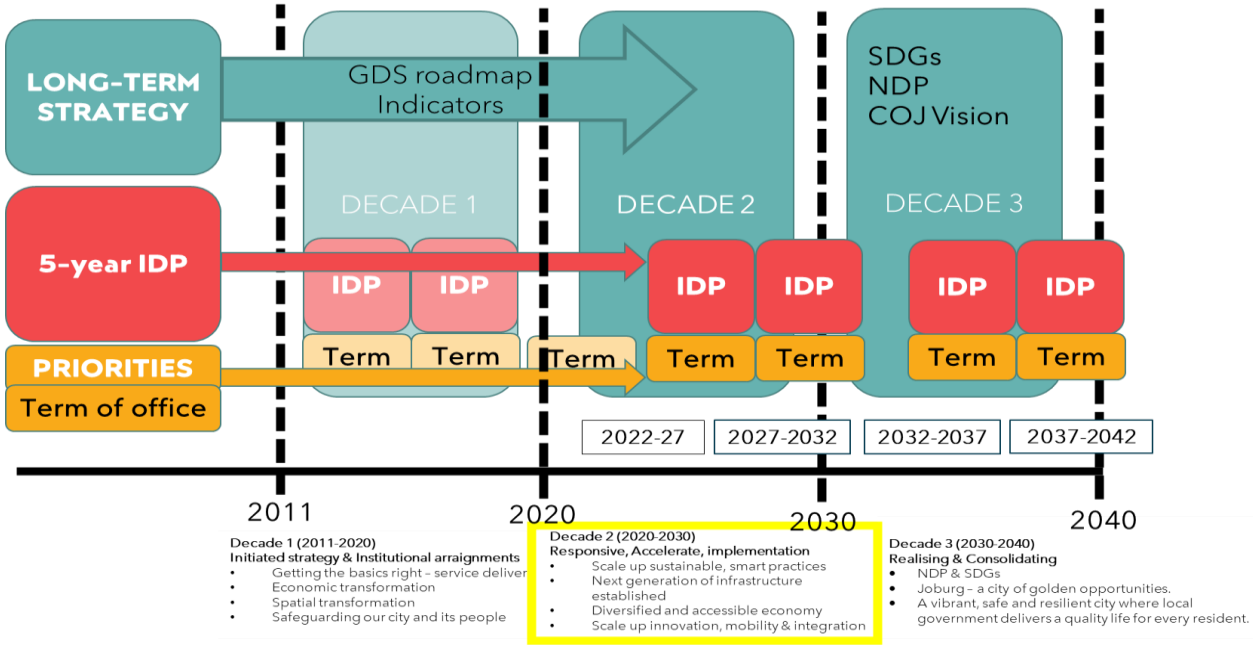


Figure 39: GDS Roadmap Overview

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.

9.1. DRIVING IDP 2023/24 IMPLEMENTATION: *The House*

The IDP illustrates the critical steps to guide the implementation of the City's 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.

This IDP Paradigm 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 reaffirmed 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

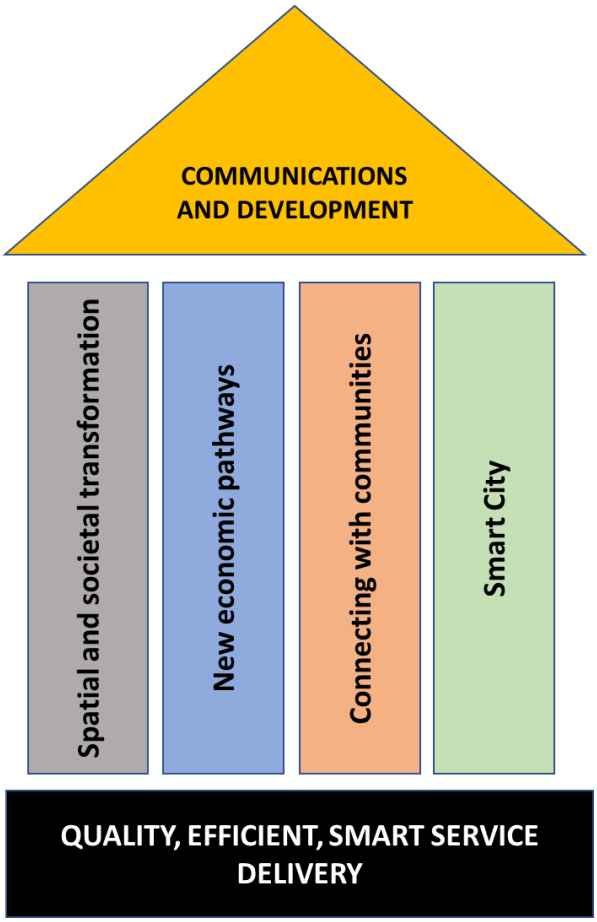
Step 4 – Prioritisation and critical programmatic choices – Priorities give force to critical programmes that would make a lasting impact in terms of the strategic direction of the City.

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.

This 2023/24 Integrated Development Plan (IDP) of Johannesburg is centred on the theme of 'empowering communities for a thriving future'. This IDP is aligned with the Growth and Development Strategy (GDS).

The Johannesburg Integrated Development Plan (IDP) is a comprehensive roadmap that outlines the city's vision for sustainable development. To help conceptualize this vision, we can think of the IDP as a house, with the roof representing Communications and Development. The four pillars of the house represent the key areas of focus for the IDP: Spatial and Societal Transformation, Forging new economic pathways, Upscaling societal transformation, and Empowering Communities. The foundation of the house represents the essential element of quality, reliable, and efficient service delivery.



The metaphor of a house is a powerful symbol of shelter, protection, and security. It is a universally recognized symbol that resonates with people on an emotional level, and it is easy to understand. This metaphor is particularly relevant to the Johannesburg IDP, as the city is working towards creating a safe and sustainable environment for all residents. The metaphor of a house also highlights the interconnected nature of the city's goals and objectives. Just as a house requires a strong foundation, solid pillars, and a sturdy roof, the Johannesburg IDP requires a strong foundation of quality service delivery, solid pillars of societal and economic transformation, and a sturdy roof of effective communication and development. The metaphor of the house thus serves as a powerful reminder that sustainable development requires a holistic and integrated approach, where all elements work together to achieve a common goal.

The roof of the house represents the city's commitment to **effective communication and development**, ensuring that the IDP's goals and objectives are widely understood and embraced by all stakeholders. This includes engaging with the public, business community, civil society, and other stakeholders to ensure their participation in the planning process.

The first pillar of the house, **Spatial and Societal Transformation**, represents the need for the city to transform both physically and socially to create a more sustainable and equitable environment. This involves promoting urban regeneration, creating safe and accessible public spaces, and developing affordable housing options. It also involves promoting awareness and education on sustainable living practices to promote behavioural change. The transformation of Johannesburg is not just limited to its physical aspects but also includes the societal shift necessary for a sustainable future. By implementing innovative and intelligent infrastructure, the city aims to create a liveable and low-carbon environment while safeguarding natural resources and reducing harm to the environment. This involves making bold decisions to mitigate climate change risks, such as investing in advanced infrastructure for water, energy, waste, transport, and housing.

The objective is to develop a post-pandemic society where the citizens are conscious of their resource usage and adopt sustainable practices. Achieving this requires societal transformation through awareness campaigns, education, and public engagement. The goal is to create a community that recognizes the importance of resource conservation and takes conscious actions towards sustainable living.

The second pillar, **New economic pathways**, represents the city's commitment to promoting economic growth and development that is sustainable and inclusive. This involves identifying and promoting new economic sectors, developing infrastructure to support economic activity, and attracting new investment. Forging new economic pathways aims to create an inclusive, job-intensive, resilient, and competitive economy that harnesses the potential of its citizens. This requires the city to be a sought-after destination for sustainable private investment, commercial enterprise, and small business. The city will focus on intensive job creation and fuel economic development through effective and well-functioning infrastructure, information technology, and communication networks. The goal is to ensure long-term growth and prosperity for all.

The third pillar, **Upscaling societal transformation**, represents the need for the city to take a holistic approach to addressing societal challenges. This includes addressing issues such as poverty, unemployment, crime, and social inequality through integrated social interventions that promote inclusive growth and development. Upscaling societal transformation supports Outcome 1 of the GDS, which is to improve the quality of life and development-driven resilience for all. The city will provide the platform and conditions necessary to aid individuals and communities to move out of poverty and improve their quality of life. This will be achieved through human and social development projects that target the most deprived areas with next-generation infrastructure. The city will also provide a wide and supportive social safety net to provide short-term relief and enable individuals and communities to care for themselves. The goal is to ensure that all residents have improved life chances and opportunities following the COVID-19 pandemic.

The fourth pillar**, Connecting with Communities**, represents the need to connect and develop with communities to take an active role in shaping their own futures. This involves promoting community participation, providing access to education, healthcare, and other essential services, and promoting inclusive governance. Empowering Communities supports Outcome 4 of the GDS, which is to create a high-performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region. Good governance requires efficient administration, respect for the rule of law, accountability, accessibility, transparency, predictability, inclusivity, equity, and participation. The city envisions a future where it will drive a caring, responsive, and efficient institution that enables communities to reach their full potential. The city will achieve this by promoting meaningful citizen participation and empowerment, putting customers and citizens first, and driving behavioural change through cross-cutting approaches.

Finally, the foundation of the house represents the essential element of **quality, efficient and smart service delivery**. This involves ensuring that city services such as water, sanitation, and energy are delivered efficiently and effectively to all residents, regardless of their socio-economic status.

The Johannesburg IDP is a comprehensive plan that aims to promote sustainable development through effective communication, spatial and societal transformation, forging new economic pathways, upscaling societal transformation, empowering communities, and ensuring quality, reliable, and efficient service delivery. By conceptualizing the IDP as a 'house', we can better understand the interconnected nature of the city's goals and objectives, and the importance of a strong foundation in achieving sustainable development.

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 Employment Equity

Diversity, Equity, and Inclusion (DEI) has become a new focus area in enhancing the implementation of the Employment Equity Act 55 of 1998 (EEA) i.e., since its promulgation 25 years ago. This concretise the Act's principal fundamental principles that the Act should not be used as a quota process or a tool to divide various groups within society or the workplace. However, transformation and change management should interlink with employment equity within all organisational structures to bring forth a diverse and equitable representation in the City workplace. Employees from similar demographic or societal groups can have different perspectives based on their career experience, personal background, stage of life, and role within an employer, as well as many other factors.

Although change and transformation cannot be achieved overnight and remain a progressive process, the City acknowledges that its effectiveness as organisation depends on the effectiveness of its employees, which is an outcome of how they interact, socialise, and treat each other, that is, with due consideration of other's dignity, integrity and respect, tolerance, and fairness. Differences of various groups are therefore embraced by the City; such maximises the human resource's potential to achieve the City's overall vision or optimise service delivery to the City communities and residents.

The EEA compliance of the City of Johannesburg is measured against the 2019-2024 Employment Equity Plan as well as the revised 2022, 03rd Quarter Economically Active Population (EAP) Statistics, as provided in the latest, annual 2022, Commission for Employment Equity (CEE Report)

Gender	Population Groups				Total
	African	Coloured	Indian	White	
Male	46.6%	1.4%	1.3%	6.1%	55.5%
Female	37.5%	1.1%	0.7%	5.2%	44.5%
Grand-total	84.1%	2.5%	3.2%	11.3%	100%

Figure 40 2nds Quarter Employment Equity Statistics

Occupational Levels (Below EAP row)	Male				Female				Foreigner	
	A	C	I	W	A	C	I	W	M	F
EAP	**46.6%**	**1.4%**	**1.3%**	**6.1%**	**37.5%**	**1.1%**	**0.7%**	**5.2%**	**0.0%**	**0.0%**
Top Management (Level 1-2)	46.2%	15.4%	7.7%	7.7%	23.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Senior Management (Level 3-4)	46.7%	2.1%	3.1%	6.9%	30.4%	1.5%	2.3%	6.2%	0.4%	0.4%
Professional Qualified (Level 5-6)	43.7%	2.2%	2.0%	4.7%	38.7%	2.2%	1.5%	4.6%	0.2%	0.2%
Skilled Technical (Level 7-8)	49.3%	2.0%	0.6%	1.5%	42.6%	1.6%	0.6%	1.7%	0.02%	0.0%
Semi-Skilled (Level 9-10)	41.6%	2.2%	0.5%	0.7%	50.2%	2.4%	0.7%	1.8%	0.0%	0.0%
Unskilled (Level 11)	59.2%	0.8%	0.1%	0.1%	38.5%	1.2%	0.0%	0.0%	0.0%	0.0%
Temporary	40.9%	3.4%	0.7%	0.7%	48.1%	3.2%	0.5%	2.7%	0.0%	0.0%

Progress towards the implementation of the City's Numerical Goals and Targets is positive. This is easily monitored when positions are filled, that is, as and when required. Unfortunately, the same cannot be said about the disability quota. This is despite a positive additional eighteen (18) new staff with disabilities (SWDs) in the 2nd Quarter, 2022/23 as there were hundred and thirty-one (131) compared to hundred and thirteen (113) in the 4th Quarter 2021/22. Even with these positive slight movements, more work is required departments as the City strive towards ensuring Disability Inclusion in the workplace.

The City's commits to achieving DEI which literally imply the culture of acknowledging, embracing, supporting, and accepting those of all racial, sexual, gender, religious and socioeconomic backgrounds, among other differentiators as expressed in the Constitution of South Africa and the EEA; and, as a commitment

10.2Managing 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 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 ensuring 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 2021/22, 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 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

Municipal financial sustainability is defined as the on-going ability of the municipality to cover both the ongoing 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. Financial planning is therefore premised on ensuring ongoing financial sustainability through the following objectives:

- Improving the effectiveness of revenue management processes and procedures.
- Cost containment measures to, amongst other things, control unnecessary spending nonessential 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. Careful balancing act in tariff setting ensuring both cost reflective considerations as well as affordability to protect most vulnerable and encourage payment.
- Increase efficiencies (e.g., reducing non-revenue losses)
- Increased fiscal effort – Exert sufficient effort in collecting revenues due for services rendered.

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

11.1 Problem Statement

Financial sustainability of the City of Johannesburg is critical in the attainment of the Growth and Development Strategy outcome; a high performing, smart Metropolitan Government that pro-actively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Global City Region. This means a concerted effort in driving financial stability and long-term financial

sustainability for the city. For the city to be responsive to constitutional mandate of basic service delivery provision, for 2023/24 financial year, must contend with a myriad of challenges attributed to a low rate of revenue collection and unfavorable socio-economic conditions of household's income. The consequent is the weakened capability of the city to sustain the provision of services from available financial resources.

The financial context of the City of Johannesburg reveals that there is a pressing need to rebase the budget. The city's historical performance trends indicate significant misalignment between planned and actual performance. The service charge revenue is below budget by R3.4 billion, and the collection is below budget in Rands. Additionally, the growth in expenditure is outpacing the growth in revenue. The cash balance as of 30 June 2022 was R3.8 billion, compared to R6.6 billion as of 30 June 2021, indicative of depleted reserves and the risk of the city not being able to honour short-term obligations as they become due.

The audited cash flow revealed a R3.7 billion shortfall in receipts from customers, and the cash cover is 22 days compared to the Circular 71 requirement of between 30 and 90 days. Furthermore, the current ratio is 0.98:1 compared to the Circular 71 requirement of 1.5-2:1. With depleted cash reserves, the city cannot afford the current capital budget as R3 billion was meant to be funded from its cash reserves. Cash inflows are insufficient to match cash outflows continuously, except in months when grants are received (July, December, and March). Revenue collections fluctuate from month to month and often fall short of set targets for both billing and collection. Revenue assumptions included in the budget are overly optimistic to support a higher expenditure base.
The current level of performance on revenue cannot support the currently budgeted expenditure levels. The payment allocation process implemented in the first half of the year to match outflows with available inflows is not sustainable and has resulted in a huge backlog of payment to suppliers. In summary, the city's financial situation indicates a pressing need to rebase the budget to align with actual performance and avoid further depletion of cash reserves.

In addition to the financial challenges mentioned earlier, unspent grants also have a significant impact on the city's finances. Failure to spend grants allocated to the city results in the money being returned to the government, which ultimately affects the city's ability to fund projects and programs. This not only limits the city's ability to provide essential services to its residents but also damages its reputation and credibility with funders, making it harder to secure future grants. Therefore, it is crucial for the city to address its financial challenges, including the issue of unspent grants, to ensure its financial sustainability and ability to deliver on its commitments to the people of Johannesburg.

11.1.1. Revenue enhancement programmes

The Department will be pursuing the Revenue Enhancement Strategy programmes, which will address the above challenges with a view the improve revenue performance and customer experience. The following are some of the projects/interventions the department is pursuing in the strategy: Implementation of Billing Open Days Stand by Stand audit.

- Electronic Bill Presentation and Payment Portal
- Debt Rehabilitation Programme

Aggressive revenue collections as well as realistic capital budget allocations will ensure the City remains financially stable. In safeguarding and supporting efforts towards sustaining and stabilizing the revenue base of the City, numerous reforms have been set in motion. Critical to the 2023/24 Financial Year will be (i) Revenue Enhancement, (ii) Cost Containment; (iii) Efficient Spending; and Supply Chain Automation including capacitation. The current pressure point is revenue enhancement strategies, Group Finance will

be prioritizing the Billing and Revenue War-Room has been established primarily to focus on the value chain challenges impacting revenue collection, the following are the key priorities the war-room will addressing.

- **Billing Process:** Distribution of municipal account statement, credibility and accuracy of Municipal Account Information, consolidation of Billing Information.
- Town Planning: Certificates of occupation, coordination & communication of information – relevant to billing, proclamation of development – Deeds Office.
- Metered services: Time frames for meter reading, exception reports & process for verification, service & maintenance on meters, meter consumption, information & data credibility, and accuracy.

Property Rates: Accuracy and credibility of the property Information, tariff setting & modelling.

- Property valuations: coordination & communication of information – relevant to billing, accuracy, and credibility of property information & Values - valuation roll, delays in resolving disputes & objections in property valuations – negative impact in the MTREF Budget process.
- Refuse collection: Uncertainty on number of properties that service is provided & billed.

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.
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 financial 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-assessment 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 in 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

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

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

11.2.2. Assumptions Underpinning the FDP

In the planning or review process of the FDP, assumptions are made to form a foundation for the development of the financial 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.

11.2.3. 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.

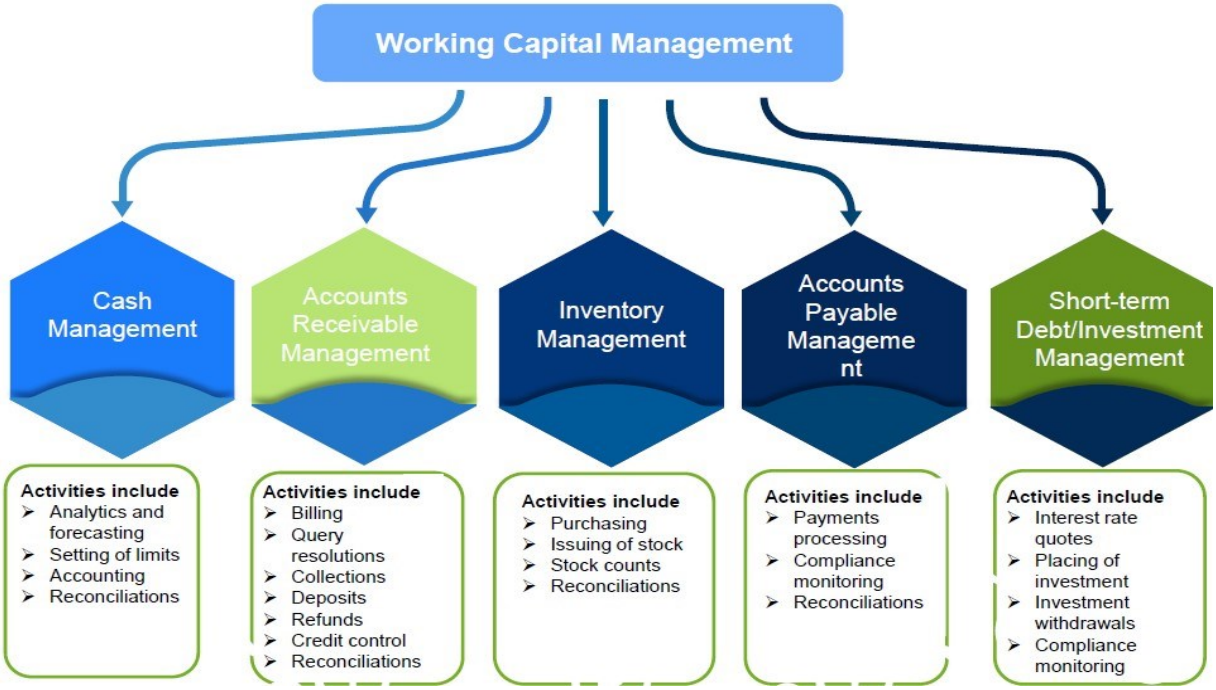
Sensitivity analysis is used to test the financial impacts of variations in the factors or assumptions underlying the plan.

Analyzing 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 Liquidity management

Liquidity management is the proactive process of ensuring an organization has the cash on hand to meet its financial obligations as they fall due. It is a critical component of financial performance as it directly impacts an organization working capital.

The City's follows the following liquidity management process:



The City's liquidity indicators as outlined in Circular 71 and 88 have deteriorated below the norm during the 2022 financial year. The cash cost coverage ratio which indicates the municipality's ability fixed operating costs was 22 days which is below the range of 30 and 45 days. In addition, the current ratio which indicates the City's ability to cover current liabilities from current assets was 0.98 which was below the range of 1:5 to 2:1.

The decline in the ratios resulted from an under-performance in planned revenue from service charges (i.e., revenue from electricity) which had a consequential effect on revenue collections and cash reserves. The under-performance in revenue from the provision of electricity was mainly due to the severe load shedding which has been implemented by ESKOM in recent years.

In addition, the City's current assets increased by 17% when compared to the 2021 financial year. This increase was informed mainly by the increase in long-term falling due during the 2023 financial year.

In order to respond to the liquidity risk in the short term, the City closely monitored its weekly inflows and outflows to minimize negative misalignments between the two. In addition, due to service delivery being continuous in nature while the funding thereof occurs at certain intervals during the financial year, the City utilizes short term funding to bridge the service delivery funding mismatch to ensure service delivery provision with minimal interruptions.

From a long-term response. the City had drafted a financial recovery plan in response to the anticipated financial difficulties due to the inadequate economic growth post COVID-19.

11.4 Financial Recovery Plan

The City of Johannesburg financial recovery 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 the City to provide services in an efficient and effective manner. The key pillars of the recovery plan are as follows:

- 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.

- 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.

- 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.

- 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.

The City needs to urgently find permanent solutions against its ballooning UIFW expenditures. Therefore, instituting effective control mechanisms, holding officials accountable is key and consequence management is critical in addressing UIFW.

11.4.1. **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.

11.4.2. Financial viability.

Financial viability refers to City planning and managing is 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 allocated 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 is funded by a combination of cash generated from the City's operations, investment is addressed though 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. Energy mix

The City of Johannesburg Municipality is facing a critical decision in terms of its energy mix. With the evolution and convergence of multiple internal and external forces, the energy industry is transforming into an increasingly high-tech, innovative, and attractive multiple player environment. This priority will explore the key components of the external and internal forces driving a case for change in the power industry and how utilities are preparing for the future.

12.1. External and Internal Forces

The energy industry is being shaped by various external and internal forces, including technological breakthroughs, climate change, government and regulatory pressure, demographic changes, and service operations effectiveness.

- Technological breakthroughs have touched all facets of the sector value chain, introducing an era of digital-based smart energy and interactions online through online platforms. The use of renewable generation technologies has brought about a trade-off between remaining on-grid vs investments in off-grid and impacts on the revenue base, making it an important consideration.
- Climate change has brought about a need to adapt and mitigate climate-related risks. It introduces opportunities to evaluate financial impacts related to physical climate risks on sales revenues, cost primary energy expenses, inventory maintenance costs, and the environment.
- Government and regulatory pressure are also playing a significant role in the energy industry's evolution. Alternative sources of generation, such as independent power producers, are being included in the power mix, and governments and regulators are amending rules and regulations supporting the move towards renewables. This expansion into new alternative sources may equally impact how the energy system is managed.
- Demographic changes, such as changes in economic activities, and the drive towards super urbanization, may necessitate the need to align market intelligence with business development to improve revenue opportunities while maintaining the required levels of customized service delivery.
- Service operations effectiveness has become critical in the energy industry as organizations aim to improve service offerings to customers. Operating models may need to be updated to ensure alignment between process, people, technology, and other impacted stakeholders to effectively implement the strategy.

On the internal side, power companies are crafting and implementing compelling digital strategies, redesigning their operating models to be flexible, sustainable, and scalable through appropriate integration and alignment of technologies, processes, and people to ensure that they remain competitive and supportive of electricity service level delivery arrangements and agreements with consumers to address the key questions.

Assessing market position is critical, as this market is being pursued by large worldwide corporations in technology, finance, energy, and other sectors, as well as new tech start-ups and a few outsiders.

Aligning with regulatory and policy changes is essential for utilities. Regulators and policymakers are working constantly to keep up with industry development and advancements, and a global preference for

the use and integration of distributed energy resources such as rooftop solar, battery storage, electric vehicles, and smart appliances can be seen and felt across the market.

Assessing capabilities and structure is also critical for utilities as they assess their capacity to operate and compete in the new markets and the appropriateness of their structures to successfully implement the strategy in the changing environment where competition and technology are significantly impacting the operations of the utility.

12.2. Johannesburg's response to these trends

In addition to its coal-fired power plants, Johannesburg also utilizes other sources of energy, including natural gas and renewable energy.

Natural gas is a relatively clean-burning fossil fuel and emits less greenhouse gases compared to coal. Johannesburg's gas supply comes from Mozambique and is transported via pipeline to South Africa. The city uses natural gas mainly for electricity generation, as well as for heating and cooking in some households and industries.

Johannesburg is also making strides in renewable energy development, particularly in solar power. The city has several solar photovoltaic (PV) installations, including a large-scale facility at the Johannesburg Zoo. Johannesburg is also promoting the use of rooftop solar PV systems in households and businesses. In addition to solar power, Johannesburg must explore other renewable energy sources, such as wind and hydropower as per the Joburg 2040 strategy.

Johannesburg's energy mix is constantly evolving, as the city seeks to reduce its carbon footprint and increase its use of clean energy sources. The city has set a target of sourcing 25% of its electricity from renewable energy by 2030, as part of its commitment to the Paris Agreement on climate change. This goal is in line with the South African government's Renewable Energy Independent Power Producer Procurement (REIPPP) program, which aims to add 11.8 GW of renewable energy to the national grid by 2030.

However, Johannesburg's transition to a cleaner energy mix faces several challenges. One of the main obstacles is the high cost of renewable energy compared to coal. While the prices of solar and wind power have been declining, they are still relatively expensive compared to coal-fired electricity. This makes it difficult for Johannesburg's electricity utility, City Power, to transition to a cleaner energy mix without significant increases in tariffs, which may not be feasible for many households and businesses.

Another challenge is the intermittent nature of renewable energy sources, such as solar and wind power. Since these sources depend on weather conditions, they cannot provide continuous and reliable electricity. This requires the use of energy storage technologies, such as batteries, which are also expensive and may not be readily available in South Africa.

To address these challenges, Johannesburg is exploring various solutions, such as energy efficiency measures and smart grid technologies. The city is also partnering with other cities and organizations to share knowledge and resources on renewable energy development.

Johannesburg's energy mix is currently dominated by coal-fired power, but the city is making efforts to transition to a cleaner energy mix that includes natural gas and renewable sources such as solar and wind power. While there are challenges to this transition, Johannesburg is committed to reducing its carbon footprint and increasing its use of clean energy sources in line with national and global climate goals.

12.3. Gauteng Province's approach to energy sustainability

The Gauteng Province has initiated several measures to improve the energy mix in the region. One of the key initiatives is the implementation of renewable energy projects, such as solar and wind power. The Gauteng Provincial Government has committed to investing in renewable energy projects and promoting energy efficiency, which will help to reduce the province's dependence on fossil fuels and mitigate the impact of climate change.

Another initiative is the development of a green economy in the region. The Gauteng Province aims to support the growth of the green economy by promoting the use of renewable energy sources, promoting sustainable waste management practices, and encouraging the adoption of green technologies in various industries. The province also aims to increase the use of public transportation and reduce the number of cars on the road, which will help to reduce emissions and improve air quality.

Additionally, the Gauteng Province is working to improve energy efficiency in buildings. The province has developed building codes that promote the use of energy-efficient materials and designs, as well as standards for the installation of renewable energy systems in buildings. The province is also encouraging the retrofitting of existing buildings to improve energy efficiency and reduce greenhouse gas emissions.

Overall, the Gauteng Province's initiatives to improve the energy mix in the region are commendable and will contribute to reducing the impact of climate change while promoting sustainable economic growth.

12.4. City Power's Sustainable Energy Strategy

City Power's Sustainable Energy Strategy is intended to address security of supply, diversifying supply resources in order to reduce dependence on a single supplier and assisting the City of Johannesburg in reducing the carbon footprint through the uptake of renewable energy technologies. The table below outlines City Power's short-, medium- and long-term Sustainable Energy Strategy:

	Passive scenario	Moderate scenario	Aggressive scenario
Assumptions	Demand grows by 5% per annum CPIP increases by 6% per annum Eskom prices increase by 10% per annum until 2025; thereafter 6% per annum		
Constraints		Due to current constraints, City Power has to largely rely on the IPP models for sourcing	Irrespective of the current constraints, City Power chooses to own the majority of alternative energies
2025 targets	As is	20MW gas (strategic) 200MW PV (farm and rooftop) 100MW (300MWh) energy storage 4MW waste to energy (strategic) 200MW wheeling Profitability increase = 14%	200MW gas 500MW PV (max<3rd of peak demand) 400MW (1200MWh) energy storage 24MW waste to energy 400MW wheeling Profitability increase = 16%
2030 targets	Organic growth and Eskom mix	200MW gas 500MW PV (max<3rd of peak demand) 400MW (1200MWh) energy storage 400MW wheeling Profitability increase = 33%	300MW gas 960MW PV 600MW (1800MWh) energy storage 50MW waste to energy 600MW wheeling Profitability increase = 40%
2035 targets	Organic growth and Eskom mix	300MW gas 960MW PV 600MW (1800MWh) energy storage) 50MW waste to energy 600MW wheeling Profitability increase = 40%	400MW gas 2000MW PV 800MW energy storage 50MW waste to energy 800MW wheeling Profitability increase = 50%

Table 26: Short-, medium- and long-term Sustainable Energy Strategy

Small Scale Embedded Generators (SSEG's)

City Power's SSEG process ensures customers application, registration, testing, commission, and compensation. Currently 376 Installations commissioned and 77.16 MW's Commissioned (Network deloading) as well as Bi-directional metering – Import & Export of Energy. A new system is being procured for Billing Platforms and Web-based Application process under development.

Battery energy storage system (BESS) - arbitrage cost benefit analysis

City Power's BESS assumed energy displacement is 50% though it is variable and battery generation efficiency factor of 80% is percentage of energy to be returned compared to what is used to charge batteries. The opportunity to "generate" electricity from battery storage limited by demand for electricity during peak period. The other advantage of battery storage is that may mitigate loadshedding depending on duration.

Based on assumed displacement of Eskom supply approximately R1 300 million per annum may be available for storage rental and margin to utility. While the opportunity is the highest during the threemonth winter period it limited by the fact that winter peak energy demand is on 5% of overall demand for electricity. The table below outlines the energy that can be displaced:

Percentage of Eskom purchase to be displaced		**50%**
Efficiency of charge and discharge cycle		80%
	GWh	**R'm**
Winter energy "generation" and purchases cost savings	264	R1 084
Winter additional off-peak energy purchases and cost to charge batteries	330	R231
Winter savings available for battery storage rental and margin		R853
	GWh	**R'm**
Summer energy "generation" and purchases cost savings	596	R934
Summer additional off-peak energy purchases and cost to charge batteries	745	R488
Summer savings available for battery storage rental and margin		R446
	GWh	**R'm**
Total annual energy "generation" and purchases cost savings	860	2 018
Total annual additional off-peak energy purchases and cost to charge batteries	1 076	719
Total annual savings available for battery storage rental and margin		R1 299

Table 27: Potential energy displacement

City Power has done an arbitrage cost benefit analysis for the following intake points.

Account Name	**Number of Intakes**
Main	3
Randburg	26
Midrand	7
Allendale	5
AEL	3
Small Bulks	3
Landfill IPPs	2
	49

Table 28: Intake points

The table below outlines an arbitrage cost benefit analysis:

	Eskom	**Kelvin**

Basic Charges (Rand/m)	**R65 582,49**	**R0,00**
Summer Energy Charges (R/kWh)		
Peak	R1,51	R1,18
Standard	R1,08	R1,18
Off-peak	R0,73	R1,18
Winter Energy Charges (R/kWh)		
Peak	R4,39	R1,44
Standard	R1,41	R1,44
Off-peak	R0,82	R1,44
Demand Charges- (R/kVA)		
Notified Maximum Demand	R36,05	R0,00
Actual Demand Charge		R0,00
Annual Average Purchase Price FY 22/23	**R1,45**	**R1,25**
Annual Average Selling Price FY21/22 FY/22/23	**R2,39**	

Table 29: BESS cost benefit analysis

Solar high mast public lighting system

Off Grid Solar High Mast will assist with providing lighting during load shedding or prolonged power cuts by Eskom in Soweto and non-City Power Supply areas, thus improving safety. Reducing technical and nontechnical losses.

The areas that are target for solar high mast public lighting are:

- Areas prone to vandalism of Street Lights
- High Crime Areas
- Eskom Supplied Areas in CoJ impacted by Area Cut-Offs

The solar high mast public lighting will improve visibility and safety while reducing sunk costs. There are 35 High Mast Solar Lights for current Financial Year with R22.5 mil budget.

Other initiatives

Electric Vehicle Charging Stations

- New Revenue Streams with uptake of hybrid & electric vehicles
- Reduce Carbon Footprint in CoJ
- Brand enhancement

Micro-grid electrification

- Expedite electrification of informal settlements • Reduce cable theft, electrocutions & energy losses.
- Electrification of low-cost housing settlements

Diesel turbines in the short term
City Power is considering recommission diesel turbines in the short term, which include.

- Licensed Sites – Cottesloe; Durban Street (Kazerne Sub); City Gen; John Ware
- Re-commission – John Ware & Durban Street 38 MW (19 MW each)
- 3 Months lead time – Procure new Control Units
- De-commission City Gen – Environmental / neighbourhood issues
- Re-built Cottesloe with new modular technology – Approximately 10 MW
- New Modular Units (plug & start) – 6 to 12 months commissioning (Capex depended)
- Cost of New Modular - > R700 million (include control unit)
- Building internal capacity for power generation

Gas generation in the medium to long term
Cottesloe gas generation hub. Up to 20 MW generation is possible using piped gas at this site (high pressure gas pipelines converge at this site). The capacity can be expanded through the establishment of an LNG storage and re-gasification site.

Similar LNG facilities can be established at John Ware and Durban Street gas turbine sites, however, only the existing alternators can be used, The jet engines will need to be replaced (piston engines preferred) as well as the replacement of the control systems. Typically, 10 MW per site.

Piped gas generation sites can be established at the Joburg Market and the Aeroton Industrial precinct. These sites may be up to 5 MW capacity.

Many 2 to 5 MW piped gas generation sites are possible wherever the Egoli high pressure gas pipelines are available within the area of supply. A survey to identify ideal sites close in proximity to substations will provide an estimate of the total capacity possible.

A similar exercise to identify potential generation sites supplied fuel from the Sasol pipeline is needed. Depending on LNG pricing, LNG storage and re-gasification facilities can be established anywhere the electrical infrastructure can accept power. Typical sites include Kelvin (currently looking at feasibility) and Grand Central in Midrand.

12.5. Energy efficiency

Deploy energy efficient smart technologies and retrofitting of commercial & communal buildings, and Residential Households

- Energy Efficiency Audits - Collection, organising and analysing of energy consumption data (20 buildings audited to date)
- Identification of savings opportunities • City & CoJ Buildings – Owned and leased.
- Retrofit City Power and CoJ buildings with energy efficient equipment and turn the buildings into green buildings.
- Assist with retrofitting households of previously disadvantage communities with energy efficient lighting to assist during load limiting and loadshedding.
- Evaluate energy saving interventions success.

- Legal Compliance
- Section 19(1)(b) of the National Energy Act, 1998 (Act No. 34 of 2008) - regulation for the mandatory display and submission of energy performance certificates (EPC's) in City Power & CoJ Facilities

Virtual Power Station – Rooftop PV Systems

City Power has identified Rooftop PV Systems is virtual power station. The action plan to achieve this include the following.

- Install Rooftop PV Systems at City Power, CoJ and City High Rise Buildings, phased approach.
- Commence with Reuven Complex, Roodepoort SDC & Joburg Fresh Produce
- 1,5 MW of PV systems to be installed for FY 2022/23
- City Power & CoJ funding sources
- 700 CoJ Buildings to be targeted – Owned & leased.
- RFP for private High-Rise Buildings
- Partnership with Joburg Property Company and Smart City Office

The table below illustrate the Potential areas available for solar PV:

Facility name	Potential area available for solar PV (sqm)	Potential solar PV Output (kW)
City Power Reuven	31524.00	4 779.34
City Power Roodepoort	2409.65	361,45
City Power Siemert	969.23	145.38
City Power Midrand	2531.5	379.73
City Power Alexandra	1521.22	228.18
City Power Hursthill	694.48	104.17
City Power Lenasia	1336	200.4
City Power Bryanston	1550.4	232.56
City Power Randburg	3024.90	453.74
City Power Klipspruit	874.86	127.18
Joburg Market	967.32	18 650.00
Joburg Zoo	1568.4	235

Table 30: Potential Solar PV Areas

Demand Side Management

System Demand Side Management

- Ripple Relay Load Control (e.g., Geyser Load Control) – **80 MW Curtailment**
- Population 194,798 • Audit & refurbish 93,645.
- Potential for additional Units 274,868
- Commission by 2023 Winter Cycle
- Smart Meter Load Control – 325 MW Curtailment
- Population of 75212 Hexing Smart Meters (integration development underway)

- Load limiting 80A Smart Meters (curtail 36A)
- Potential to avert **Stage 3 Load Shedding** • Demand Charges Savings / Peak Shaving
- Operational Efficiency:
- Credit Management - remote disconnections & reconnections)
- Meter Audits, and Supply Upgrades & Downgrades)

12.6. Preparing for the future

As the world moves towards a new energy mix, transmission and distribution utilities are preparing themselves for the future by investing in new technologies such as Geographic Information Systems (GIS), Smart Metering, and Order Management System (OMS), among others. These utilities have recognized the importance of digital transformation and are taking steps to become data ready. The success of these utilities will depend on their ability to adapt their business models and procedures to meet the evolving needs of future consumers.

To be successful in the future, power utilities must embrace digital transformation and develop systems that are seamlessly linked but loosely coupled, enabling them to respond to changing trends and commercial concerns. This transformation will not be easy and will require continuous effort. Power utilities that wish to thrive in the future must begin their digital journey today and continue to move forward as technology develops.

One of the major changes that utilities must prepare for is the growth of electric vehicles (EVs) and the associated need for charging stations. Power companies are partnering with technology companies and EV infrastructure providers to develop smart charging solutions that help balance grid demand and supply. Vehicle-to-Grid (V2G) technology, which utilizes the larger battery capacities of EVs to supply electricity back to the grid during peak demand periods, is one such solution. As such, it is crucial that the development of the electric vehicle industry be kept in mind for business planning purposes, and that City Power planning teams participate in the assessment of developments that may impact their operations.

In summary, preparing for the future of energy requires power utilities to embrace digital transformation and invest in new technologies. The growth of EVs and smart charging solutions is one such development that must be considered in business planning. Ultimately, utilities that are proactive in their approach and continuously strive to improve their operations will be the ones that succeed in the future energy mix.

13. Infrastructure development and refurbishment

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 beaks down this priority according to the following three areas:

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

13.1. Planning, Housing, and Inner-city developments

Integrated living spaces

he 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 reconnect the city, starting from 'the Transit Oriented Development' to street and neighbourhoodlevel 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).

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.

Human Settlements Context

Backlogs in human settlements service delivery remains a major challenge, and particularly affects the poor. The City intends to further 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. Access to affordable, improved, and mixed housing will contribute to reducing social inequalities, improve social integration, and strengthen the drive towards sustainable urbanisation in the City of Johannesburg. The programme that will further facilitate human settlement delivery are discussed below.

Human Settlements Strategy

The key area of focus for the Human Settlements portfolio is on driving the priority related to Sustainable Human Settlements through the provision of basic services and infrastructure to all settlements regardless of state of formality. The key outcomes of the strategy are to increase the quality and supply of housing, transform and address the historical legacy of homelessness and landlessness in our City, improve investor confidence, drive job growth, and enhance the lives of all the City residents. This will be implemented through the Corridors to reverse apartheid spatial planning and enable the development of mixed income developments, hostel redevelopment, gap market housing, rental housing.

The strategy will aim to:

•Define a model for demand and supply - assisting the City with planning, monitoring, and tracking housing delivery

- Identify innovative solutions for upscaling supply through public-private partnerships and streamlined delivery mechanisms

- Explore alternative lower cost models for housing delivery within the existing legislative and policy environment

- Refine and develop a coherent, replicable housing supply system and focus on building a system for implementation around sound business principles and practices.

The Strategy will prescribe a framework that creates multiple delivery systems across ownership and rental in accordance with the National Housing Code, and further explore innovative mechanisms to assist in the delivery of targets.

P**riority Programs Development and management of Sustainable Human Settlements**

Rapid population growth in Johannesburg has led to among other things spatial inequality, which was historically exacerbated by South Africa's spatial planning laws. The sustainable development of settlements can help to address issues not directly related to climate change such as unsustainable resource exploitation and air pollution. Creating resilient human settlements will require a shift towards clean, efficient, and affordable transport and climate- sensitive urban planning and management. The City should adopt a holistic approach to urban planning that links environmental and social systems, integrating climate change, resilience, and sustainability as well as social, environmental, and economic aspects. The City needs to effectively support its vulnerable citizens, especially those in informal settlements, in the face of climate-related risks. One strategy will be to limit encroachment of urban sprawl on natural areas that provide protection from extreme events. Affordable transport is key to allow people living in vulnerable areas to access economic opportunities outside of their immediate neighbourhoods, and thereby enhance their resilience to climate change impacts and other shocks. New public transport should be based on renewable energy to reduce its impact on natural resources, biodiversity, and air quality. The City aims to integrate environmental sustainability requirements in its planning approval processes. In addition, there is a deliberate attempt to capacitate, incentivise and involve communities in developing sustainable living environments – especially exploring options for decentralised sanitation, water, and energy systems for informal settlements.

Informal settlements upgrade

The City aims to expand free basic service delivery in informal settlements by rolling-out water, electricity, and sanitation services. Basic services and access to communal standpipes and sanitation in form of Ventilated Improved Pit (VIPs), waterborne toilets and ablution blocks will be provided. This will ensure that the disadvantaged 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 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.

he City of Johannesburg is currently reimagining hostels as family units in an effort to provide better living conditions for residents. Historically, hostels have been single-sex living quarters for migrant workers, but with changing demographics and an increasing need for affordable housing options, the city has recognized the need to adapt these structures. The project, called the Hostel Upgrade Program, involves renovating existing hostels to include family units with kitchens, bathrooms, and living spaces. The program also includes the development of new housing units on existing hostel land, as well as the relocation of residents to new, upgraded hostels. The goal is to provide safe, affordable, and dignified housing for families and individuals, while also reducing overcrowding in hostels. The program has faced some challenges, including funding constraints and resistance from some residents who are attached to the hostel lifestyle. However, the city remains committed to the project and sees it as a key part of its efforts to address the housing crisis in Johannesburg. **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 Human Settlements Department will transform the property market in the inner-city by making available alternative affordable housing rental for low income earning households.

Social/affordable housing units

South Africa in general has housing shortage, which is estimated to be growing at 178 000 annually. To a large extent, housing affordability is affected by social and economic factors such as high poverty and unemployment levels. Government has, since the dawn of democracy, introduced various programs intended to respond to housing demand and accelerate the supply. Though rental tenure was not the main emphasis in the housing policy, it was always recognised as being an important contributor to the housing sector. As a result, social housing has its roots in the housing policy when it was implemented in the dawn of democracy.

Social housing has since become essential component of a housing mix in a successful housing solution in South Africa. The social housing programme responds to the need to provide especially poor households with convenient access to employment opportunities and the full range of urban amenities. The Social Housing Programme therefore applies only to "restructuring zones" which are identified by municipalities as areas of economic opportunity and where urban renewal/ restructuring impacts can best be achieved. The Programme also aims at developing affordable rental in areas where bulk infrastructure (sanitation, water, transport) may be under-utilised, therefore improving urban efficiency. The 2020 General Household Survey conducted by STATSSA indicates that about 35% of household residing in formal dwelling in the City of Johannesburg rent their place. This data reflects the need of affordable rental units in strategic areas across the City.

The City of Johannesburg established the Johannesburg Social Housing Company SOC Limited ('JOSHCO') in November 2003, in response to the need for bolder affordable housing solutions that meet the requirements of the social housing program. To date, JOSHCO has 8 825 units under its portfolio and its footprint is in most of the City of Johannesburg's seven regions. JOSHCO plans to increase its rental stock by no less than 5 000 units in the next five years. This will be achieved through, amongst others, the implementation of turnkey projects that have a potential to deliver units in a larger scale. JOSHCO projects are safely secured and are planned in the vicinity of critical amenities such as packs, public transport route and clinics. The City through JOSHCO envisages to have social housing units available in all seven regions by the end of this IDP term.

Planning of social housing projects from the design phase will take cognisance of the climate change challenges. Solar systems will be installed to service mainly common areas in return will be reducing

pressure on the grid, implementation of roof top gardens is planned in majority of the buildings. The installation of rainwater harvesting system to reduce the use of clean water for gardening will continue to be implemented while further investigation of the use of rain and grey water in the bathroom will be investigated and incorporated. Furthermore, alternative construction solution for social housing units is being explored with the aim of providing buildings that are less in construction and maintenance cost yet durable.

The strategic objective for this programme is to provide and manage affordable rental housing stock. This programme will focus on the provision of social and affordable rental housing. Each of the properties will be managed and reported on as separate and distinct portfolios. A key emphasis will be to put in place effective digitised systems that will ensure an understanding of the status of each building and tenant on a periodic basis.
The programme comprises the following sub-programmes:

- Programme management of the portfolio
- Policy advocacy and compliance
- Development of new affordable rental housing units
- Effective property management of existing stock
- Effective tenant relations

The deliverables for this programme are:

- Advocate for an enabling policy and manage compliance
- New affordable rental housing units developed
- Effective property management services for all units
- Effective tenant management services for all units

Student accommodation

JOSHCO has been given the authority by the City to provide and manage student housing. a city initiative to address the issue that most students attending higher education institutions in Johannesburg live in backyards or are victims of unregistered landlords who charge exorbitant rental rates. The corporation implemented its first student housing project in FY 2020/21 in response to the city's request through the successful convention of the Wolmarans building in the inner-city. The organisation has a lofty goal of offering at least 10,000 beds during the next five years. The strategy for attaining the goal will be to create a precinct for student housing that offers a more secure, safe, and technologically advanced environment based on the SMART City approach. The organisation will work with Johannesburg Property Company to purchase buildings close to higher education institutions for this purpose.

The programme focuses on the renovation and conversion of structures close to institutions of higher learning into housing for students. By the conversion of the Wolmarans building closer to WITS, JOSHCO has trialed the programme. The goal is to construct a student precinct and find additional buildings close to institutions of higher learning.

Nederburg has been designated by JOSHCO as a second student residence that would house students in the TVET sector and is expected to be completed in June 2023.

An agreement with JOSHCO is being discussed with NSFAS and tertiary institutions in order to guarantee a market of students.

Inner-city Revitalisation

The city through the Inner-city Housing Implementation Plan (ICHIP) 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. A pipeline of properties has been identified for release to the Johannesburg Social Housing Company (JOSHCO) for social housing and rental stock.

Further, 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.

Housing Property Management

I. Hostel Redevelopment: the redevelopment of hostels has faced considerable problems because of the criminal activities, illegality and informal of hostel owners. This is no longer a human settlements 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 years 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:

- Johannesburg Inner City
- Main reef Road Corridor
- Alexandra Node
- Johannesburg South
- 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 of Human Settlements 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.

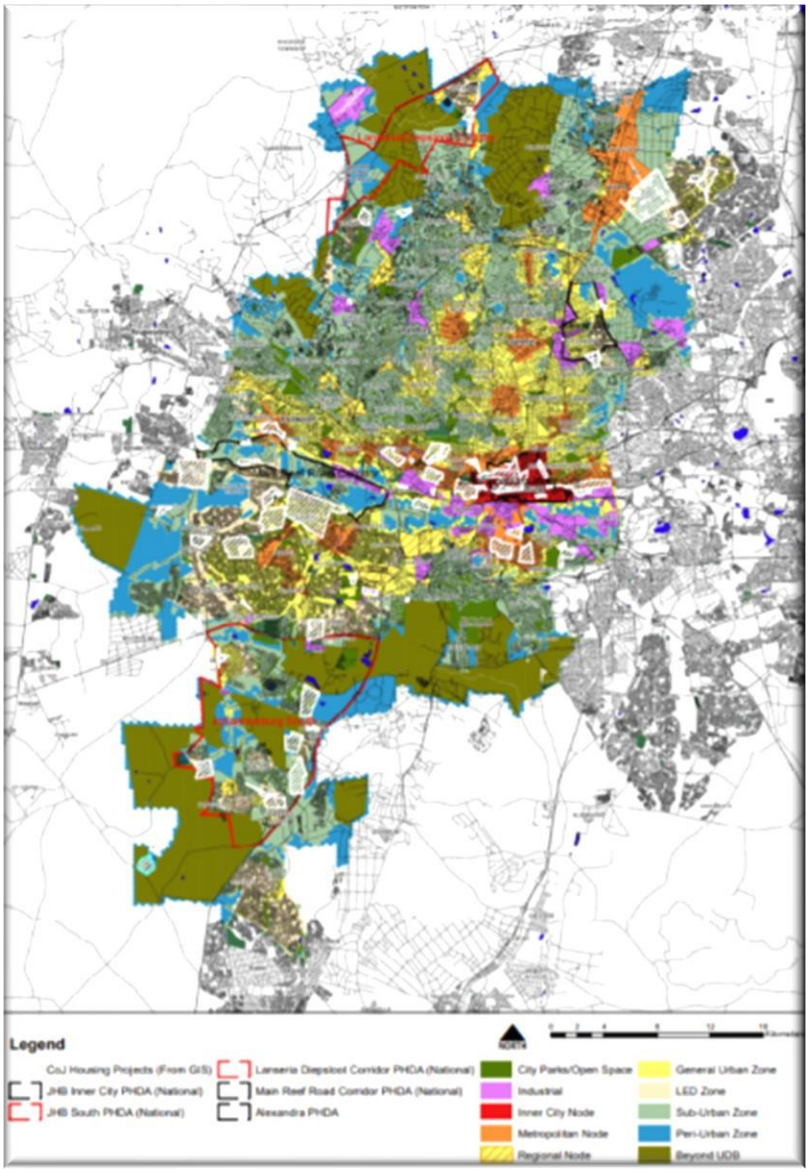


Figure 41: Priority Housing Development Areas (PHDA) in the City of Johannesburg's

13.2. 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.

Rea Vaya BRT

The Transport Department aims to provide safe, fast, and reliable Rea Vaya BRT services and an average of 50 036 passenger trips per working day by 2024 and 57 069 by 2025. For the 2022/23 financial year, the department is currently working towards the operationalisation of the Rea Vaya phase 1C(a) system between the Joburg CBD, Sandton and Alexandra which is also aimed at expanding the public transport services coverage. Twelve (12) station modules for this phase have been completed including the Watt Street Interchange and phase 1 to 2B of the Selby Depot. The arrangement for an interim fare collection system to operationalise the Rea Vaya phase 1C(a) have been made, and the procurement for the permanent new AFC (Automated Fare Collection) system is in progress. The negotiations with the affected

public transport operators for this phase (1C) of the Rea Vaya BRT are at advanced stage towards the establishment of the BOC (Bus Operating Company) which will run the services. The relationship between the City and the BOC (Bus Operating Company) will be regulated through a BOCA (Bus Operating Contract agreement). It is anticipated that, the rea Vaya phase 1C(a) services will be operational at the beginning of 2023/2024 financial year.

There have been challenges with regards to the phase 1A BOC (Bus Operating Company), mainly due to governance issues at the company. These matters are being addressed through ongoing engagements between the City and the BOC (Bus Operating Company) leadership and management.

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 229 routes and providing mobility services to 3.3 million passengers in the last financial year. Our mission will be pursued through continuous improvement in the availability of fit for services buses, arriving on time, and operated safely and at an affordable price.

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 preferred mobility solutions to support the City in building economic activity along transport corridors that ensure that economic opportunities are realized closed to where most Johannesburg's residents live.

13.3. Inner city Transformation roadmap

The inner city is the birthplace and historic core of the city. It serves at their first point of entry for those who come to live in the city for short or long periods, making it the most diverse centre in the metropolitan region. The inner city of Johannesburg is located within the city's Region F. The inner city encapsulates the identity of Johannesburg in the minds of travellers and investors. The inner city has six very different sectors, Johannesburg Town, the CBD still home to corporates and the main shopping area; Diagonal Street, Braamfontein to the north, home to Wits University, the Nelson Mandela Bridge and an office mecca; Newtown, close to the city is the cultural and musical heartbeat; Fordsburg to the west is home to the Asian quarters; The Fashion District to the east, incorporates Jewel City; Maboneng Precinct which is on the eastern edge, is the art sector and lastly Ellis Park, the famous rugby stadium, is surrounded by the still to be upgraded areas of Hillbrow, Berea, Doornfontein, Bertrams and Troyville.

The inner City also functions as an important residential neighbourhood. It is extremely diverse with areas ranging from severely degraded residential areas such as Bertrams, to the somewhat stable commercial area of Braamfontein.

Johannesburg has always been at the centre of innovation, dynamism, vibrancy, and cultural exchange. The inner city is a key driver of development in the city. It is therefore an asset that the country cannot afford to let waste.

It has a dense network of infrastructure and a rich stock of buildings. The inner city is:

- a place of opportunity
- a place of inclusivity
- an important employment node
- an important residential neighbourhood

- a commercial node offering a diversity of office accommodation.
- Johannesburg's – and the region's - transportation hub
- a site of intense investment, attracting both private and public sector money and businesses • an enormous local, regional, and sub-continental retail centre
- characterised by a diverse mix of land uses.
- an important generator of municipal income
- the cultural hub of the city
- the site of multiple educational amenities
- synonymous with the identity of Johannesburg in the minds of travellers and investors.

Strategic location of the Inner City

The inner city is positioned in an economically valuable part of the city. It is strategically located in an area with high rental apartments, business centres, and major transportation and communication nodes. In addition, the inner city provides marginalised communities – particularly from the south of the inner city - an entry point into the formal economy. It is home to the Gauteng Provincial and Johannesburg Metropolitan governments, and to some of the most established businesses in the country. Johannesburg inner city is a hive of diverse economic activity, close to transport nodes, schools, places of work, entertainment, and shopping. It also boasts the biggest transport node in Africa, with trains, busses and up to 4 000 taxi's bustling through the city daily culminating at centres such as Park Station and Ghandi Square.

Transport

It is the major public and quasi-public transport hub in Johannesburg, with over a million people travelling into the inner city every day to work, trade, conduct government business, and onward travel. Johannesburg's inland port, the largest in Africa and fifth largest in the world, handles 30% of the country's exports.

Infrastructure

It has a large asset base, with much of its service infrastructure under-utilised and in decline. The inner city is rich in cultural, sporting and heritage assets, including some of Johannesburg's most important facilities and venues, such as the University of the Witwatersrand, the Civic Theatre and Ellis Park stadium amongst many others. The city is an outstanding investment destination, offering the best access to markets across Africa, an investor-friendly environment, a stable democracy as well as excellent telecommunications and road infrastructure.

Economic generator

It is the heart of the city, and its image, vitality, success, and well-being are representative of the whole of Johannesburg. It is often viewed as being a significant incubator and location for small medium micro enterprises because of its role as an economic generator and vibrant retail and trade centre. Johannesburg's economy has recorded consistently high growth rates and has been a net creator of employment, with all the large banks, insurance companies and many Information and Communications Technology companies located in the inner city.

Inner City challenges:

The Inner City has faced significant challenges over time. Chief among these are over-crowding and lawlessness, with residents falling victim to property hijackers and slumlords. Other developmental challenges include:

- An uncontrolled influx of people in the Inner City
- Illegal dumping
- A housing backlogs.
- A rise in illegal occupation in key residential areas
- Urban decay and Urban Management
- Shortage and poor maintenance of social amenities (clinics, recreation centres and sporting facilities)
- Traffic congestion in the CBD
- Rise in hijacking of buildings
- Street trading
- Homelessness

The City is however, focused on tackling these challenges and developing the inner city into a centre of economic development and growth through the Inner-City Revitalisation Programme.

The Inner-City Transformation Roadmap is the City of Johannesburg's statement of intent for transforming the inner city of Johannesburg. It provides the framework for the City of Johannesburg in rolling out the GDS 2040 in the inner city. The roadmap takes an area-based management and partnership approach to guide municipal activity in transforming the inner city. This roadmap is a City-led initiative to facilitate development in the inner city by a wide range of stakeholders in planning and implementing programmes and projects that seek to transform the inner city.

The roadmap aims to guide City investments and the full spectrum of urban management activities in the inner city. Accountability will derive from consultative processes while enforceability will rely on existing instruments and institutional arrangements within the City, including the IDP and budgeting processes, as well as existing institutional performance management systems.

The roadmap, which has been developed through consultation with working groups established as part of the Inner-City Charter process as well as with departments in the City, aims to take the work of the InnerCity Charter forward. As such, the roadmap incorporates the commitments from the previous Inner-City Charter which continue to remain relevant to the inner city. It also adds commitments that have arisen as a result of changed circumstances and new City priorities.

This roadmap defines five pillars of inner-city transformation to be achieved through City initiatives and partnerships in the inner city. They are:

- A well-governed inner city
- A clean and safe inner city
- A sustainable inner city • A productive inner city
- An inclusive inner city.

Short, medium, and long-term outcomes are defined within each pillar. These are the outcomes to be achieved by establishing programmes and projects in the inner city. Such programmes are to be undertaken in consultation and partnership with stakeholders. Finally, the roadmap identifies key priority interventions - 'big issues' - that should be tackled first by the task teams proposed in this roadmap.

For example, one of the key priorities for the City is to ensure that people are always safe and secure in the inner city. The City plans to achieve this through increased visible policing and by-law enforcement; more collaboration and coordination with stakeholders; and expanding surveillance coverage with CCTV. Other multi-disciplinary operations to tackle crime and urban management are also being implemented such as dealing with bad buildings and reclaiming hijacked buildings to provide people with safe places to live. In

addition to these activities the City will also implement targeted awareness and education campaigns to encourage citizens to keep the city clean and comply with by-laws.

Vision for the inner city

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.

Strategies towards transformation of the inner city

The overall impact of this roadmap will be a regenerated and transformed Johannesburg inner city. It will be realised on five pillars. Within each pillar several long-term, medium-term, and short-term outcomes will be achieved through a series of outputs that will be delivered by the partners.

Strategy for a well governed inner city

Accountable governance structures will provide the political oversight and mechanisms for unblocking deadlocks or delays that hinder delivery. An Inner-City Programme Manager, along with associated staff, will lead all the activities and programmes envisaged for the inner city and will coordinate activities of other departments and entities. This unit will also coordinate the Inner-City Partnership Forum to ensure close stakeholder involvement in inner city initiatives. The billing system as well as tariffs and rating systems within the inner city will be improved to ensure correct and efficient billing.

Strategy for a clean and safe inner city

A clean and safe inner city will be achieved through the articulation and roll out of an Urban Management Strategy for the inner city. This strategy will deal with the coordinated enforcement of by-laws and the effective policing of the inner city. It will also ensure coordination of the urban management and maintenance functions undertaken by various departments and Municipal Owned Entities.

Strategy for a sustainable inner city

The inner city will offer high quality, effectively functioning infrastructural services, be green and promote sustainable practice in transportation, in building design, in waste management and in energy and land utilisation. The inner city will be well-connected with safe, reliable public transportation, rationalised vehicular routes and pleasant, walkable pedestrian pathways.

Strategy for a productive inner city

A diverse offering of economic activity will be promoted within a mixed economy that caters for a competitive range of retail, manufacturing, commercial and creative industries. A thriving and wellmanaged cross-border trading sector will be supported. Informal trading will be supported within managed linear and demarcated markets and will be integrated with transportation routes and movement plans for the inner city. Micro trading and informal trading will be appropriately regulated.

Employment, through meaningful work and livelihood opportunities, will be increased and opportunities for employment and innovation will be promoted through improved skills and through networks of job centres.

The inner city will be productive in creating a sustainable income stream through effective municipal revenue collection, enhanced revenue opportunities and the efficient, cost-effective delivery of services.

Strategy for an inclusive inner city

An inclusive inner city will be accessible to the broadest range of urban users. Inner city residents will be well-housed in a range of sustainable housing typologies catering for a range of affordability levels and developed within a sound financing, institutional and regulatory framework. Shelter will be provided for indigent people. Housing will be developed in environments that offer shelter as well as the basic infrastructure, social facilities and open space required for sustainable, healthy neighbourhoods. Residents will have access to recreation and sporting facilities within walking distance, and will enjoy a safe, walkable, and pleasant public environment.

Residents' life chances will be widened through investment in health care, health facilities and outreach programmes. The City will promote a vibrant education cluster with sound, well-supported schools, - networked with public libraries - as well as regulated and supported early childhood development facilities. A social services network of CBOs, NGOS and municipal services will provide support for the poor of the inner city through targeted programmes. Social services will be expanded to cater for the range and scale of need and services will be coordinated. The inner city will be a beacon of diversity, integrating newcomers and migrants through effective support. The inner city will be a centre for art, culture, and events. The inner city will be a democratic political space where all users are well-informed and participate in public affairs. Residents and users of the inner city will be encouraged to adhere to by-laws through training and education.

14. 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
- Load shedding

The city will address its service delivery challenges through the following programmes:

14.1. Sustainable and Integrated provision and management of water and sanitation services

The City of Johannesburg strives to achieve a sustainable water supply. Due to its continuing growth, the City will need to assess water and sanitation needs in developing areas and invest in infrastructure to meet these needs. Enough water resources are crucial for the continued sustainable economic development of the City. Climate change is projected to increase the risk and frequency of both droughts and floods, the impacts of which will be exacerbated by ageing infrastructure. The Gauteng province is vulnerable to and may soon face multiple drought episodes which may put severe strain to water resources. Failure to address climate change impacts on water security would exacerbate existing vulnerabilities of the City's inhabitants, affect the sustainability of communities and drive-up costs to the extent that water may become unaffordable.

Water supply (security of supply)
The city needs to scale up the water supply by adopting water recycling approaches. Engaging with relevant stakeholders throughout, and undertake integrated development planning, explore possibilities for alternative water sources, assess water sources for recycling, and evaluate the option to extract groundwater to augment existing supply.

Water services
The City to look at option to create effective demand-side management processes and sustainable watercatchment management practices, as well as investments in smart infrastructure and alternative supplies to increase levels of net water savings. Adopt water demand management practices to minimise water losses, ensure equitable access and improve water use efficiency by implementing education and

awareness-raising campaigns, improving demand management structures, investing in infrastructure, and amending regulations.

Operations and logistics
Johannesburg Water will continue to implement the Water Conservation and Demand Management Strategy to reduce water demand and compliance to the Water Use License apportionment from the Integrated Vaal River System. This will include efforts to expand on the passive leak detection by introducing smart leak detection technology in areas with high minimum night flow. The company will also extend the number of smart controlled pressure management stations to reduce high night-time pressures to limit water loss and extend the useful life of the water infrastructure. There will be a continued implementation of the first line response function at the network depots to ensure water bursts are closed with in short periods to limit water loss. Productivity of network teams will be monitored to ensure response times improve especially on water bursts and leaks to improve service delivery and limit water loss.

Infrastructure: Capacity and functionality – asset management
Johannesburg Water capacity upgrade and renewal programmes cater for the augmentation of water supply and the renewal of ageing infrastructure. The Reservoir Upgrade programme provides capacity to maintain a 24-hour storage requirement. This is necessary to provide water pressure and continuity of supply to consumers in the event of supply disruption. The water Pipe Renewal Programme aims the replace ageing water mains which have reached the end of their useful lifespan.

Sanitation services
The CoJ Sanitation Policy has recently been updated to align with the national policy framework. The policy is aimed at addressing local sanitation issues unique to the City, while complying with national requirements. The policy will aim at the development, maintenance, and monitoring of adequate sanitation systems.

Operations and logistics
Nominal satiation in the form of communal chemical toilets will be provided in informal settlements where basic services still need to be rolled out or in cases where it is not possible. Johannesburg Water will aim to provide these toilets at a ratio of 1 toilet per 7 households. The toilets will also be serviced three times a week. Preventative maintenance on the sever infrastructure will be enhanced to move from a 17% coverage of infrastructure with preventative maintenance to 50% in the coming five years. This will assist in addressing reoccurring blockages and improve service delivery. Productivity of blockage steams will also be monitored to ensure that blockages are cleaned within the shortest possible time to minimise the impact on the watercourses within the city.

Infrastructure: Capacity and functionality – asset management
Johannesburg Water capacity upgrade and renewal programmes cater for the augmentation of water supply and the renewal of ageing infrastructure. The Reservoir Upgrade programme provides capacity to maintain a 24-hour storage requirement. This is necessary to provide water pressure and continuity of supply to consumers in the event of supply disruption. The water Pipe Renewal Programme aims the replace ageing water mains which have reached the end of their useful lifespan.

14.2. Sustainable and integrated provision and management of energy

Energy supply (security of supply)

Electrification of households in the informal settlements is likely to result in a decline in domestic fuel burning. Domestic fuel burning has been identified as one of the significant contributors to poor air quality in the City. The provision of varied energy sources should be targeted at the informal settlements with measures such as introduction of Liquified petroleum gas as a replacement to coal burning. The introduction of LPG as a complementary source to electrification of informal settlement could result in improved PM2.5 emissions. A focused awareness programme is required to promote clean fuels in the lowincome dense informal settlements.

Energy services

The City is to explore and adopt an energy mix that is not dependant on coal, such as mine gas from landfills, extract energy from waste, and use energy from renewable sources such as solar energy.

Infrastructure: Capacity and functionality – asset management

Over the years the following challenges have been identified amongst others that hinder the city in providing quality and reliable basics services: • Governance Challenges

- Volatility at senior leadership level - creating instability in the organisation.
- Operational Challenges
- Over reliance on Eskom – impacting negatively on sustainable provision of electricity.
- Ageing Infrastructure – impacting negatively on service delivery.
- Vandalism and theft – impacting negatively on service delivery and revenue protection.
- Lack of technology enabled visibility of network and meters – impacting negatively on service delivery and limits our revenue protection efforts.
- Financial Challenges
- Inability to meet billed revenue and debt collection targets – impacting on financial position.
- The above challenges have thus compromised customer experience.
- With the above challenges in mind, City Power has Interventions to ensure network performance recovery, which include the following:
- Proactive maintenance for seasonal impact (rainy season, vegetation, and winter overload)
- Secure infrastructure through protective structures or moving them to secure locations.
- Verification and condition assessment of network assets • Electrification of informal settlements
- Roll out the energy mix.

The table below illustrates some of City Power's response to the strategic focus and the benefit there off:

Strategic Focus	City Power Response	Benefits
R20 billion-rand investment on fixing, replacing, and upgrading your roads, bridges, water pipes, wastewater plants, and power grid;	Bulk infrastructure refurbishment	Residents in the substation zones where these projects are being executed. Reduction in outages and improved reliability of supply Additional capacity to support new development
	Upgrade of network	Reduction in outages and improved reliability of supply

	Provision of public lighting	Address the outstanding investigation reports to ensure governance and controls are adequate
	Electrification	Informal settlement dwellings will have access to electricity
	New Service Connections	Expanding the customer base and supporting development in the City
A vast reduction in electricity outages;	Plant Restoration	To deal with impact of weather seasons and abnormal conditions, theft and vandalism, aging infrastructure, and equipment failure Restoration of within NRS Standards
	Planned Maintenance of electricity network	Reliable Network and minimization of outages
Compliance achieved on all oncompliance environmental directives;	Investment in environmental safety and quality standards	Effective business processes aligned to the ISO requirements. Address the outstanding investigation reports to ensure governance and controls are adequate.
Implement Strategy to incorporate ESKOM supply areas	Due diligence	Constant service provision across the City Constitutional compliance

Table 8:City power's response to strategic focus

IPP's and SSEG

South Africa's state-owned utility Eskom which supplies 95% of the country's power needs has been battling to supply power to South African cities consistently. With persistent power blackouts known in South Africa as load shedding predicted to last for the next 5 years, many municipalities are now looking for alternative sources of power to plug the electricity supply gap. Through a feasibility study, with clear timelines, City Power, would seek to commit to enter into long term power purchase agreements with IPPs for the purchase of renewable energy. 3. This would require a need to ensure that midterm financial provision commitments are made for a priority measure both on a fiscal and operational level on how the city intends to generate its own energy through IPPs and SSEG. This could be implemented in pilot areas following the feasibility study.

14.3. Sustainable and Integrated provision and management of roads and stormwater services

Extreme weather events such as floods and droughts can serve as catalysts for change as they expose systemic vulnerabilities and raise awareness of climate risks. Settlements in low-lying areas often face flooding when ageing, poorly maintained and/ or inappropriate stormwater drainage infrastructure cannot support the high volumes of runoff associated with increasingly heavy rainfall. Barriers to adaptation to flooding and improved stormwater management include a lack of available land, human resources and technical capacity, and difficulties securing a budget. Therefore, the city needs to minimise the exposure of key infrastructure (such as roads, stormwater drains, public facilities, and the energy grid) to

climaterelated hazards by ensuring appropriate development and asset management planning, performing infrastructure retrofits, updating inspection procedures, and increasing maintenance.

The importance of Catchment Management Plans was highlighted in the Stormwater Design Manual. Catchment Management Plans are intended to provide guidance on land use planning and decisions, service delivery and infrastructural interventions and rehabilitation and greening initiatives with the aim of ensuring the integrity hydrological systems, sustainable management of water resources, river health and water security, considering the unique topographical and hydrological conditions of a catchment. The first such plan is the Jukskei Catchment Management Plan, which will not only provide for improved management of this catchment but also assist in developing a model for other catchment management plans.

The City has adopted the Stormwater Design Manual to support the Stormwater By-Laws and is designed to promote sustainable urban drainage systems within the city, to reduce damage to the receiving environment, to reduce flood risks and to protect hydrological processes within the landscape.

Operations and logistics

The Johannesburg Roads Agency (JRA) has committed itself to upgrade all gravel roads to surfaced roads within formalised townships. A total of 3.04km upgraded, the total of 14.76km year to date against the target of 14 km) of gravel roads has been upgraded to surfaced roads in the 2020/21 financial year. Gravel roads make up 1,147.05 km of the cities 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 regraveling. The 2022/23 target for the JRA to upgrade these roads is set at 10km. 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 (2023/24 and 2024/25). 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.

14.4. Sustainable and Integrated provision and management of waste

Waste minimisation

The City of Johannesburg's approach to waste management is informed by the waste hierarchy. From most to least favoured option, waste should be reduced, reused, and recycled. Waste that is unsuitable for the '3 Rs' should be treated. Recovery of energy from waste is a last-resort option. To support the vision of zero waste to landfill as articulated in the Growth and Development Strategy, the City has passed a municipal by-law which requires residents to separate their waste at home to divert recyclables such as paper, glass, and certain grades of plastic from landfill. Diverting waste from landfill not only increases the lifespan of the City's landfills, but also eases the strain on the country's national resources, improves economic efficiency and creates jobs in both the formal and informal waste reclamation sectors. Whilst not yet a formal signatory, the City of Johannesburg aspires to meet the ambition articulated in C40's Advancing Towards Zero Waste Declaration by 2030.

The city needs to improve the waste collection services at household level especially in the informal settlement to effectively deal with issues of illegal dumping which result in waste burning. Waste burning is one of the significant contributors to the particulate matter and sulphur loading on the ambient air. The continued implementation of the city's approach to the management of waste should result in environmental sustainability.

The City is adopting the waste hierarchy; beginning with waste avoidance and reduction, to re-use, recycle, recovery, and lastly treatment and disposal. Furthermore, the City is:

- Implementing separation of waste at source and increase recycling initiatives.
- Creating an enabling environment for partnerships with formal and informal recycling industry to promote recycling; and
- Implementing alternative waste treatment technologies that will significantly reduce the volume of waste going to landfill and recover energy from waste.

Waste management services

The City is of late inundated with environmental pollution that comes because of unstainable waste management practices and is focusing on strengthen compliance to Waste Management Service Standard and Service Delivery Charter and compliance to the City's waste bylaws. While reducing the occurrences of waste illegal dumping through provision of adequate services – that caters for all waste streams, including special waste streams – e.g., builder's rubble. Including, the implementation of a waste collection system for high density areas e.g., backyard dwellers and informal settlements.

Operations and logistics

Waste management operations especially waste transportation is very much embedded in logistics, therefore the availability and reliability of the fleet is an integral part of waste operations. A reliable and fit for purpose fleet is the backbone of waste operations. The city and Pikitup always ensures that there is adequate fleet available for waste collection and transportation.

Infrastructure: Capacity and functionality – asset management

Pikitup operates four waste landfill sites. On average the four landfills are only left with less than 5 years disposal airspace. This put the city and Pikitup under tremendous pressure to develop waste treatment and disposal infrastructure. The city is looking at possible extensions in the footprint of the existing landfills to ensure security of disposal infrastructure. The city is also developing recycling facilities to ensure waste is diverted from landfills and to support recycling initiatives.

Waste to Energy

The Johannesburg waste-to-energy programme is an innovative initiative aimed at addressing the challenge of waste management in the city while also generating electricity. The programme involves converting the city's waste into energy by using thermal treatment technologies, such as incineration or gasification, which produce electricity that can be supplied to the grid. This approach is not only an effective way to manage waste but also a sustainable solution for generating renewable energy. The benefits of the waste-to-energy programme are numerous, including reducing the amount of waste in landfills, which helps to conserve space and mitigate the environmental impact of waste disposal. Additionally, the energy produced can be used to power homes and businesses in the city, reducing the reliance on non-renewable energy sources.

However, there are also concerns about the potential negative impacts of waste-to-energy technology, such as air pollution and the release of harmful chemicals. To address these concerns, it is important to ensure that the technology used is safe and effective, and that the programme is properly managed and monitored.

Overall, the Johannesburg waste-to-energy programme is a promising initiative that has the potential to address both the waste management and energy needs of the city in a sustainable and innovative way.

14.5. 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 microcompanies, or workers employed by the co-operatives and companies carrying out the work.

The Operation Manje Namhlanje 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.

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 Operation Manje Namhlanje *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 Operation Manje Namhlanje 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.

14.6. 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:

a. conserving natural resources by re-using the waste for the manufacture of new items instead of using natural resources
b. saving landfill airspace so that landfill sites can last longer and do not need additional land which can be used for other purposes.
c. reducing methane emissions to global warming (landfill gas)
d. saving energy: the production of products from recycled material uses less energy than the production of the same product from raw materials.
e. 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:

a) Provision of split refuse bags for recyclable waste
b) 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.

15. Job opportunity and creation

According to Statistics South Africa, Quarterly Labour Force Survey (QLFS) in Q4: 2022 Johannesburg was responsible for 11.68% of national employment, and 37.96% of employment in Gauteng. Overall, employment in the City of Johannesburg is still lower that the Q1:2020 levels, the period prior to COVID19. In the fourth quarter of 2022, 1.86 million people were employed as compared to 1.95 million people in the same quarter of 2019. This represents a decline of 83 000 people. The employment absorption ratios are also still lower compared to pre COVID-19 period (-4.2 percentage points lower) however; it is gradually showing some signs of recovery.

The City of Johannesburg unemployment trend has on average been on the upwards trajectory since the StatsSA commenced publishing the QLFS at metro level in the first quarter of 2015. The unemployment rate rose from 26.7% to 32.6% during the period under review representing an increase of 5.9 percentage points. The last four quarters however saw a decline of 8.2 percentage points from a peak of 40.8 in Q3 of 2021. This shows signs of recovery in the labour market. The number of unemployed persons increased from 803 000 in 2015: Q3 to just 899 000 in 2022: Q4.

The official unemployment rate in Johannesburg is slightly lower than that of the country (32.7%) and lower than that of Gauteng (34.0%). The City of Johannesburg has the higher labour force participation rate that is higher (67.5%) compared to that of the country (58.5%) and that of the province (67.4%).

Within Gauteng metros, city of Ekurhuleni has the lowest unemployment rate 30.7% followed by the City of Johannesburg (32.6%) with the City of Tshwane leading slightly at 34.7%. The other attributing factor to higher unemployment rate is lower discouraged work seekers and the working age population in the City. Johannesburg has South Africa's largest metropolitan population and is a major destination for internal as well as cross-border migrants. This stems from, firstly, it being the economic centre of Gauteng, which is the motor of the national economy; secondly, it interacts closely with two other metropolitan municipalities in its immediate proximity, Tshwane, and Ekurhuleni and thirdly, it is within easy reach of neighbouring countries. Additionally, more than any other metro, the city's economy has managed to consistently generate significant numbers of additional work opportunities every year. Work-seekers in all skills classes from elsewhere - professionals, skilled, semi-, and un-skilled alike have thronged Johannesburg in search of employment. The most worrying factor is that unemployment rate continues to diverge from the National Development target of 6% by 2030.

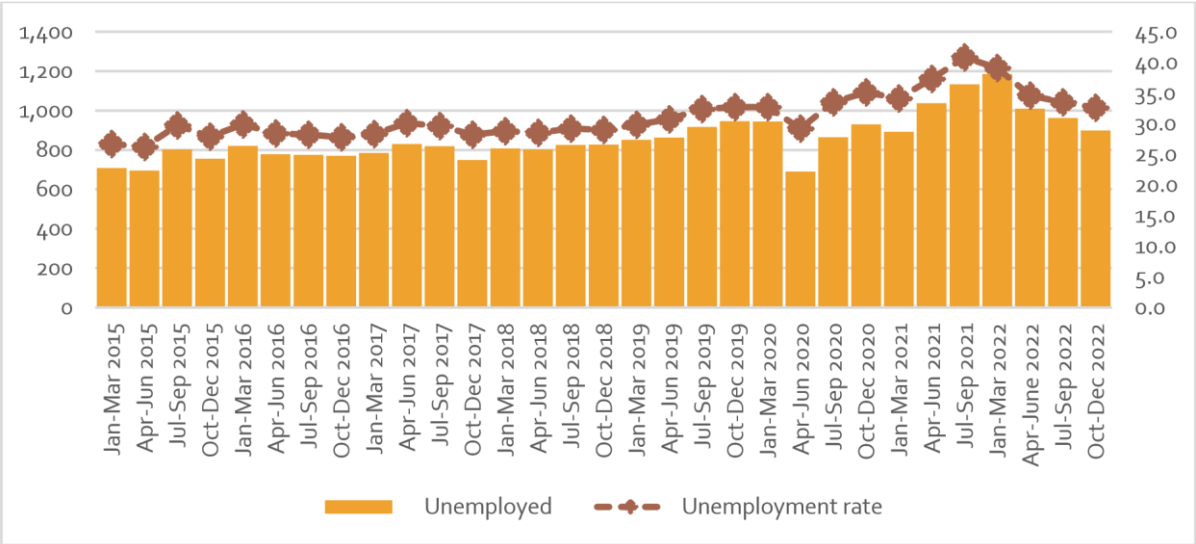


Figure 42: Official Unemployment Rate (source: stats SA, 2023)

15.1. What Jobs Would Be Measured?

Jobs in the City of Johannesburg context refer to employment opportunities and positions that are available within the municipal boundaries of Johannesburg. These jobs can range from formal employment in various sectors such as finance, manufacturing, retail, and service industries, to informal employment in the informal sector, including street vendors and small business owners.

- Permanent, short- and long-term contracts
- Includes all jobs created excluding EPWP.

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.

15.2. 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**

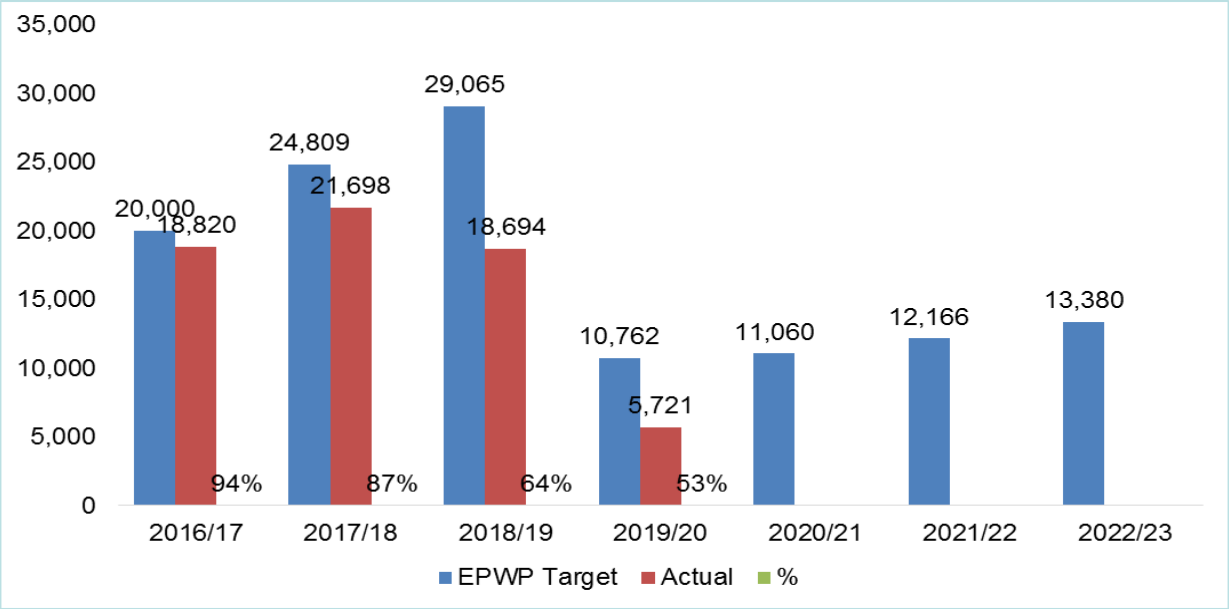


Figure 43: EPWP Performance

15.3. 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.

15.4. 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.

15.5. Investment promotion, attraction, and facilitation

Investment promotion, attraction, and facilitation are crucial for the economic growth and development of the City of Johannesburg. As a hub of economic activity in South Africa and the African continent, the city requires a steady flow of investments to create jobs, increase productivity, and stimulate innovation. The City of Johannesburg has been proactively seeking investment opportunities and establishing relationships with local and international businesses to promote its competitive advantages, such as its strategic location, diverse economy, and strong infrastructure.

The Investment Promotion Unit within the City's Economic Development Department is responsible for attracting investments, providing support and guidance to investors, and facilitating the establishment and growth of businesses in the city. The Unit works closely with local and international businesses to identify investment opportunities, provide market intelligence, and assist with navigating the city's regulatory environment.

In addition to attracting new investments, the city is also focused on retaining and expanding existing businesses. The City has established partnerships with local business associations and industry bodies to identify and address the challenges facing businesses in the city. By understanding the needs and concerns of the business community, the City is better positioned to provide targeted support and promote a business-friendly environment.

Overall, investment promotion, attraction, and facilitation are critical for the City of Johannesburg to achieve its economic growth and development objectives. Through effective promotion of the city's competitive advantages, targeted attraction of new investments, and facilitation of business establishment and growth, the City of Johannesburg can create a conducive environment for businesses to thrive and contribute to the city's economic prosperity.

15.5.1. 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.

15.6. 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 as possible 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, eThekwini, 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.

15.7. Regional Economic Development and Planning

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.

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, agespecific 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.

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 InnerCity 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.

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 prescripts 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 2021/2022 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.

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.

16. Safer city

Compared to other cities, Johannesburg's crime rates remain low to moderate except for robberies and assault (SACN, 2020)[40]. However, citizen perception tells a different story. As cited in the five-year IDP (2021-2026), 'the perception that Johannesburg is dangerous remains a major challenge, which impacts residents, communities, businesses, and potential investments. According to the GCRO Quality of Life Survey 6 (2020-2021), 77 % of respondents stated that they feel unsafe walking in their area at night and more than half of all respondents are dissatisfied by the safety and security services provided by the government. The City aims to narrow the gap between these disparate points of view and address safety and security directly. The Joburg City Safety Strategy (JCSS) is the City's response to improve safety and security as a building block to economic growth and improved livelihood.

16.1. 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 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.

[40] SACN 2020, State of Crime and Safety in South African Cities Report 2020. A report of the Urban Safety Reference Group. South African Citie3s Network: Johannesburg.

Outcomes and Key Focus of the JCSS

The realisation of these cross-cutting outcomes will be enabled through the institutionalisation and mainstreaming of the JCSS and its methodology across departments and entities, whilst remaining abreast of crime and safety issues, and trends both locally and internationally, through peer-to-peer learning and research as shown in the diagram below

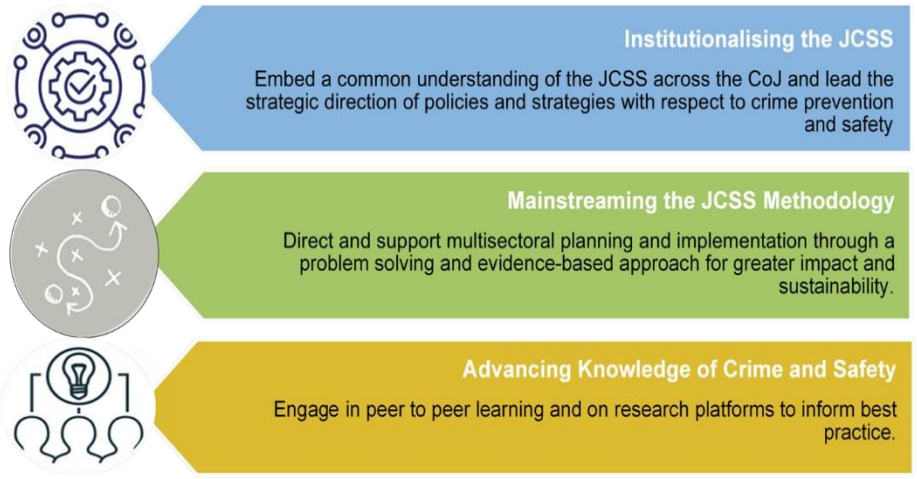


Figure 44: Key focus areas to achieve JCSS outcomes.

Key future activities in these focus areas are:

a) To review the JCSS and develop a City-wide implementation plan to respond to current and future urban safety issues by serving as a tool for strategic and operational planning that will guide the City's approach to safety and will identify key interventions for implementation which will be monitored and evaluated.

b) Conduct community safety audits to obtain information to assist in focusing crime prevention and safety initiatives to where they are most needed and agree on the most effective interventions, thus enabling the best use of City resources.

c) Undertake community safety planning in partnerships with local community stakeholders to achieve a sustained impact on crime and unsafety.

d) Conduct research to remain abreast of the latest developments with regards to crime prevention and safety, and to inform evidence-based planning and practice.

The Public Safety Department's primary goal is to ensure the city's overall safety and as such is the custodian of the JCSS, with the Johannesburg Metropolitan Department (JMPD) being the lead implementation agent in the City with respect to coordinating collaborative crime prevention and safety and security interventions across departments and entities.

16.2. 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.

16.3. 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, considering 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 sciencepolicy 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 crosssectoral 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 nongovernmental 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 prosecutors on the CoJ's By-laws), for consistent application of consequences. Establishment of a Rapid Land Invasion Unit. Joint operations with Group Forensic & investigations unit such as Revenue Enhancement and Protection Unit	Consistent enforcement of By-laws A progressive reduction in By-law contraventions, leading towards a By-law compliant city. A complete, effective justice system. Integrated By-law enforcement centre.
Ensuring safe transport and mobility through traffic management, enforcement, and education	Build public confidence and awareness through road safety initiatives and media campaigns (education; engineering; environment; emergency care). Improve licensing programme. Reintroduce Public-Private partnership addressing traffic management by means of having additional points men in the COJ to address gridlock/congested traffic flow.	Safe mobility. Improved confidence in and greater use of public transport – supporting a more sustainable, environmentally sound city.
Crime reduction	Adequately resource JMPD to meet policing challenges through the recruitment, training, and resources to conduct more law enforcement operations. Expand the capacity of JMPD's K9 Narcotics and Tactical Unit with high-calibre firearms, officers, and dogs to counter drug related crimes. Develop a substance abuse action plan that jointly with other city departments, materialises the citywide Substance Abuse Strategy. Capacitate municipal courts in dealing more robustly with by-law infringements and other City legislation. Develop regional crime reduction plans. 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.	A reduction in crime, and the fear of crime. Visible and accessible policing that meets the required ratio of police to residents. Trusted, consistent, professional, and engaged safety roleplayers.

	Improve police presence, accessibility, and response time by launching mobile station commands that operate across Johannesburg communities. IIOC (Integrated Intelligent Operations Centre) Use of intelligence and data towards evidence-based planning and implementation for sustained operations. 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. Optimisation of resources and intelligence to efficiently and effectively resolve emergencies and service delivery breakdowns. Collaborates data from a variety of departments across the city to respond to incidences for improved service delivery	
Improve emergency response	Implementation of fire engines replacement program. Build and revamp fire stations. Enhance Training and development and improve staffing levels. Fire prevention, Code enforcement and Public Awareness (recruit Fire Inspectors, PIER officers and Educators).	Reduced fire incidents, damage to property and economic loss.
	Strengthening community education in areas that remain prone to fires and disasters. Partnering with private ambulance providers Bringing services closer to the communities by building additional fire stations	Improved stakeholder management
Improving risk and disaster mitigation and management	Develop integrated Disaster Risk Mitigation Plans in geographically specific high-risk areas. Build informed and capacitated citizens through education outreach programmes and disaster readiness training.	Reliable and responsive disaster management services. Resilient communities. Disaster-ready local government.

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. Reduce number of cases relating to corruption	Corruption free department. Educated citizenry collaborating with JMPD to build safer communities.

16.4. 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.

16.5. 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, 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.

Thorough 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 several 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 several 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 inpatient 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).

16.6. 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:

Expanded Social Package (ESP)

The Constitution of the Republic of South Africa of 1996 (The Constitution, 1996) states that everyone has inherent dignity and the right to have their dignity respected and protected. This means that all South Africans have the right to a dignified life and municipalities have certain legal obligations towards ensuring

a dignified life for its citizens. A dignified life can be defined as a living standard where one is protected from humiliation and exploitation, is not deprived from the opportunity to develop, and experiences societal conditions that provide relief from the multiple dimensions of poverty.

The Constitution, 1996 places the responsibility on government to ensure that basic services are progressively expanded to all, within the limits of available resources. Government policy on most of these issues thus seeks to progressively move towards universal access. Approximately 9.6% of the total households can be regarded as indigent households who qualify for Free Basic Services (FBS) in the City of Johannesburg (CoJ) (Stats SA, 2018). Improving conditions for human and social development involves the enhancement of the population's well-being in terms of health, nutrition, education, social capital, and safety. It also involves the expansion of social assistance programmes as a social safety net to combat poverty. The Expanded Social Package (ESP) programme was introduced with the objective to provide improved relief to the City's indigent and vulnerable households.

As part of its approach to improved quality of life and development-driven resilience for all, the City offers the ESP programme to its most vulnerable citizens such as: the unemployed; displaced persons; senior citizens; persons with disabilities, and women and children. Households accessing the ESP programme receive significant assistance compared to those poor households not accessing the programme. The positive impact on safety nets on poorer households is not only felt by the direct recipient, however, it also has a multiplier effect for other household members.

The Expanded Social Package (ESP) is a basket of benefits which the City allocates to its most vulnerable households. Households 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 for the metered services. 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 is a register of indigent households in the City of Joburg that is fully digital, captures biometrics and can be accessed in-person or via the Online Application Process. Individuals must re-register annually to receive continued benefits. The ESP is the only current register of indigents that goes far beyond utilities rebates in scope, becoming ultimately a one-stop shop for poor households to access other services.

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 especially in peri-urban areas and informal settlements. 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 Market (JM) will be enhanced to provide temporary relief to indigent households across the city to ensure that no one goes to bed hungry with long term plan to ensure that sustainable food production systems are implemented to create disposable income for families and contribute to local economic development. The city has introduced sustainable food security, agriculture, and agro-processing programmes to address high level of poverty in deprived areas as means to create opportunities and employment for the poorest of the poor.

A Healthy life for all

The City is working to change the face of the Primary Health Care system by making it more accessible. 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 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.

All the 78 facilities and 1 satellite offer a comprehensive package of services which are the following:

The following comprehensive package **services** are offered at the facilities.

- Promoting Healthy Living Lifestyles (HLL)
- Emergency Services
- Reproductive Health Services
- Maternal Health (Antenatal and Postnatal) Services
- Women Health Services
- Adolescence and Youth Friendly Services
- Child Health Services (including Immunisation)
- HAST services (HIV, AIDS and Sexually Transmitted Infections and Tuberculosis (HAST) Comprehensive Care Management and
- Treatment
- Social Work Services (referral)
- Management of Acute Illnesses
- Management of Chronic Conditions
- Health Promotion
- Mental Health Services (Secondary Care)
- Rehabilitation Services (Referral)
- COVID -10 vaccination program is offered in all our facilities and mobile sites as the need arises.
- All the 78 facilities are also conducting screening for substance abuse and refer appropriately to the community-based substance abuse centres.

Outreach Programs by Community Health Workers reporting in the facilities:

- Defaulter Tracing

Referral services:

- Referral for Oral Health and Social Worker services

- Referral to South African Police Services (SAPS) for Forensic services

The City of Johannesburg is currently having **eight (8**) **Community-Based Substance Abuse Treatment centre**s. Some were launched in the 2017/2018 financial year, 2018/2019, and 2020/2021. The CBSA centres are as follows:

- Tladi CBSATC Region D
- Eldorado Park Ext 9 (EP9) Region G
- Joubert Clinic Region F
- Riverpark Clinic Region E
- Westbury Region B
- Poortjie Region G activated April 2021
- Thuthukani Porta Cabin Structure in Region A.

All **eight (**8) CBSATCs are operational with support from doctors, nurses, and social workers.

There are **secondary mental health sites** rendered by the Provincial mental health integrated complement staff as follows:

Region A: Bophelong Clinic, Rabie Ridge, Mpumelelo and Halfway:

Region B: Westbury and Randburg Clinic:

Region F: Jeppe and Crosby facilities.

All the three regions are supported by the full complement of staff from Mental Health Services.

The City has ten (10) mobiles to reach out to the informal settlements where there is no access of services. Regional daily mobile schedules for servicing the hard-to-reach areas are as follows:

Template for Mobile Clinics
REGION A MAY 2023

REGION	FEEDER CLINIC	AREA SERVICED	WARD NO.	SERVICE POINT	DAYS OF WEEK	OVERNIGHT PARKING	COMMENTS
A COJ Mobile	Midrand West clinic	Ga- Malatji around Lanseria Airport Riverside Diepsloot Northern Farm	96 96 113 113 96	Ga- Malatji Riverside Flats Bambanani mall in Diepsloot Riverside mall Northern Farm	Monday (Full day) Tuesdays (Full day) Wednesdays (Full day) Thursdays (Full day) Fridays 1/2 day	Alphen square north Region A (Regional offices). Mobile truck will be cleaned and topped up on Friday's afternoon at Midrand west clinic	**NB:** Be advised that both Mobiles goes to the same points Mondays-Fridays to increase on the number of consultation rooms, except for Mondays when the PPC Mobile first stop at Drammond for half a day and then join the CoJ Mobile at Ga-Malatji. **MOTIVATION.** Given the relocation of Diepsloot community to the flats in Riverside the area is fast developing and 2 days service per week is not sufficient and thus the Region motivates for an additional CoJ Mobile that can service this area 5days per week.

A PPC Mobile	Midrand West clinic	Drammond -plot around Kwena Molapo Ga- Malatji around Lanseria Airport Riverside Diepsloot Northern Farm	96 96 96 113 96 113	Drammond Ga- Malatji Riverside Flats Bambanani mall in Diepsloot Riverside mall Northern Farm	Monday (Morning=half day) Monday (Afternoon=half day) Tuesdays (Full day) Wednesdays (Full day) Thursdays (Full day) Fridays 1/2 day	Alphen square north Region A (Regional offices). Mobile truck will be cleaned and topped up on Friday's afternoon at Midrand west clinic	

REGION B

REGION	FEEDER CLINIC	AREA SERVICED	WARD NO.	SERVICE POINT	DAYS OF WEEK	OVERNIGHT PARKING	COMMENTS
B	Riverlea Clinic	Zamimpilo just after the main entrance	68	Pennyville next to the park Zamimpilo Langlaagte Pharmacy	Mondays and Tuesdays Wednesdays and Thursdays Fridays reserved for admin and cleaning the Mobile	Langlaagte Pharmacy	

REGION C

REGION	FEEDER CLINIC	AREA SERVICED	WARD NO.	SERVICE POINT	DAYS OF WEEK	OVERNIGHT PARKING	COMMENTS
C	Zandspruit Clinic	Itsoseng Informal Area	100	Informal area – Itsoseng informal area	1 day		
C	Zandspruit Clinic	Ruimsig Informal Area	97	Mini Golf Course/Ruimsig Stadium	2 days week	Ruimsig Stadium	
C	Florida Clinic	Fleurhof Ext 6	71	Fleurhof towards Mzimhlope	2 days	Recreation hall site	

REGION D

REGION	FEEDER CLINIC	AREA SERVICED	WARD NO.	SERVICE POINT	DAYS OF WEEK	OVERNIGHT PARKING	COMMENTS
D	Mofolo South	Emalahleni Informal Settlement	37	Nancefield Hostel	Monday and Wednesday	Jabulani Civic Centre	
D	Naledi Ext 2	Naledi Camp 1 & 2 Ash Mountain	130	Open space at the entrance to Naledi Camp	Tuesdays	Jabulani Civic Centre	
D	Protea Glen	Protea Glen Ext 4	13	Z.C.C. Church	Thursdays	Jabulani Civic Centre	
D	Protea Glen	Protea Glen Ext 13	135	Protea Glen Fire Station		Jabulani Civi Centre	
D	Protea Glen	Glen Ridge	135	Open space next to Shoprite in Glenridge ext. 16			Hard to reach areas need 1 extra mobile Clinic
D	Protea Glen	Protea Glen Ext 16	135	Open space			

D	Protea Glen	Protea Glen Ext 29	135	Open space		Jabulani Civic Centre	
D	Mofolo South	Chicken Farm Informal Settlement	19	Chicken Farm Hall			

REGION E

REGION	FEEDER CLINIC	AREA SERVICED	WARD NO.	SERVICE POINT	DAYS OF WEEK	OVERNIGHT PARKING	COMMENTS
E	Petervale Clinic	Kya Sands/Klipfontein View	115/32	Next to Klipfontein MPCC	Monday to Fridays		

REGION F

REGION	FEEDER CLINIC	AREA SERVICED	WARD NO.	SERVICE POINT	DAYS OF WEEK	OVERNIGHT PARKING	COMMENTS
F	Jeppe Clinic	Mangolongolo Informal Settlement	65	Mangolongolo Informal Settlement	Mondays and Thursdays	Eureka House	Please be advised that we will including an additional spot for Mobile clinic in the new year which is around the area of the old 80 Albert street clinic. We are currently doing assessment for an appropriate side there we will be able to get electricity and security for our staff and the mobile clinic. Currently the mobile clinic has been taken for repairs as it is tripping when it rains.
F	Jeppe	Booysens Informal Settlement	124	Booysens Informal Settlement	Tuesdays and Fridays	Eureka House	
F	Esselen Street Clinic	High point Precinct	63	High Point	Wednesdays	Eureka House	

So, the following will be the daily spots for the mobile clinic.

- Monday – Booysens Informal Settlement
- Tuesday- 80 Albert Street

- Wednesday – Mangolongolo Informal Settlement
- Thursday – George Goch Hostel/ Informal Settlement
- Friday – Cleaning and restocking of the Mobile clinic.

REGION G

REGION	FEEDER CLINIC	AREA SERVICED	WARD NO.	SERVICE POINT	DAYS OF WEEK	OVERNIGHT PARKING	COMMENTS
G	Lenasia South	Phumlamqashi/Univille	120	-Grounds next to New General School -Grounds next to Spaza Hardware	Mondays	Ennerdale Civic Centre – next to JMPD	
G	Lawley 2	Kokotela	121	-Space next to Admin Office -Mountain View next to Admin office	Tuesdays	Ennerdale Civic Centre – next to JMPD	
G	Mountain View	Tjovitjo	6	Phase 2 next to Duzenendlela Primary School	Wednesdays	Ennerdale Civic Centre – next to JMPD	
G	Lenasia Ext 2	Waterworks	10	Next to Prasaland	Thursdays	Ennerdale Civic Centre – next to JMPD	
G	Slovo Park	Slovo Park	17	Next to garage. Final place to be verified	Friday Mornings – 08:00 to 13:00	Ennerdale Civic Centre – Next to JMPD	

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 95:95:95 strategy. This is in support of the Joint United Nations Programme on HIV/AIDS (UNAIDS) and partners that launched the 95–95–95 targets; the aim is to diagnose 95% of all HIV-positive persons, provide antiretroviral therapy (ART) for 95% of those diagnosed, and achieve viral suppression for 95% of those treated by 2030.

Engagement with the community is key to achieve UNAIDS 95-95-95 targets to break down barriers and maximise equitable access to HIV, TB and STI services. A platform to engage with Civil society sectors will be created by establishing an AIDS Council that will mobilise all sectors of society including government, business, organised labour, civil society, development partners, research institutions and communities in general to facilitate a multi-sector response to achieve HIV and TB epidemic control.
The AIDS Council Secretariat will be in the office of the Executive Mayor to demonstrate the political will and resolute commitment to eradicate HIV, TB and STIs, through shared leadership, shared objectives, shared responsibility, and shared accountability.

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 though minimizing illegal dumping sites and ensuring safe reliable quality of food at food outlets
- Improving access to primary health care

More nurses to provide quality healthcare to residents.

- Recruit skilled nurses to provide comprehensive package of quality health services as per the ideal target proportion (1:35).
- Monitor and report quarterly on attrition rate of all categories of nurses due to competitive salaries.
- Mobilize resources and maximize efficiency to support the achievement of Multiparty Government priorities (MPG) and ensure sustainable response.

More local clinics closer to where residents live.

- In its Capital Investment Plan and Facility Development Plan, the Health Department ensures that Primary Health Care Facilities are developed in Marginalized Communities and along Transit Oriented Development Nodes. In this financial year, the department will see four clinics in construction and eight in planning phase. Minor Upgrades are also executed at clinic facilities across the city and include space augmentation to improve accessibility.

- Attention is also given to the renewal and expansion of existing facilities. This is to ensure redevelopment of existing Council assets. Many a facility has fallen into a dilapidated state and is no longer conducive for health services delivery. Many clinics cannot cope with the increasing patient head counts and the offering of a full basket of Primary Health Care.
- Clinic compliance is addressed which relates to National Core Standards, Ideal Clinic, Occupational Health and Safety, Fire Safety, Environmental Health, and Development Planning Prescripts.

Drug Treatment Centres to combat the scourge of drugs and the impact on addicts, their families, and their communities.

- When new clinic facilities are planned, consideration is also given to an integrated approach whereby space will could be provided for Social Development (bringing Social Workers and the Extended Social Package closer to the communities) and Substance Abuse Treatment.

Reducing the impact of COVID-19 and other pandemics

- All nurses trained on Infection Prevention and Control and to put systems in place.
- Ensure that vaccination program is accessible in all facilities.
- Occupational Health and Safety Committees and representatives in all facilities, for risks and outbreak response.
- Availability of PPE'S in all facilities

The eHealth system to safeguard and manage patient data and reduce queues and waiting times at clinics. Lastly, in support of the smart City priority, the Health Department is developing and eHealth system. This will eliminate the use of paper-based files by patients and contribute to a decrease in waiting time at the point of registration by these patients. The software has been installed at the City and the procurement of services to improve the system is at the BEC stage. It is planned to redeploy the system to pilot sites by July 2022. The following benefits are anticipated:

- **One person One health record,** which can be accessed in any health facility using eHealth@Joburg.
- Improved clinical management of patients' medical conditions since patient's **"complete"** medical record is always available whenever having contact with health care workers.
- Improved patient clinical management: more patient contact time, moving from paper to digital; **appropriate and timely medical tests**.
- Reduced patient waiting time since patient's health record can be accessed through biometric system, and loss of patient files is eliminated.
- Real-time reporting of key performance indicators.
- **Benefits to the patient/client:**
    - It assists the health care worker in making better informed decisions about your health and health management plan.
    - It can prevent duplication of medical tests and save scarce resources.
- If you are involved in a life-threatening event and you cannot provide your medical history yourself, e.g., being in a coma in an Emergency Room after a motor vehicle accident, the ER personnel can access your medical record and confirm your underlying medical conditions and treatment.
- It avoids unnecessary repetitive completion of demographic and medical forms.

Benefits to COJ Health Department: ○ It increasingly assists in medical pathway guidance which helps the Health Department to manage patients/clients more effectively at various levels of health care services delivery.

- It facilitates better record keeping and assists in mitigating medico-legal risks.

- Evidence based health care can be facilitated.
- Demonstrating effectiveness of health care programmes.

- Minimising overburdening of health facilities by identifying patients who access care in different health facilities for the same health problem.
- Assisting in identifying patients who have defaulted on their appointments.

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.

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 youth of South Africa, pre-and post-democracy, have always been key role-players in shaping the society. Youth development has become an international and national priority, and the future of many economies like South Africa depends on swift changes that target youth development as a critical component of development strategies. Given the youthful nature of the South African population, the youth are perceived to be intensely affected by the socio-economic challenges that are currently faced by the nation, encompassing poverty, inequality, unemployment as well as poor health.

The City of Johannesburg has a diverse population which comprise mostly of young individuals who fall under the category of youth (persons aged 14 [fourteen] - 35 [thirty-five]). This suggests the need for diverse models of service delivery and the Youth Policy (the Policy) offers more opportunities for Council to support young people within the City's jurisdiction. This policy builds on the work that has already been done by the City Council and Departments and is situated within the context of the vision of the City's Growth and Development Strategy (GDS 2040), and the Human Development Strategy (2005) of the City of Johannesburg. Over and above, this policy draws aspirations from the international discourse of human development and youth development in particular.

The City of Johannesburg Metropolitan Municipality (CoJ) must place a priority on integrating youth issues into the wider Council programmes. Youth development objectives can be achieved when youth strategies are supported by funding, resources, and dedicated staff. The policy aims to improve on what is already being done to advance the situation of young men and women and to suggest areas of high-impact strategic focus. This policy outlines the plight of youth in Johannesburg and describes the challenges and desired outcomes for them. It further clarifies roles and responsibilities and provides measures for implementation, monitoring and evaluation.

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 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.

Access to Community Facilities

Community facilities are provided to build active and sustainable communities by ensuring equitable access, development, and excellence, that contributes to social inclusion, and improving the quality of life. Access to facilities has remained a focus for the department to provide a myriad of services programmes and activities aimed at creating a positive change to the livelihood of citizens. Community amenities will be developed and maintained to create development plans that make neighbourhood far more liveable, enjoyable, and accessible to be shared by all. At the core of a caring City, the department, support, and development of citizens will be organised in a holistic way including individual growth and development, intellectual, physical, moral, emotional and spiritual well-being to promote accessibility and inclusivity.

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 remains key elements in addressing homelessness:

- Identify risk and protective factors pertaining to homelessness and identify at -risk populations.
- Identify risk and protective factors as it relates to chronic homelessness among persons who are already homeless.
- Utilise an evidence-based approach to strengthen interventions targeting homeless individuals.
- Assist eligible, homeless individuals and families receive health and social services.
- Strengthen outreach and engagement programmes.
- Encourage a multi-disciplinary and coordinated approach to responding to homelessness.
- Examine the operation of the Displaced Persons Subunit 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 City Departments to address the multiple challenges 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 jointly implement legislation, national implementation plans and policies on homeless individuals.
- Work with councillors, city officials, and community organizations to maintain a policy focus on homelessness,
- Develop an approach to monitor Departmental progress in effectively reducing homelessness, through a multidisciplinary approach.
- Develop an approach for establishing baseline data on the number of homeless individuals and families served.

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.

Considering the high rate of Gender Based Violence (GBV) in the City, and its effect on women and children; it is crucial for the City of Johannesburg to formulate strategies and mechanisms that focus on the prevention of GBV and initiation of victim support services. Women, and especially young women, are

more susceptible to HIV infection their vulnerability. On this account, it is evident that women do not only carry the burden of infection, but also that of caring for the infected and the affected.

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.

Women are mostly found to be the main victims of domestic violence and sexual offences. Considering the high rate of Gender Based Violence (GBV) and its effect on women and children in households, it is a crucial area of focus for the prevention of GBV and victim support services. Gender Based Violence in CoJ requires interventions, which are:

- GBV Case reporting: An efficient system where cases can be reported should be developed. The centralized infrastructure in which reporting of cases are done is not functioning adequately and must be improved with a system on a multi-sectorial level between departments and entities, where GBV cases can be reported, and support provided to the victims. The sites where reporting can be done should be at least regionally, must be well marketed in communities, and publicly communicated to assist victims in case reporting.
- A referral system to be developed with all relevant stakeholders. Communication of the system must be available to all stakeholders and structures in COJ.
- GBV family and support: GBV goes beyond the victim. Families and children of GBV victims must be assisted as they are indirect victims as a result. Systems must however be in place to accommodate both the victim and family members. The role of parent's needs' in GBV must be

intensified in program design. GBV as it relates to substance abuse, Teenage pregnancy, parental skills, and Moral regeneration.

- GBV community support structure: Ensure that the support infrastructure on GBV is close to communities.
- GBV and men: The role of men is key in GBV, and it must be reflected as such. It must be noted that men are also victims of GBV, and the policy must respond to this. Forums should be genderbased meaning comprising both men and woman and not separate forums. These forums must be developed on at least regional level.
- GBV counselling support: The access counselling must be improved and details on that well communicated. Access to Social workers through extended work hours may be considered to assist in cases on GBV support needed.
- GBV awareness: The awareness of GBV must be improved to ensure that communities feel more empowered and willing to report cases and to curb GBV. Implementation plans should address that the current social norms of society in which the father or eldest male is head of the family and descent is reckoned through the male line should change, as well as dominance and inequality. Awareness on GBV should start at early childhood; and
- GBV - relevant policy implementers: Those involved in assisting with GBV must be adequately capacitated and assisted as well. Many find the trauma unbearable and move away from the profession.

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.

Early childhood Development (ECD)

Early Childhood Development plays a very important role in terms of a child's foundation and lifelong success and learning. Early Childhood Development is defined as a critical period within the life of a child. It serves to anchor the development of critical areas which include self-regulation, self-reliance as well as behaviour which is socially responsible. Various developmental milestones are critical within these years. The work conducted on Early Childhood Development is directed toward working alongside ECD principles, practitioners, ECD forums and all other stakeholders that are involved in the sector of Early Childhood Development. The focus is to render interventions that seek to improve the understanding and knowledge of all stakeholders on programmes which impact children at foundational level. Whilst a formal announcement was made by President, Mr. Cyril Ramaphosa, that indicated that Early Childhood Development will migrate to the Department of Basic Education, the City remains committed to providing a service to those within the spectrum of Early Childhood Development. The City is also committed to forming strong intergovernmental relations to facilitate collaboration and increased service delivery objectives.

The nature of Early Childhood Development Centers is that it is also operated as a business with the objective to generate profits. To this extent, there is constant mushrooming of ECD centres. The rate at which ECD centers mushroom is disproportionate to the number of staff capacity. As such, the service delivery process is negatively impacted, and while all matters are attended to, an increase in capacity would assist in improving the efficiency of the overall functioning of the team. Programmes that are rendered to older children include programmes rendered to children within the technological/digital clubhouses. These programmes allow children to be active participants within the digital space and within technology. As the world progresses and is currently in the 4th industrial revolution, an increased and intensified focus is taking place in terms of technology. In terms of the Smart City Pillar, the programme rendered within the digital clubhouse will align to the envisioned outcome of this pillar. Community Development programmes are also targeting at ECD centres to further nature artistic, sporting and reading development for children and they include Children's Art, Kiddies Games, Learn to swim and Ready to Read initiatives.

14. Active and engaged citizenry.

14.1. Introduction

The City recognizes that transformative development is not a task that can be achieved solely by itself and as such subscribes to the Whole of Government approach. It is in this approach that a myriad of stakeholders is identified and invited to form part of the planning, implementation and monitoring of government processes, projects and general functions of the City. In the centre of all of this are communities.

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 acknowledges 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.

In this regard, fundamental to the City's functions is to insure that:

- Communities are not only presented with the opportunity to participate but are further encouraged by way of capacitation;
- Communities are adequately mobilised to take charge of their future and assume responsibility for outcomes;
- Communities are actively involved in the City's planning processes to ensure that their needs are adequately captured and addressed;
- The cultivation of effective community-based structures that promote the notion of shared responsibility and values for the growth and development of Johannesburg and our neighbourhoods; and
- The realization of an enhanced vision of a caring municipality.

14.2 Legislative framework

Public participation is legal requirement of a plethora of Acts including but not limited to; the Constitution: Sections 152 and 195 (e); and the Municipal Systems Act, Sections 16 (1) and 29 (b). Chapter 4 of the Municipal Systems Act calls for the development of a culture of community participation. A municipality must develop a culture of municipal governance that complements formal representative government within a system of participatory governance and must for this purpose encourage and create conditions for the local community to take part in the affairs of the municipality.

Not only is public participation a legal requirement, but it is also a critical component of planning because understanding community's preferred outcomes helps the City plan effectively.

The City is committed to involving communities when developing the Integrated Development Plan and other City plans. This is not only called upon by relevant legislation but also because the City recognizes communities as being central to development and development processes.

Section 34 of the Municipal Systems Act, as cited below is relevant:

Annual review and amendment of integrated development plan:

34. A municipal council— (a) (b) must review its integrated development plan—
(i) annually in accordance with an assessment of its performance measurements in terms of section 4 i; and
(ii) [o the extent that changing circumstances so demand; and may amend its integrated development plan in accordance with a prescribed process

The above Act stipulates that a municipality must review an adopted IDP and Budget, on an annual basis. In fulfilling the legislative directive, the City has initiated its public participation drive which commenced as early as September 2022. It is to be noted that the current public participation for the IDP and Budget is taking a different shape, the change is fuelled by the City noting the challenges and inefficiencies of the previously adopted approaches and most importantly, the need to continuously improve and advance in this space.
The improvements on the CoJ participatory process still build on the fundamentals of the spectrum as seen below:

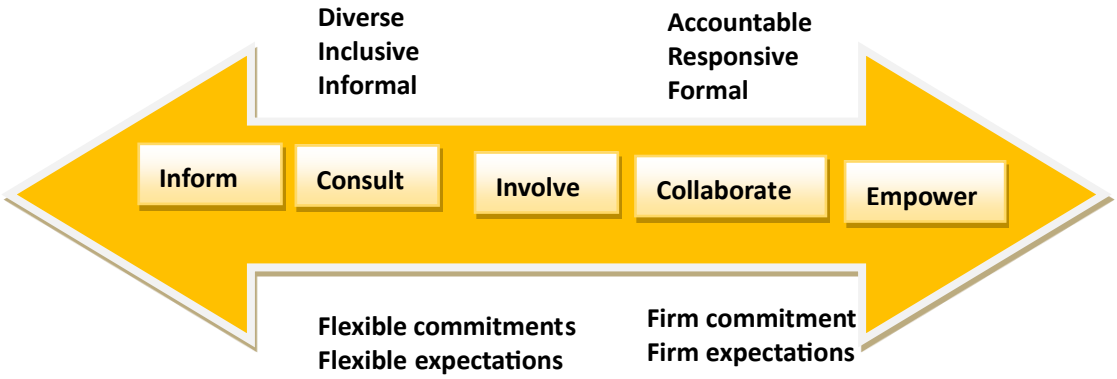


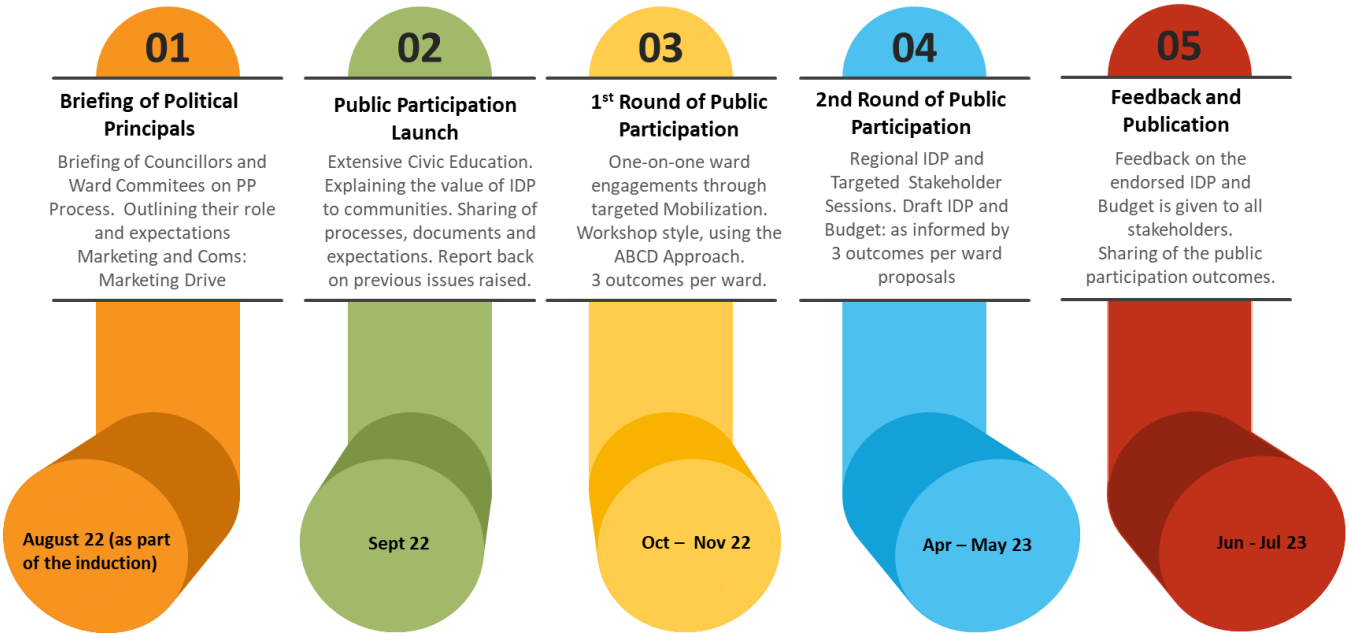
Figure 45: Citizen Engagement Spectrum

14.3 The Participatory process

The City takes on the Community Based Planning Methodology to public participation. Community Based Planning emphasises bottom-up planning and the building of sustainable communities. Further to this methodology, the Asset-based Community Development approach (ABCD approach) is used to realise the envisioned outcomes of the participatory process. The ABCD approach is a set of principles that recognizes that people and communities have their own assets, aspirations and capabilities. Assets are tangible (land, money, buildings, human resource) and intangible (networks, skills, wisdom, commitment, leadership, trust). Through this approach a change of perspective is attained 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. This considered a true from of bottom up-planning.

The current public participation process is structured in the following 4 Phases:



01 : Briefing of Political Principals

This was undertaken as part of the induction of the ward councillors as headed by the Legislature Department. The purpose of this phase is to ensure that political principals are introduced to the process and their role and expectations are clarified as early as possible.

02 : Public Participation Launch

This phase involves the civic education component and information sharing. This is done to ensure that all relevant stakeholders are acquainted with the process and further capacitated with the relevant information that allows them to have a worthwhile impact during the actual engagements. It is noted that this phase of the process did not materialise as planned due to time constraints however, a dashboard was created and shared with all. The dashboard contained all the relevant information.

03 : 1st Round of Public Engagements

The wards were grouped into 40 clusters. From this clustered arrangement, each ward was then consulted individually. This meant that, each of the 135 CoJ Wards was given the space and time to exercise its voice and come up with its individual priorities. From this approach, each Ward was able to conceptualize and prioritise its own needs, giving effect to bottom-up approach to planning.

04 : 2nd Round of Public Engagements

The 2nd round of engagements consisted of Regional Summits, 7 in total from Regions' A-G and 8 targeted stakeholder sessions. Political principals engaged the public on the outcome of the 1st round of engagements and any other programs/projects relevant for the 2023/24 financial year. These engagements

detail what projects and/or programs the City has fashioned in responding to the community issues raised, relevant budgets attached to these issues, proposals related to service tariffs and property taxes.

05 : Feedback and Publication

The last phase to conclude the process is that of providing detailed feedback to all the stakeholders. This is a critical phase in the process as the City has in the past been heavily criticized in this area. It is noted however, that convening public meetings for purposes of providing feedback is not a realistic exercise due to financial requirements brought on by the logistics. Technological means will be mostly utilized in this regard, and where not possible alternatives will be employed.

Rolling out of the ABCD Approach

The Asset-based Community Development approach has proven useful in changing the landscape of public engagements as in the past, the City was seen as the sole driver of these sessions where officials and political principals led conversations and the content generation in this regard. This adopted approach allowed communities to lead the discussions and content generation, with the official's providing guidance and scribing as relevant.

The below was realised because the ABCD approach:

- allowed for a more optimistic approach by focusing on community assets and strengths rather than problems and needs. This brought about a change in perspective as communities took stock of their local strengths and then built from these.
- drove home a sense of ownership and empowerment within the community since the process is internally driven.
- Whatever development proposal was put forth, it started with the community considering what they can do to move things forward, in collaboration with the City (and government as a whole).

Acknowledging that this is somewhat a 'new' approach and process for the City, training was provided for the various facilitators, co-facilitators and scribers to ensure that the engagements were fruitful. A Facilitators' Guide was further developed to aid the training.

Overwhelming support was received from the Gauteng Provincial Government: Cooperative Governance and Traditional Affairs (CoGTA) in the form of training and support in the engagements. It is also important to highlight that CoGTA has since chosen the CoJ as the pilot city for the ABCD Approach. The outcome of this participatory exercise will be rolled out in sister municipalities.

During the 1st round of engagements, it was evident that communities are fully capable of solely running the sessions, if they have the right training. It is for this reason that the ABCD Facilitator Training is to be extended to all relevant stakeholders and not just the CoJ Facilitation Team (budget allowing). This will aid in skills transfer, relationship building as well as transparency as communities will have an indebt understanding of participatory processes and decisions made in this regard.

15.Sustained economic growth.

15.1 Introduction

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, codevelopment, 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 StateOwned 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.

15.2 The City of Joburg's Economic Recovery Plan

Governments across the globe, in response to the pandemic, developed or implemented various interventions or interim measures to curb the immediate and long-term effects of the pandemic, to safeguard their respective economies and citizens. South Africa has not been spared the destruction of this pandemic on the economy, coupled with the recession and downgrades by ratings agencies does not bode well for a positive environment to re-energize the economy. Various sectors have been affected and will take years to return to normalcy. Implementing measures or interventions is meant to assist in curtailing the devastating effects and they might not be enough to prevent the jobs bloodbath.

In showcasing the Gauteng Economic Development Act which has the focus on promotion, development and operation of Township Enterprise Zones, the Department of Economic Development identified some innovative solutions to promote targeted local economic activities. In 2022, the department developed and finalised the Informal Trading Policy and Framework as a tool to create a conducive environment for township economy to thrive. This is in a quest to create a well-functioning informal trading sector to address the needs of the stakeholders and is effectively integrated into the economic, spatial and social development goals of the City. This shall contribute to the implementation of the Gauteng Township Economic Development Act in several ways and include but not limited to:

- Enterprise development.
- Expanded public works programme.
- Skills development; and
- Informal production

The department facilitate the coordination and implementation of Informal Trading development projects throughout the City of Johannesburg in line with the Joburg's Growth and Development Strategy, Integrated Development Plan, Informal Trading policy and Informal Trading by laws.

The Department of Economic Development introduced the Opportunity Centres (OC) business model as an intervention to contribute to the development and support of Small Medium Micro Enterprises (SMMEs) and Community Based Enterprises (Cooperatives). Opportunity Centres serve as a "Single Point of Entry" for servicing emerging and established SMMEs and Community Based Enterprises, to grow their businesses. This is aimed at achieving inclusive economic growth that drives job creation. The SMMEs and

Community Based Enterprises are guided on how to register their businesses, develop business plans; assisted in analysing business models and identifying corrective actions that can help grow and sustain their businesses. The centres are designed to address the high levels of youth unemployment in the City through the rollout of the City's Work Seekers' Database.

The main objectives of the Opportunity Centres are:

- To promote sustainable small businesses by providing advice, support and referral/s.
- To assist businesses to succeed and become viable.
- To empower SMMEs with the right tools and training.
- To provide entrepreneurs who require guidance on their entrepreneurship journey.
- To promote innovative idea generation.
- To provide a job seekers registration database to connect the unemployed to both public and private organisations.

The City's Recovery Plan for the Johannesburg economy is aligned with the four key areas action areas highlighted in the Gauteng Province economic recovery plan. These are: SMME and Township Enterprise Development; Partnerships with the Private Sector; and Special and Priority Economic Zones development including revitalization of Industrial Parks.

1. SMME and Township Enterprise Development

- Local Economic Development Strategy (LED)

Department of Economic Development is in the process of commissioning an LED strategy to provide a clear and strategic direction for the City's economic trajectory towards shaping an economic recovery plan, post-Covid-19 economy, and facilitating improved alignment between employment creation, entrepreneurship, investment, and economic growth in the City. The current policy environment in the City is fragmented and lacks coordination, hindering the implementation of LED programs and further, resulting in duplicative efforts within the context of limited resources.

The LED strategy seeks to align the efforts of various programmes mandate holders in the City to coordinate opportunities coherently in addition to ensuring alignment between various sectorial masterplans, building on the comparative advantage of each locality.

The City of Johannesburg's LED strategy intends to offer evidenced-based policy choices which focus on the following:

- Mass employment (employment multipliers and intensity)
- Entrepreneurship
- Investment attraction

In terms of progress, DED is currently working on the supply chain processes to facilitate the commissioning of the study.

2. Partnerships with the private sector

In terms of investment, the city focuses on Business Retention and expansion through the following:

- Business retention survey
- Investment Fast tracking and Prioritization committee

- Launch of COJ Trade Council with JCCI

The Department of Economic Development (DED) continues to conduct site visits to different businesses to assist in the expansion plans. Business retention survey is undergoing procurement, the aim is to survey all city regions and develop interventions. Investment Fast Tracking and Prioritisation committee has been activated to prioritise investment projects applications. Next meeting is on the 26th of September to finalise review of TORs. Approval of the Trade Council has been granted, and will be launched in October 2022

3. Special Economic Zones (SEZs) / High Growth Sectors

The City has identified various nodes as suitable sites towards the establishment of Special Economic Zones (SEZs). A Special Economic Zone (SEZ) is defined as a "**geographically designated area** of a country set aside for specifically **targeted economic activities**, which are then supported through **special arrangements (that may include laws) and support systems,** that are often different from those that apply to the rest of the country, to **promote industrial development**".

The SEZ programme is a tool that is used by many economies to **promote trade, economic growth and industrialisation.** SEZs are a tool to help to:

- promote industrial agglomeration,
- build the required industrial infrastructure,
- promote coordinated planning among key government agencies and the private sector, and
- guide the deployment of other necessary development tools.

The SEZs will be catalytic in the revitalisation of commercial and industrial zones within key sector, in line with the COJ's area-based economic development agenda. The proposed SEZs include the following:

a. City Deep Logistics and Traded Services Hub
b. Nasrec ICT and Media hub and
c. Lanseria Hi-Tech hub

The Department of Economic Development has set aside a budget of R 3,5 million in the 2022/23 FY to be utilised for commissioning of City Deep feasibility study/ Bankable Business Plan for the establishment of the Special Economic Zone.

- Revitalization of the Devland - Armadale Industrial Park

Department of Economic Development (DED) in collaboration with the Johannesburg Development Agency (JDA) plans to implement the Public Employment Programme (PEP) in the Devland - Armadale Industrial Area. A budget request was submitted to the Finance Unit in preparation of the medium-term budget review. The project is worth R8,5 million for seven sub-projects focusing on the following:

- Cleaning and greening verges and open spaces.
- Company waste assessors.
- Plastic and waste recycling.
- Creative placemaking.
- Public infrastructure maintenance.
- Urban patrollers; and
- Industrial survey

The project is expected to create 100 PEP job opportunities.

4. Orange Farm- Community and Innovation Hub

Department of Economic Development (DED) in partnership with Gauteng City Region Academy (GCRA) will be implementing the Community and innovation hub to assist the youth and community members to access economic opportunities. The parties will focus on the following:

- Co-location (inclusive of the opportunity centres)
- Business Development Support
- Township Economic Development
- Resource Mobilisation
- Leveraging on existing partnership

15.3 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.

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.

15.4 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 as possible 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, eThekwini, 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.

15.5 Tourism

Tourism plays a significant role in the economy of Johannesburg. As the largest city in South Africa and one of the economic powerhouses of Africa, Johannesburg is a hub for business, culture, and entertainment. The city boasts numerous tourist attractions, including historical sites, museums, art galleries, and entertainment venues, making it an attractive destination for both domestic and international visitors. Tourism also plays a crucial role in job creation, providing employment opportunities for locals in the hospitality, travel, and tourism sectors.

In recent years, Johannesburg has made a concerted effort to boost its tourism industry, with a focus on attracting high-end visitors and promoting its unique cultural and historical offerings. The city has invested in infrastructure and marketing campaigns to position itself as a world-class destination, hosting major international events such as the World Summit on Sustainable Development in 2002 and the 2010 FIFA World Cup.

Johannesburg's tourism sector has significant growth potential, particularly in the areas of eco-tourism, medical tourism, cultural tourism, and business tourism. The city's proximity to wildlife reserves and natural attractions, as well as its rich cultural heritage and modern amenities, make it an ideal destination for eco-tourists and cultural enthusiasts. Additionally, Johannesburg's status as a business hub has led to an increase in business tourism, with many visitors combining business trips with leisure activities. Overall, tourism is a vital component of Johannesburg's economy, contributing to job creation, economic growth, and the city's reputation as a global player. The city's continued investment in tourism infrastructure, marketing, and promotion will be critical in ensuring that Johannesburg remains a top destination for both domestic and international visitors.
The City's Joburg Tourism Company will implement the following in the upcoming 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.

15.6 Regional Economic Development and Planning

18.5.1. 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.

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, agespecific 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.

15.7 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 InnerCity 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.

15.8 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 prescripts 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.

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.

15.9 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.

16 Sustainable Development and Green Economy

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.

16.1 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

16.2 Environmental Protection & Climate Change

The Intergovernmental Panel on Climate Change (IPCC) released in early August 2021 the Working Group I (WGI) report, dealing with the Physical Science Basis of climate change, as first part of its Sixth Assessment Report (AR6). The report reiterates that human activities through greenhouse gas emissions have altered global climate resulting in warming in the order of 1.10C since 1850 – 1900. Unless significant interventions are made to drastically reduce the greenhouse gas emissions in the next few decades, the world may

exceed both 1.5oC and 2oC in this century. All regions of the world are affected by climate change. The African continent for instance has seen increases in extreme heat that may at times be associated with heatwaves. This trend is projected to continue. There are also projections that the frequency and intensity of rainfall events will increase in the future, thereby presenting the risk of flash floods in urban areas. In addition, the report indicates that there has been an increase of drought episodes in many parts of the African continent.

These drought episodes are projected to increase in the future. Recent examples of drought such as the one which affected the City of Cape Town illustrate significant climate risks cities face and their ability to provide water to all citizens. Droughts can cripple industries. Local experts, e.g., Prof Francois Engelbrecht of Wits University, also a lead author of the WGI report, warned of possible drought(s) that may lead to the so-called day-zero in Gauteng soon. Given that Gauteng is important for the country's economy, sound water resource management and planning will be needed. Despite the COVID-19 pandemic which has wreaked havoc across the globe, the World Economic Forum (WEF) global risk registers highlights "climate action failure", "extreme weather" and "biodiversity loss" as the top three global risks. The City is slowly aiming at securing key ecological infrastructure (wetlands, open spaces) towards building climate resilience. Including, driving urban green/eco-friendly initiatives such as rainwater harvesting and urban agriculture in the City.

Environmental Sustainability Strategy

The Strategy has identified a range of environment concerns or "issues" which are considered to 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.

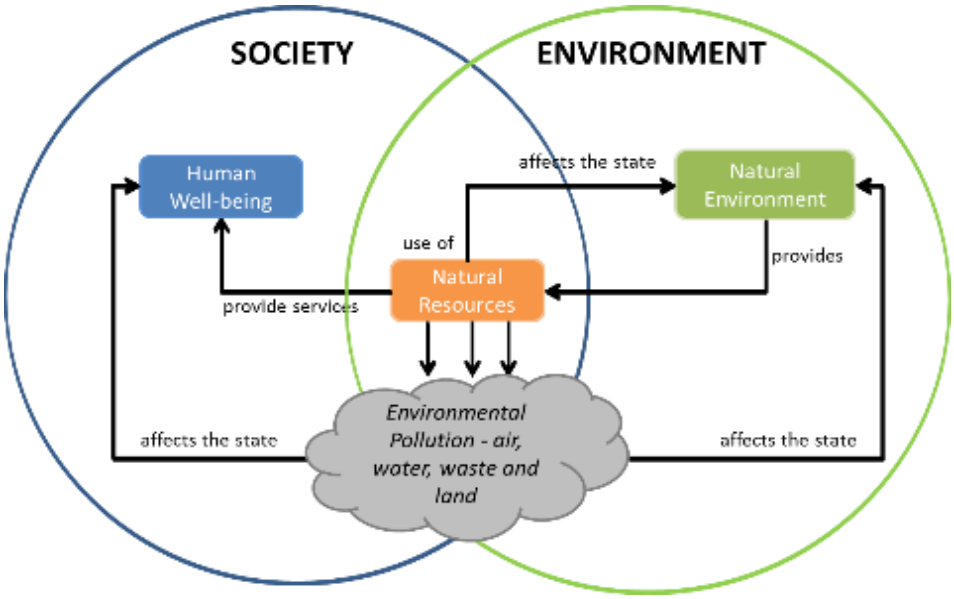


Figure 46:Society-Environment Inter-linkages in respect of natural resources

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.

19.2.2. 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.

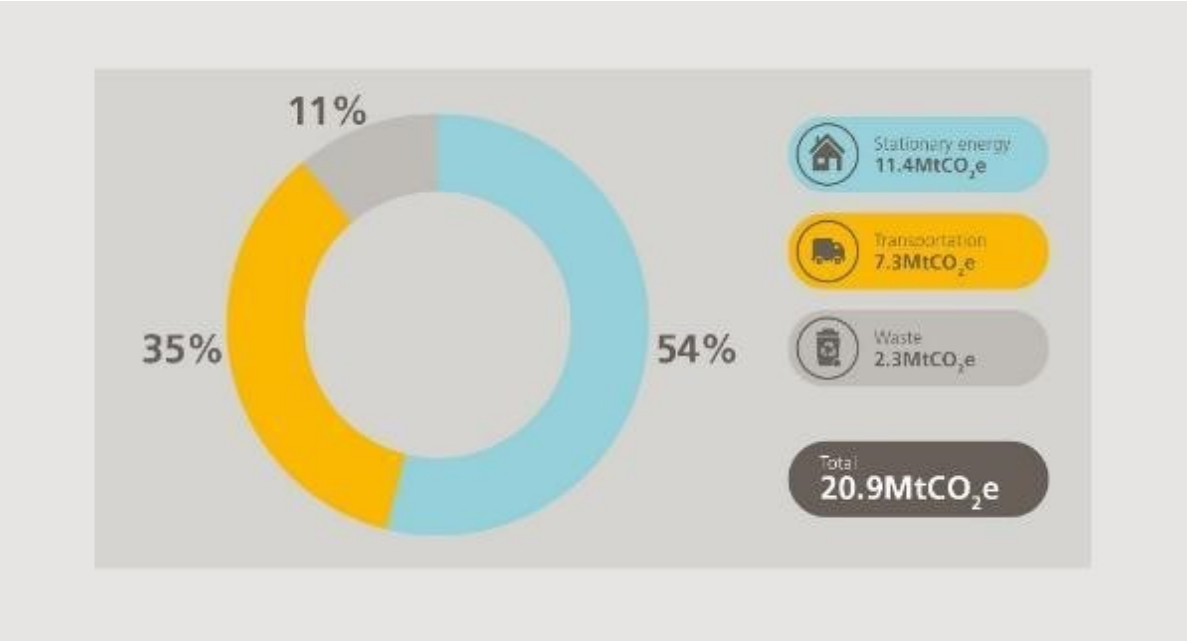


Figure 47: Greenhouse Gas Emissions in Joburg

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 46 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.

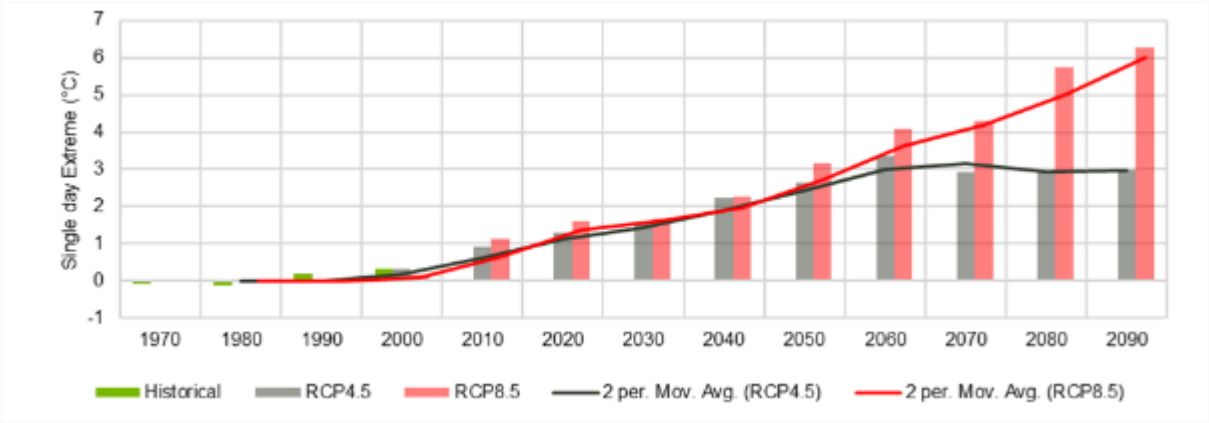


Figure 48: Historic and projected changes in single day extreme temperature values for the CoJ

16.3 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 ccollaborate 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.

17 Smart city

17.1 Joburg is South Africa's Global City

Joburg is South Africa's largest, most populated, and diverse city, as well as the most cosmopolitan. It not only houses dynamic sectors such as fashion, arts, culture, entertainment, and great architecture; it also is the capital of the provincial government of Gauteng and South Africa's economic engine. Joburg acts as the headquarters of many global companies. As such, it shoulders the responsibility, like many other global cities, of leading the economic growth and recovery of South Africa and the SADC region. It is the duty of City leaders and government to create a more stable environment for this great global city to thrive, and to create opportunities and conditions for prosperity for its citizens.

Attributes of Global Cities

- They occupy large territorial extensions that are densely populated (conurbation).
- They have tourist importance and are the usual venue for renowned international events (such as the Soccer World Cup, or the Olympics).
- They are connected by an airport to the main commercial air routes of the world. In addition, they have complex internal systems of massive ground transportation.

- They have an advanced telecommunications infrastructure, as well as a vast, complex, and unique cultural environment, which gives them their own personality.
- They actively participate in the world economic flow and constitute financial hubs in their respective regions.
- They have positive immigration rates (inside and outside the country) and tend to host citizens of very different cultures and origins.

The global cities that Joburg seeks to emulate are far more technologically advanced. Still, Joburg must compete to attract its global share of investment and tourism spend. City planners, management, and leaders of the Joburg municipality imagine a different city than the one that currently exists. The envisioned city is smarter, more economically vibrant, efficiently run, has eradicated extreme poverty, has drastically reduced inequality, and is attuned to the needs of the future. Executing this vision requires bold, decisive, imaginative, and visionary leadership to produce these results that lead to the city's enhanced global competitiveness.

17.2 Joburg Smart City: The City of the Future we are building.

The journey towards a smart city in Joburg

Becoming a smarter city has been a strategic imperative of the collective political and administrative leadership of the City since the adoption of the Growth and Development Strategy (GDS 2040) in 2011. There are already many elements of smartness within our City. From a technological perspective, Joburg has always been in the forefront of technological advancement within the local government sphere. In the late 1990s when the City was facing a financial crisis, it came up with a response known as Igoli 2002 which transformed City governance like never before in the history of local government in South Africa. The City was restructured into the Core Administration as the Client, Utilities, Agencies, and Enterprises, later simply referred to as Municipal Owned Entities (MOEs) as the Contractors, and Regional Administrations to manage stakeholder relations, and to provide oversight over the contractors at the coalface. This was ground-breaking and a smart way of managing service delivery in a complex system.

In the current era more visionary, imaginative, and collective solutions are required to tackle today's and future challenges. Realising the vision of a smarter city by 2040 therefore requires us to think and act beyond the current limitations and challenges, and the short-term political programs and priorities of political administrations. It requires the kind of decisive actions, and leadership similar or greater than experienced during the preparations towards the 2010 FIFA Soccer World Cup. During that special period, there was high level political and administrative coordination, and with dedicated, special institutional arrangements set up for this purpose. This time around we are not preparing to host a single global tournament in one city such as the soccer world cup, but are faced with a far greater challenge – to make Joburg the city of dreams the people who live in it desire; an attraction for visitors; to be relevant, and to be counted among great cities of the world – a city of opportunity for all; a prosperous economic heartbeat of Sub-Saharan Africa; a city of great innovations and urban design; a standard bearer of African cities leading by example to showcase African progress; an inclusive, and resilient city; a smart city of the future defined by a low carbon or carbon neutrality; enabled by technology; built by all its people; and fuelled by renewable resources.

Over the past and into the next decades the city will continue to undergo various transformations and transitions. These are;

- Digital transformation into a digital society
- Energy transition from dirty coal fuelled to clean mixed energy sources.

- Economic Transformation – from a highly carbonised, highly concentrated, monopolised, and racialised economy, in the hands of the few, that does not create enough jobs; to a city that is low carbon or carbon neutral, open, inclusive, and participatory, an economy that creates employment opportunities for young people, to meet demand. A city that is supportive of start-ups and entrepreneurs; and is driven by cutting edge local technology.
- These transitions must be managed in a fair, inclusive, and equitable manner so that no one is left behind.

17.3 The Joburg Smart City Strategy

The Smart City Strategy emphasizes that a Smart City is not just about the administration of municipal programs and services. It is about Joburg becoming a thriving community in which today's challenges and tomorrow's opportunities are created though an innovation ecosystem of government, academia, residents and industry share information, ideas, and resources for the betterment of the city.

Joburg's transition to becoming a Smart City is about doing business **Unusual**; disrupting the old forms of service delivery and governance; making way for a better future of municipal services and a renewed commitment to tackle critical threats to improve the lives of the City's residents; especially youth and the poor. Joburg as a Smart City is one that transforms to be adaptive to a constantly changing environment, becoming agile in the presence of unpredictability, emergencies and the unforeseen (i.e. the 2020 COVID19 pandemic) and develops the talent necessary to carry it into the city of the future. It uses modernised processes, systems and platforms to encourage innovation amongst communities of potential changemakers and social innovators where residents are enabled to engage with their community and lead the charge for a better future. The future Joburg is more liveable, safer, sustainable, accessible, and prosperous for all. It is a City that continues to be a place desired to call home and to raise generations to come.

A Smart City of Joburg is therefore formally defined as:

A citizen-centric City digitally transforming to be an innovative and inclusive Smart City that makes decisions and governs through technologically enhanced engagement with citizens who have universal access to services and information, which enhances socioeconomic development and efficient service delivery that makes the City safer, sustainable, liveable, prosperous, and resilient."

Smart City Pillars

The following eight (8) pillars form a robust strategic framework for the City and its departments to adopt to transition to a digital, modern, and inclusive Smart City.

The implementation of the Revised CoJ Smart City Strategy would be the *Game-Changing* improvements to governance that visibly change the way we live, work, serve, play, learn, communicate, and travel. Core departments and municipal-owned entities are responsible for adopting

the pillars, implement smart projects/programmes and provide regular reporting to the Monitoring and Evaluation arm of Smart City Office to regularly track the City's evolution toward becoming "Smart".

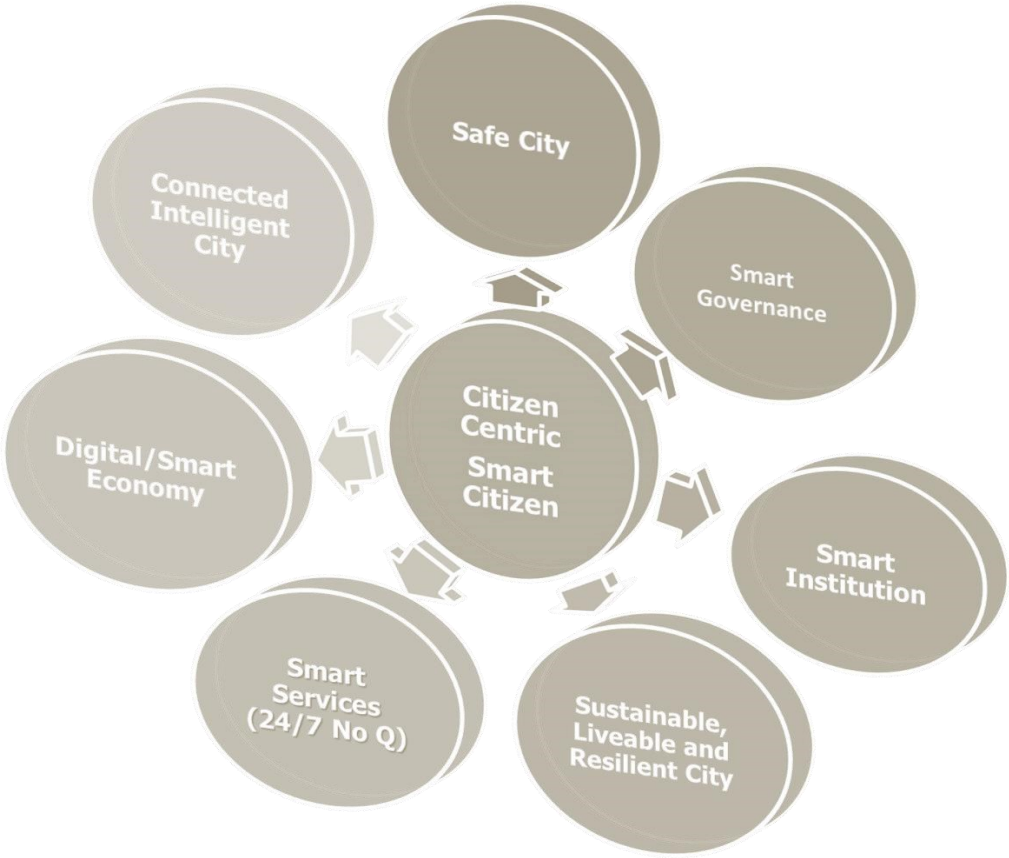


Figure 49: 8 pillars of a smart city

Smart Pillars defined.

The following 8 Strategic Pillars have been identified by the Smart City Offices in conjunction with Departments and Municipal Entities during strategic sessions in October 2018 and 2019. The priorities will fast forward the City to address critical challenges in the City and to achieve GDS and IDP goals to encourage innovation and efficiency through the Smart City programme. The initiatives provided under the Smart City Strategic Pillars bring together the capabilities needed to build and support a Smart economy, develop stronger viable communities, improve services to residents, businesses, and visitors, and credibly claim leadership as South Africa's most inclusive Smart City.

Smart Citizen & Citizen-Centricity

An institution that delivers services with its citizens' needs and satisfaction in mind; and enables residents, businesses, and visitors to access, exchange and share information and ideas through open platforms and knowledge sharing tools.

The Smart Citizen Pillar is an approach to service delivery that rationalises actions according to the needs of citizens. They're needs are put at the centre of all city initiatives to justify the selection of technology and the way the public is intended to engage with innovation.

Improved resident interaction will be achieved with online platforms that empower communities to engage with the City regularly, resolve their own queries, to share their experiences, report problems to assist with faster responsiveness of service delivery. Digital platforms empower residents to closely participate in the City's planning efforts and for residents' voices to be heard through direct emails, online chats, social media, and surveys. This pillar requires processes that allow smart citizens to be the eyes and ears of the city, to report problems and get a team to respond within scheduled times of reporting. These systems will provide real-time alerts to citizens of pending problems such as load-shedding, water closures, road closures, slow traffic and other issues that will allow them to better plan their lives and experience less frustration.

This pillar empowers residents, businesses, and visitors with the knowledge and tools required to access, exchange, and share information and ideas with the municipality. To adequately engage residents, they must firstly be connected, have access to sufficient levels of data, be skilled to engage with technology and innovation as well as provided with the means to readily participate in local governance.

A Joburg of the near future is a city that offers Citizen's access to Services through smart technologies, including smart cards and providing services to citizens in a more efficient, effective and expeditious manner and empowering citizens to solve their issues when convenient and in their own homes (even after hours). Ensuring residents access to efficient, innovative, and affordable services using technology and digital platforms (e-Government services); including kiosks powered by Free Wi-Fi in public places to enable the vision of a live, work and play environment.

	Many cities evolved to be smart cities in order to respond to an aging population and a diminishing workforce for entry level positions. Conversely, Joburg is mindful in its Smart City pursuits to accommodate the situation where an inordinate number of our population are unemployed youth. This challenge is as a result of the country's historic imbalance, resulting in the large proportion (particularly previously marginalised groupings) with no access to basic resources that enable them to contribute meaningfully to the future goals and aspirations. The Smart City through the Library's eLearning Programme aims to close the gap, by providing a platform and the resources that will enable youth to develop the much-needed digital skills and the enabling environment required for them to actively participate as drivers of economic change. 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 their new ideas and technologies 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.
	Smart City Services A *cross-cutting vision of a **24 / 7** and **Queue-less** City where services are available anytime, anywhere via mobile and web-based citizen portals, and through kiosks powered by Free Wi-Fi in public places to enable the vision of a live, work and play environment. A city that offers Citizen's access to Services through smart technologies, including smart cards and providing services to citizens in a more efficient, effective and expeditious manner and empowering citizens to solve their issues when convenient and in their own homes (even after hours). Ensuring residents access to efficient, innovative, and affordable services using technology and digital platforms (e-Government services)* At the centre of every smart city globally are the services that are delivered to residents via a smart platform. The 'Smart City' concept brings together characteristics associated with organisational change, technological advancement, economic and social development, and other dynamics of a modern city. Using traditional approaches to service delivery and governance has already shown signs of being antiquated and lacking the adaptability needed within Joburg to meet the growing demands of the current population. Governments around the world recognise that they can no longer rely on traditional approaches to meet their responsibilities for the built environment, energy, telecommunications, transportation, water, waste management, health, human services, public safety, and municipal finances. These services become automated in order to make them more accessible to a broader population, deliver them faster and resolve queries and issues more efficiently. Joburg City desires to evolve into a 24 / 7 and Queue-less City where services are available anytime, anywhere via mobile and web-based citizen portals. Where services are provided via innovative means within walking distances or at the homes of residents. Push alerts to citizens will become a common service to warn residents of load-shedding, traffic hot spots, and any other dangers or interruption of services.

Safe City

A City that measures and addresses the level of confidence of its residents, visitors, and investors with respect to the perceptions of safety. Using technology to enhance the City's ability to safety concerns so that residents, businesses, and visitors feel safe from crime, environmental hazards, cybercrime, fraud, as well as from the perils of poorly maintained and dilapidated infrastructure and abandoned buildings.

Public safety is one of the key areas critical to the success of the Johannesburg's 2040 GDS strategy. A safe and liveable city is desired by all citizens, businesses, and visitors. It is largely the responsibility of government to create a secure environment for everyone to enjoy. The Safe City Pillar focuses on the integration of technology to increase the effectiveness of safety and security toward the reduction of crime, emergencies, and accidents.

The Joburg City Safety Strategy (JCSS) was approved by Council as an approach to collectively improve safety in the city as envisaged by the City's long-term plans. The JCSS is an integrated and multi-disciplinary strategy that aims to define a common approach to dealing with crime, violence and safety and security in Johannesburg. It is the key programme on safety and security for the City and is the basis for the programmes of the Johannesburg Metropolitan Police Department (JMPD) and other city agencies. In support of the objectives of GDS 2040, it aims to reduce both the actual incidence of crime and the negative perceptions of crime which impact on business confidence and investment decision-making.

The JCSS focuses on three strategic outcomes to guide safety interventions within the City:
Outcome 1: A well-regulated, responsive city.
Outcome 2: Safe and secure urban environment and public spaces; and Outcome 3: Informed, capacitated, and active communities.

In order to achieve these outcomes, a cross-cutting enabler of technology and innovation will be deployed to improve planning, action, monitoring and evaluation via a fully operational multi-disciplinary IIOC to achieve smart strategic safety initiatives.
The Integrated Intelligence Operations Centre (IIOC) will provide, (remote/digital) surveillance, automated data analysis (patterns, suspects) with real time alerts and service delivery coordination (dashboards, incident management) and first responders support to react quicker, better informed and well-coordinated to safety incidents, disasters and emergencies events, but also to pro-actively prevent incidents from happening by predictive analytics and pre-allocated dispatching of ground staff.

The Safe City Pillar strives to see smart safety as more than just the use of technology. It also seeks coordinate residents that understand the role they play in making neighbourhoods safe (or unsafe). It strives for a City –- that is safe from end-to-end from crime, grime, dilapidation, and bylaw infringements. A smarter, safer city will make people feel safer not only because of the number of police officers and cameras on the streets but because its residents co-participated in creating an atmosphere of trust and law abidance within communities.

Liveable, Sustainable & Resilient

A City that implements its commitments to the Paris Agreement and develops a climate friendly, future proof Infrastructure Plan. A City that focuses on Smart City Planning, and Risk Based Systems to ensure carbon neutrality and an adaptive and climate resilient City.

Globally, cities are becoming flocked with vast amounts of residents and vehicles. Infrastructure tends to deteriorate, and climate change becomes evident as larger populations demand services and use of city infrastructure. The City of Johannesburg envisions itself as a resilient city that can be able to adapt to climate change, counteract urbanization while enhancing smart, innovative, and carbon neutral planning solutions. A liveable Joburg will be one that supports development of a green economy that dually creates jobs whilst minimising greenhouse gas emissions. It is a sustainable environment that makes use of alternative energy solutions, recycled wastewater, and alternative waste management. A future Joburg will ensure enhanced water catchment systems that retrieve and store larger quantities of rainwater, to ensure that water does not become a scarce resource in the near or distant future. Equally, it will better protect and warn against flooding and the damage it causes to lives and homes. A sustainable Joburg 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.

A liveable Joburg facilitates the planning process to expedite development permits, deed transfers and other services that makes the built environment transform at an accelerated pace. This Joburg implements targeted spatial development plans that reconfigure and redesign the City to, once and for all, address the spatial inequalities of this city.

Connected, Intelligent and Digital City

A City featuring Wall-to-Wall Connectivity and Universal access to broadband to create and efficient and enabled environment. A City that eliminates the digital divide through the availability of Free Wi-Fi in public places and extending internet access to the home. A City with the ability to collect, process, analyse, and make data and evidence led decisions through the deployment of IoTs, CCTV cameras and other data collection devices through the Internet of Things (IoTs).

A Connected, Intelligent City is a Joburg that features Wall-to-Wall Connectivity, Universal access to broadband and higher levels of data to create a holistically connected environment for residents. It is a City that eliminates the digital divide through the availability of Free WiFi in public places and extends internet availability to the home so that citizen can easily engage with each other, business and with government.

Access to broadband networks is a driver of growth and development across the globe, by improving community development, ensuring access to economic opportunities and knowledge, and allowing for greater access of services, high speed broadband access remains an imperative. In the 2014 Smart City Strategy, one of the principal obstacles to the transition to a Smart City and Smart Services was the unequal access of information technologies and broadband across the city. This disparity was referred to as the 'digital

	divide'. However, according to the City's 2017/2018 Quality of Life Surveys, 35% of the population in Johannesburg currently live without access to the internet. Therefore, 65% of our residents now have access to technology and the internet principally via mobile devices. This 2020 Strategy therefore expands the City's strategic focus to solving the "Data Divide" disparities alongside rectifying the "digital divide" for the remaining 35% of residents without access. The renewed focus is to increase the quantity of data accessible to each resident of the City through the proliferation of free and/or subsidised Wi-fi alongside the expansion of the fibre network to augment speed and reliability.
	Smart Governance *Smart Governance is underpinned by a clear, ambitious, and achievable smart city vision and a governance framework that highlights open sources of information, democratic, and civic engagement processes, visibly supported by leadership at all levels within all municipal structures. It is an institution that innovates to meet higher demand for services within a constrained budgetary environment.* 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 reputation. The achievement of this pillar will produce a 2040 city that sees growth in revenue principally by a reduction in losses, lack of productivity, wastage and corruption. It is a Joburg that has a single view of its information, makes data based political and administrative decisions, develops productive interdependencies that minimise silos, duplication and wasteful expenditure, and is a city that is experienced by its residents as being well-planned, interoperable and coordinated and responsive.

	Smart Institution *A smart institution is digitally transformed and driven by data collection that reflects "**One Version of the Truth"**, which all departments and MEs use to make data and evidencebased decisions that affect planning, resource allocation, business processes and service delivery. It is a municipality with a comprehensive, integrated Modernisation Plan powered by smart technology (e.g., analytics, predictive computing, artificial intelligence etc.). It is a city where employees experience improved quality of work because they are equipped with the knowledge, skills, and tools relevant in the 4th Industrial Revolution. They work in modern ways leveraging remote workstations near or in their homes to provide flexible work hours, achieve higher productivity, increased moral and longer retention of staff.* An institution that is digitally transformed to create an innovative and efficient administration that is data and evidence driven toward "One Version of the Truth". Having a strategic nerve centre, or "brain" that collects data from all departments and entities, collates the data, interprets and then reports on it for accurate and productive decisionmaking, improved service delivery. A municipality with 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) and service delivery. A City with employees whose quality of work improves and are equipped with the knowledge, skills, and tools relevant in the 4th Industrial Revolution, and who work in modern ways and at workstations that incorporate digitalisation, service automation and offsite work opportunities. A smart institution is guided by data governance policies; an institutional architectural design and blueprint; open data portals for employees and residents and fosters a test ground for citywide application of innovative concepts through an urban living lab approach to find new technologies and innovations that optimise the City's performance into 2040 and beyond.

Smart Digital Economy

A City that stimulates and extracts the economic benefits of a digital economy by focusing on employees and citizens learning new skills, digital literacy and entrepreneurship as well as adopting new ways of living, working and operating businesses. Developing talent to meet the future market demands and attracting investment into the sector.

A Smart Digital economy is characterised by the economic activity that results from billions of everyday online connections among people, businesses, devices, data, and processes. The digital economy reimagines traditional boundaries and value propositions; and is projected to impact the future of work and workplaces, service delivery, customer experiences, digital supply networks, and the internet of things in numerous ways.

A Smart Economy contributes to its gross value add by leveraging the growing market demand for technology and innovation to create new businesses, skills and job opportunities and an enabled environment for investment into technology and innovation. It supports entrepreneurs and SMME's to leverage numerous web-based opportunities and create lowcost start-ups that generate income on the internet or e-market platforms. A Smart Economy can readily create trading partnerships with global companies, develop the foundation for a 3-shift economy, and fund and test innovative city solutions in partnership with the private sector.

The goal of economic development is to reduce unemployment, create jobs, lower poverty, lower crime rates, and increase income, which may lead to a strong economy, better quality of life, and prosperity for residents. Smart economic development leverages technology to increase efficiency; and reduce costs. Investing in public Wi-Fi, for example, can be used as a tool to connect business and citizens to one another to facilitate business transactions. These increases in transactions indirectly supports increased access to jobs and training and private investments to ensuring a strong economy.

Turning City's into Urban living Labs turn Cities into test centres for that next innovation that will elevates the city and the lives of its residents, as much as it contributes to economic growth. The use of Information Technology in the production of goods and services has a strong influence on productivity and economic growth. As a result, the global economy is undergoing digital transformation. The internet, computing and mobile communications

	have a transformative impact on the performance of business and will alter the economic growth trajectory of Johannesburg. 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. Establishing Joburg as an urban living lab allows innovators and businesses of all sizes to pilot, test and demonstrate innovative products and services. It allows them to identify and improve flaws in their technologies toward the goal of reaching scale faster and more cost-effectively. Priority innovations will fall within the realm of technologies and smart services that improve the City's liveability, work and investment attractiveness, mobility, efficiency of public services and facilities as well as support the increased collection of data.

Direction for the Medium-Term Strategic Perspective

The Government of Local Unity (GLU) has identified some key interventions which need to be addressed in the current period, these include;

1. Addressing the energy situation (Energy Mix)
2. Service delivery interventions (Sustainable service delivery; Infrastructure Development and Refurbishment; and creating a Safer city)
3. Economic and job creation interventions (Job opportunity and creation; Sustained economic growth; Green economy,
4. Good governance (financial sustainability, active and engaged citizenry)
5. Building a Smart City

These priorities also address the main underlying challenges that the Smart City Strategy seeks to address, namely:

- Addressing the legacy of apartheid and underdevelopment through spatial and socioeconomic transformation
- Addressing the service delivery backlogs through a massive effort of Reconstruction, Retrofitting and Remodelling Joburg back to its former glory and into the modern age.
- Providing an effective response to climate change and its associated impacts
- Combatting the spread of diseases and pandemics; promoting health and wellness, and future proofing the city, and
- Laying solid foundations for a future city defined by advanced technologies, digital transformation, and a carbon neutral economy.

In order to rapidly advance towards a smarter city, bold and decisive interventions of a catalytic nature will have to be embarked upon. These should be informed by the 10 Strategic Catalytic Programmes known as the Smart City Integrated Implementation Programme (SCIIP). The 10 Catalytic Programmes are:

SMART CITY INTEGRATED IMPLEMENTATION PROGRAMME (SCIIP) – the Top 10 Programmes

18 City of Johannesburg Disaster management Plan

18.1 Introduction

The Constitution of the Republic of South Africa places the primary responsibility for disaster management on government.

After 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 those 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 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.

18.2 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)

18.3 Situation Analysis

In order to improve functionalities and to accelerate compliance with the mandate, the Disaster Management Centre is a 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 highrisk 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

18.4 Macro risk assessment (Conducted by City of Johannesburg, Gauteng Provincial Disaster Management Centre, and University of Northwest - 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 each 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 each month in indicted 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 present 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 everpresent 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 Failure (MCFS)	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 is 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 must 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, 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 must consider in their long-term disaster risk planning.

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.

18.5 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 nongovernment 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.**

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

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:

PART D: 2023/24 BUDGET

41 Joburg Fiscal and Budgeting Outlook

19.1 Introduction and strategic orientation

The re-instatement of the Government of Local Unity through the Council Sitting of January 2023, once again, revives the implementation of the GDS2040, and therefore calls for the re-alignment of the previously funded priorities. The Joburg 2040 Growth and Development Strategy (GDS) is revived as the principal planning document, and therefore serve as a basis of resource allocation in the 2023/24 MTEF cycle. Various workshops and sessions with GLU political leadership had been held and the priorities to be funded are confirmed as follows:

- Priority 1: Good Governance
- Priority 2: Financial Sustainability
- Priority 3: Energy Mix
- Priority 4: Sustainable Service Delivery
- Priority 5: Infrastructure Development and Refurbishment
- Priority 6: Job Opportunity and Creation
- Priority 7: Safer City
- Priority 8: Active and Engaged Citizenry
- Priority 9: Sustained Economic Growth
- Priority 10: Green Economy
- Priority 11: Smart City

Department and entities are therefore expected through their programmes to contribute to the implementation of the GDS2040. Details are provided in the programme budget implementations and GDS documents.

41.2 Alignment and intergovernmental coordination

In preparing the 2023/24 MTEF the city will subject itself to guidance and planning instruments as determined by the intergovernmental process. Key to that are the Division of Revenue Act outputs, provincial allocations, and high impact areas as part of the GLU priorities. Municipalities are required to engage various spheres of government in managing and coordinating the distribution of resources to optimise utilisation of resources and amplify the impact. Coordination of intergovernmental planning also enhance the spatial overview of resources already implemented, and therefore ability to respond to community needs. Many forms of grants largely remain in the intergovernmental system; however, the city needs to improve its capacity to spend and deal with bottlenecks such as supply chain management processes that impede project implementation. The underutilisation of grants is still a concern putting the city at risk of losing out on "free" funding. Underspending result in reduction of resources in-year and increase further funding risk as rollovers may not be approved. In this fashion, a project lifespan in unnecessarily extended. This is a challenge that should be collectively owned by the organisation through addressing capacity challenges. There remain unresolved areas such as the provincialisation of ambulance, matching the provincial contributions to the delegated responsibility, and partnering with the province in initiatives meant to reduce crime, housing shortage and a general response to load shedding. Lastly, efforts are made through the planning structures to re-enforce community planning by making communities part of shaping their destiny. Issues flagged through these forums, and through appropriate structures were brought to the attention of technical planners. The intention is to value and assimilate these suggestions into long term plans and promote integration.

19.3 Financial sustainability and economic recovery

While there has been a gradual opening of the economy post the Covid-19 period, there is a recognition that the economy is still fragile and not at the level where it was before. Certain sectors like the retail, property rentals and tourism are yet to recover to their normal operation levels. In approaching the 2023/24 FY, there is a realisation that the economic environment is becoming tougher. First and foremost, there is increased vulnerability of households through increased costs of living, and additional cost experienced as a result of loadshedding. Inflation levels have largely remained outside the range targeted by the Reserve Bank adding inflationary pressures to the economy, increasing costs of living, contributing to a rise in input costs and perpetuating bias towards high settlements in labour bargaining forums. Small businesses are experiencing this impact at higher levels and therefore finding it hard to adapt. Large businesses are inputting these costs as part of running businesses thereby impacting on the affordability. With frequent loadshedding increased are incidents of infrastructure vandalism, pressure to invest in supporting infrastructure, and increased cost to respond to service delivery failures.

These inadvertently affects patterns of consumption are changing with well-resourced consumers shedding off the grid. These further challenges the known foundations of the local government matrix and the City's cross subsidisation model. South Africa as an emerging economy is steel reeling from higherthan-normal interest rates as party of a recovery through the Covid-19 era. There are signs that inflationary pressures may be longer like other developed markets that have been revising upwards their interest rate levels as part of opening their economies and responding to economic demands. There are also signs that input costs on energy, and other resources may receive above inflation increases. Internally, the city should intensify efforts to minimise non-technical losses that remain stubbornly high. The existing network of infrastructure remains old and outdated and needs to be complemented with latest technological developments to ensure operational efficiency and security of supply. The electricity, water and road networks are not only aging, but remain insufficient to service the rate of growth of the population. At the pace at which the city is investing within the constraints of available resources, the required level of investment in infrastructure may not be realised very soon.

19.4 The scope of required funding contextualised

The Budget Steering Committee sessions provide a frank assessment of the funding needs of a municipality. Sector plans were presented and reviewed by the representative panel members with a strict assessment on alignment, implementation capacity, proposed targets and the resultant expected impact. There was a thorough assessment of the failures of the organisation, and a willingness to champion new direction. Built into the city's planning guidelines, is the concept of deprivation areas. The City of Johannesburg is one of the metropolitan municipalities formed with the merger of various local councils' post the Year 2000. At this stage, infrastructure aging and the use of the outdated technology are emerging as major challenges to its infrastructure. Efforts are made through the Office of the Chief Operations Officer to improve capital budget spending and better understand the impact of structured repairs and maintenance. Added to that is the inability to meet increasing population demands, and reorientation of its economy to absorb the youthful population. There will be increased visibility of the existing programmes reinforced by strengthening coordination with entities. Newly formed urban nodes had replaced the inner city resulting in outward migration of businesses. There is a need to increase infrastructure investments to counter urban decay and revitalised inactive nodes. On the other side, to increase Rand-value of investment, it is better to join new nodes on existing infrastructure. As a result of overpopulation, the level of informality is increasing on the southern part of the city putting pressure on infrastructure and resources. The northern part remains economic active nodes with limited ability to absorb lower income groups. In these areas, additional investments are required to strengthen the capacity of the existing infrastructure. While the offering of basic services has improved over the past years, economic opportunities for the youth remain limited, forcing a gradual dependency on grants provisions.

Housing opportunities remain high on the agenda for the informal parts of the city. Informality reinforces criminality, which ultimately results in the stretching of resources. While sustaining the quality of the current infrastructure through planned and preventive repairs and maintenance is critical for newly vitalised regions, opportunities for growing new economies should also be explored. The rate of investments on infrastructure remains inadequate for the kind of the city envisaged in the GDS2040. Lately, underinvestment in disaster prone areas paired with the effects of climate change is creating an additional burden for the local economy. Planning tools should be able to direct towards modern liveable cities.

19.5 Containing the costs of affordability of services

With increasing bulk input cost, utility costs are increasing at a rate threating affordability. Eskom applied to NERSA and was granted a 18,67% increase for the 2023/24 FY, and similar Rand Water is proposing a 11,9% increase on bulk water in the 2023/24 FY. All these are pointers towards upward inflationary pressures. Transferring back to the consumers these costs may no longer be practical. Reasonable adjustment had been made on tariffs with an understanding that value will be derived only if complemented by cost containment measures. These increases are significant and municipalities being the last on the value chain are yet to experience impact either as decreased consumption of their services, illegal connection, and migration outside their networks of able customers. This will put additional pressure on resources set aside for capital investment and rehabilitation of infrastructure. Social pressures are increasingly putting pressure on price increasing therefore forcing organisation to contain these adjustments. This trend is yet to continue until there are improvements in employment creation and recovery of economy. Capital markets are increasingly limiting their exposure to local government and therefore closing options available to complement the budget. Where revenue collection is to be intensified, residents are demanding a higher level of service to match the amounts extracted. With that thinking in mind, the presented budget moderate the size of the capital budget, prioritise the impact of spending.

19.6 Implementation of a new third general valuation

With effect from 01 July 2023, the City of Johannesburg will be implementing its third general valuation in terms of the property rating framework. Ratepayers were afforded the opportunity to inspect the values of their properties until the end of March 2023. Property rates is the third largest source of income for the municipality and therefore forms the backbone of funding general expenses in a municipality. In parallel with the introduction of a valuation roll, there will be a review of the relief measures attached, and an expected alignment with the refuse removal tariffs that are aligned to the value of property. Further details on this revenue source and expected revenue estimates are contained in the tariff report part of the budget related documentation. This information will consider the proposed relief measures. In parallel, supporting structures to deal with emerging appeals will be implemented in consultation with the provincial department responsible for local government.

19.7 Capital markets and municipal borrowing.

Borrowing levels should be contextualised in terms of the ability to sustain tariff revenues and improve collection levels. The City of Johannesburg remain one of the metropolitan municipalities active in domestic capital markets and in the development finance space. The city will continuously tap on initiatives pioneered by the National Treasury in these areas including alternative instruments in project implementation. Furthermore, Group Treasury manages the city's liability profile. With the profile of sovereign and local government changing, the utilisation of this option as a resource of funding the capital budget is becoming limited. Most municipalities are moving towards the financial distress position, as a results banks, pension funds, development finance institutions and other financial intermediaries are gradually reducing their exposure to local government. A healthy capital structure should not compromise liquidity. The city remains one of the leading borrowers in local government, and therefore, remains very

much alive to increasing concentration risk. Borrowing is always a cost to a business that should be internalised. Although the city still has healthy ratios in terms of Circular 71 of the MFMA, worrying are the collection levels that are falling behind the required levels. This is likely to result in increasing the cost of new borrowing, while imposing a risk of default clauses if the required levels are not sustained. Borrowing in the proposed 2023/24 capital budget is moderated while allowing an improvement on internal generated funds. The organisation should heal by taking advantage of the grant inflows.

19.8 Liquidity and liability management

Fiscal policy demands that there be clear guidelines used to guide expenditure and hence a design of an appropriate funding strategy. The Group Treasury, among other activities, continues to monitor developments in financial markets, as well as the achievement of the key financial ratios and sustainability targets as required by Circular 71 of the MFMA, and report performance through the necessary governance structures. Notably with the tough economic environment projects to impact the GDP growth, the City remains mindful of maintaining appropriate liquidity reserve, monitoring the composition of liabilities, term maturity and managing reserve. Some of these key ratios have been elevated for reporting through Circular 88 indicators. The organisation subjects itself to consistent and continuous review of its spending, cashflow and receipts patterns to assess the level of financial risk exposure. At this stage, the pace of transiting to carbon free economies dominates the Environmental Social and Governance (ESG) agenda. The city will continue to explore and watch developments in this space including participating in green funding initiatives. Work is underway to review and understand the need for 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.

The City also subscribes and participates in various research and pilot projects to benchmark its performance on financial matters; relevance of its programmes; the transparency of its budgeting processes; and evaluation of its fiscal capacity. Sessions with potential rating agencies and investors are held each year to provide insight into the thinking driving its fiscal. Similarly useful guidance is received in the intergovernmental process through benchmarking evaluating the usefulness on which its budgeting practises are here based. The City will continue with the annual review of its financial development plan and monitoring compliance with covenant conditions to ensure that appropriate financial risk levels are adopted by the organization.

19.9 Technological innovation, smart cities and operational efficiency

Investments continue to be made in these areas through several initiatives. 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 reorientation of the current business processes; the integration of various financial systems; and ultimately improved customer experience. Added to that has been the scaling up of customer friendly platforms. The re-instatement of government of local unity means the revival also of priority programmes. Citywide there is an expansion of Wi-Fi-roll out; smart city innovations in basic service; use of software platforms to improve service delivery experience; and enhancement of the quality of date to day service delivery to improve the lived experience of residence. Investment will be required in technical and technological support that will align the city with the demands of the 'new normal'. These developments should benefit 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. 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.

19.10 Financial governance and effectiveness of governance structures

With the re-instatement of the GLU, pressure comes on renewing effectiveness of the required governance structures. This will assist in improving governance elements of the organisation, the filling of critical vacancies, developing necessary policies and improving the capacity to implement projects. The UIFW expenditure remain one of the areas that need urgent attention to improve the image of the municipality and its entities. There are additional measures to improve ethical conduct among employees whose success depends on the effectiveness of proposed governance structures. Two such measures include the dealing with financial misconduct and progressively implement consequent management organisation wide. Report from previous audit outcomes will be used to strengthen financial controls and enforce preventive measures. Continuity of administrative functions should be strengthened in a coalition environment to improve stability.

19.11 Summary of key ratios

In line with circular 71 of the MFMA and the Financial Development Plan framework which is reviewed annually and informs the determination of the budget envelope size, particularly on the capital budget,

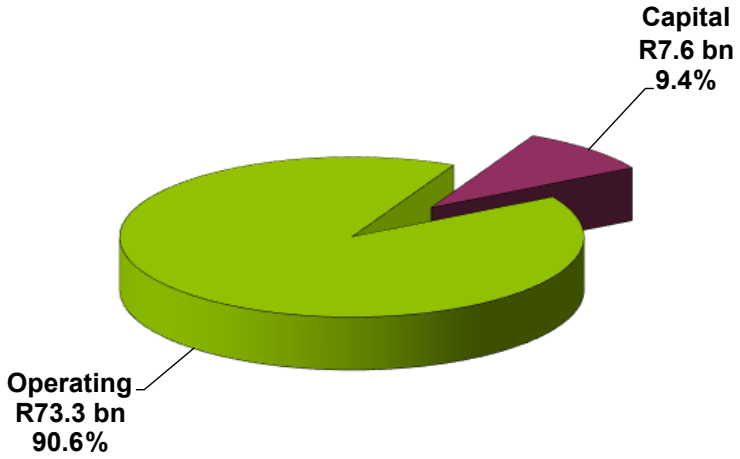
Key Financial Indicators						
Ratios	Actual 2021/22	Adjusted Budget 2022/23	Bench-marks	Budget 2023/24	Estimate 2024/25	Estimate 2025/26
Current ratio	1:1	1.1:1	1.5 - 2:1	1.3:1	1.4:1	1.8:1
Solvency ratio	2.3:1	2.5:1	Above 2:1	2.6:1	2.7:1	2.9:1
Debt to Revenue ratio	40%	33%	Below 45%	29%	29%	25%
Remuneration as % of Total Operating Expenditure ratio	26.5%	27.0%	25% - 40%	26.2%	26.5%	26.9%
Repairs and Maintenance as a % of PPE ratio	3.5%	6.4%	8%	6.9%	6.7%	6.5%
Capital cost (interest and redemption) as a % of total operating expenditure	7%	10%	6% - 8%	7%	5%	7%
Net Operating Surplus Margin	-2%	3%	Above 0%	3%	4%	7%
Cash / Cost coverage (days)	24.5	30.4	30 - 90 days	42.6	57.5	90.3

these are the proposed ratios to guide the organization in the next MTEF cycle:

By building these ratios into the determination of the budget size, the City ensures continued financial sustainability while still driving funding of critical investment in service delivery.

1.12. A summary of the proposed operating and capital budgets

In 2023/24, the City's total budget amount to approximately R80.9, the split between operating and capital are as follows:

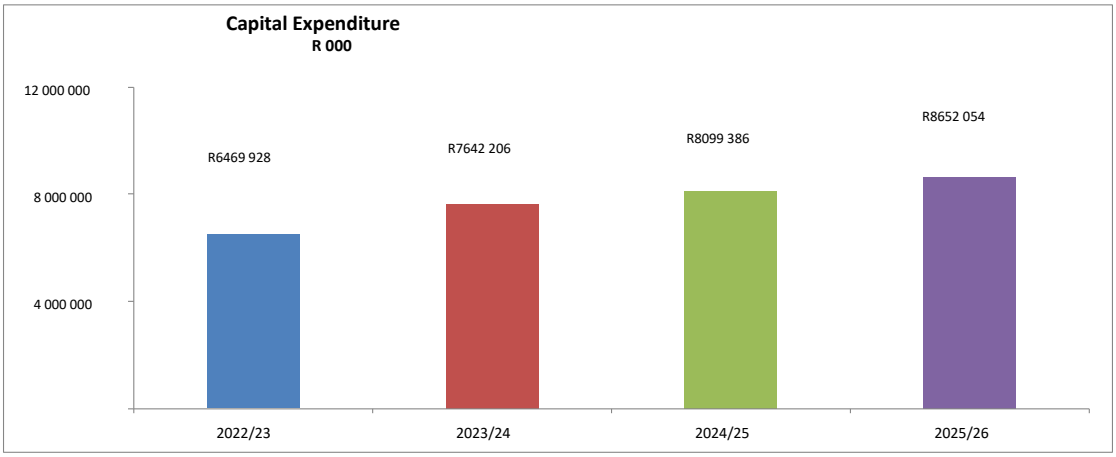


2023/24 Budget (Capex and Opex)

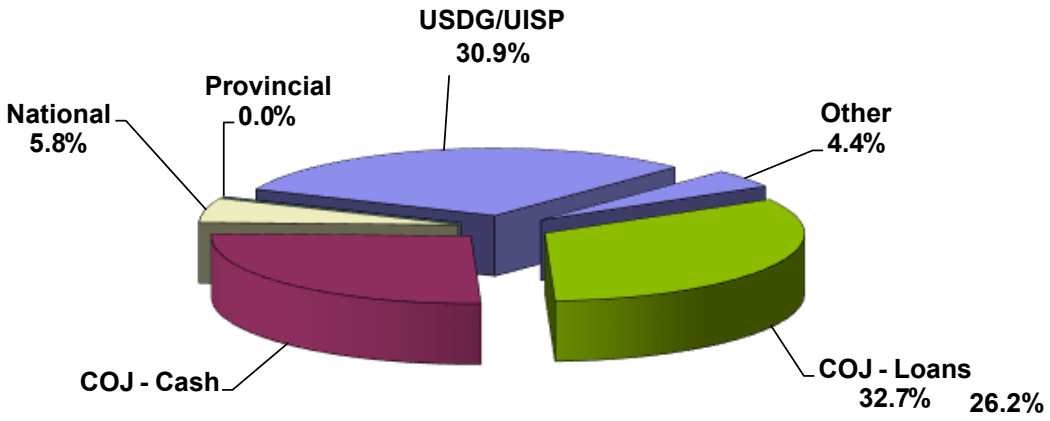
Financial Performance (revenue and expenditure)

	Adjusted Budget 2022/23 R 000	Budget 2023/24 R 000	%	Estimate 2024/25 R 000	Estimate 2025/26 R 000
Revenue	67 212 463	75 393 870	12.2%	80 330 770	86 368 924
Internal revenue	8 583 349	10 461 671	21.9%	10 808 076	11 011 077
	75 795 811	85 855 542	13.3%	91 138 847	97 380 002
Expenditure	65 194 103	73 299 518	12.4%	77 142 913	79 708 202
Internal expenditure	8 583 349	10 461 671	21.9%	10 808 076	11 011 077
	73 777 452	83 761 189	13.5%	87 950 989	90 719 280
Surplus (Deficit)	2 018 359	2 094 352		3 187 857	6 660 722
Taxation	81 878	80 168		109 080	526 679
Surplus (Deficit) for the year	1 936 481	2 014 184		3 078 777	6 134 043
Capital grants and contributions	2 848 896	3 208 307		3 418 089	3 695 875
Surplus (Deficit) for the year including capital grants and contributions	4 785 377	5 222 491		6 496 866	9 829 918

Financial Performance (revenue and expenditure)



Capital Budget



Capital Budget – sources of funding.

Figure 50:Capital Budget – sources of funding

	Adjusted Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26
COJ - Loans	1 830 000	2 500 000	2 500 000	2 530 000
COJ - Cash	1 791 032	2 000 000	2 250 000	2 500 000
National	209 714	446 163	385 554	333 396
Provincial	4 837			
USDG/UISP	2 089 397	2 357 671	2 715 261	3 116 605
Other	544 948	338 372	248 571	172 053
Total	6 469 928	7 642 206	8 099 386	8 652 054

PROPOSED OPERATING AND CAPITAL BUDGETS PER DEPARTMENT/ENTITY

Below is a breakdown of the budget per department or per entity. Further details of the split in budgets between departments and municipal entities are available in the City's Medium-Term Budget document.

OPERATING PER DEPARTMENT AND ENTITY

DEPARTMENT VOTE	2023/24 BUDGET R 000	2023/24 - SOURCE OF FINANCE COJ Funding (Loans) 350 R 000	CRR (Cash) 360 R 000	Nat. Grant 374 R 000	Prov. Grant 375 R 000	USDG 373 R 000	UISP 377 R 000	Other 376 R 000	2024/25 BUDGET R 000	2025/26 BUDGET R 000
CORE ADMINISTRATION:										
Economic Development			6 000	424 157		72 915				
Environment and Infrastructure	6 000	17 500	2 500			5 250			3 000	2 500
Transport	20 000	32 000	79 615						15 000	22 050
Community Development	535 772		138 330						627 825	458 388
Health	138 330		27 448						47 400	53 000
Social Development	132 275	31 912	88 725						100 135	105 200
Group Forensic Investigation Services	97 650		250						120 774	88 964
Office of the Ombudsman	250	3 675	1 000						250	250
City Manager	1 000		4 415						500	500
Speaker: Legislative Arm of Council	28 771		3 000						19 543	19 526
Group Information and Communication Technology	3 000	24 356							2 500	2 500
Group Finance	410 000		360 000						300 600	333 244
Group Corporate and Shared Services	30 000	50 000	30 000						18 000	
Human Settlements	3 356	2 000	1 356						151 431	151 507
Development Planning	1 455 812	3 000	16 000			921 737	515 075		1 879 261	2 195 254
Public Safety	120 694	46 500	67 494					6 700	77 700	103 933
	64 000		64 000						58 500	23 500
TOTAL CORE ADMINISTRATION	3 046 910	210 943	890 133	424 157		999 902	515 075	6 700	3 422 419	3 560 316
MUNICIPAL ENTITIES: City		633				307 694	200 000	331 672		
Power	1 207 285	113 589	42 500			235 000			1 298 418	1 791 872
Johannesburg Water	1 063 794	306	166						1 092 000	973 430
Pikitup	99 650	99	794						250 500	331 000
Johannesburg Roads Agency	859 650	650		22 006		100 000			809 250	803 876

Metrobus	196 146	194	430 242						85 000	73 000
Johannesburg City Parks and Zoo	64 700	408							71 500	68 500
Johannesburg Development Agency	374 506	196	61 700						386 000	504 008
Johannesburg Property Company	49 658	146	147						110 808	93 500
Metropolitan Trading Company	11 025	3 000	500						10 000	
Joburg Market	150 328	105	16						98 260	107 023
Johannesburg Social Housing Company	492 321	000	508						436 511	316 233
Joburg City Theatres	21 145	33	11 025						25 140	26 296
Joburg Tourism	5 088	150	74 828						3 580	3 000
		75 500	153 682							
		338 639	5 088							
		21 145								
TOTAL ME's	4 595 296	2 289 057	1 109 867	22 006		642 694	200 000	331 672	4 676 967	5 091 738
TOTAL CITY OF JOHANNESBURG	7 642 206	2 500 000	2 000 000	446 163		1 642 596	715 075	338 372	8 099 386	8 652 054

CAPITAL PER DEPARTMENT AND ENTITY

Vote Description	Current Year 2022/23		2023/24 Medium Term Revenue & Expenditure Framework		
R thousand	Approved Budget	Adjusted Budget	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26

Revenueby Vote					
Economic Development	108 316	108 272	122 271		
Environment And Infrastructure	19 835	19 835	13 715	9 644	17 626
Transport	1 331 507	1 185 359	1 601 548	1 585 928	1 582 674
Community Development	61 910	61 910	57 651	60 381	66 999
Health	191 329	191 329	272 762	231 949	226 509
Social Development	438	438	5 627	395	414
Group Forensic Investigation Services					
Office Of The Ombudsman	1 000	1 000			
City Manager	61 405	61 405	55 709	57 744	60 779
Speaker: Legislative Arm Of Council					
Group Information And Communication Technology	25 143 787	25 143 787	28 069 238	29 854 024	31 785 546
Group Finance	25 635	25 635	31 403	32 572	34 768
Group Corporate And Shared Services	1 128 265	1 341 723	1 543 871	1 953 244	2 307 277
Human Settlements	99 055	99 055	103 279	107 277	93 299
Development Planning	830 941	830 941	1 402 729	1 495 572	1 585 574
Public Safety	497 214	527 562	492 419	619 304	537 469
Municipal Entities Accounts	20 654	20 654	23 707	25 452	28 113
City Power	490	490	579	455	031
Johannesburg Water	15 985 023	15 985 023	16 997 017	17 977 066	19 173 386
Pikitup	2 421 500	2 421 500	2 606 997	2 737 355	2 874 224
Johannesburg Roads Agency	133 411	133 411	128 962	135 281	141 639
Metrobus	60 475	60 475	63 682	66 802	69 942
Johannesburg City Parks And Zoo	83 269	83 269	87 586	87 218	84 990
Johannesburg Development Agency	72 027	72 027	75 926	79 655	83 282
Johannesburg Property Company	77 359	77 359	81 459	85 451	89 468
Metropolitan Trading Company	56 618	56 618	59 618	62 539	65 477
Joburg Market	612 164	612 164	646 656	671 073	696 185
Johannesburg Social Housing Company	257 810	257 810	303 597	311 447	296 695
Joburg City Theatres	48 962	48 962	67 394	71 063	74 403
Joburg Tourism			3 483	3 420	3 143
Total Revenue (incl. capital grants and excl intern	**69 963 745**	**70 061 359**	**78 602 177**	**83 748 859**	**90 064 799**
Expenditure by Vote			256 035	152 866	159 330
Economic Development	247 229	247 185	133 654	134 425	138 204
Environment And Infrastructure	132 899	132 899	2 477	2 508	2 441
Transport	2 349	2 349	306	287	890
Community Development	722	722	1 365 201	1 369 372	1 384 703
Health	1 269 277	1 269 277	1 505 153	1 574 194	1 634 485
Social Development	1 410 179	1 410 179	339 497	350 793	356 355
Group Forensic Investigation Services	323 969	323 969	106 989	110 519	112 191
Office Of The Ombudsman	103 330	103 330	43 111	44 642	45 529
City Manager	36 364	36 364	1 770 344	1 795 428	1 776 449
Speaker: Legislative Arm Of Council	1 658 591	1 658 591	514 958	535 800	552 058
Group Information And Communication	490 025	490 025	1 028	1 078	1 129
Technology	986 245	986 245	252	548	055
Group Finance	5 637 280	5 637 280	5 557 033	5 606 036	5 641 495
Group Corporate And Shared Services	473 432	473 432	1 036 019	1 512 155	1 728 722
Human Settlements	1 100 314	1 103 264	1 168 896	1 198 155	1 196 282
Development Planning	435 136	435 136	457 530	476 717	492 829
Public Safety	5 713 365	5 713 365	6 120 894	6 353 605	6 515 850
Municipal Entities Accounts	1 800 519	1 800 519	2 007 706	2 106 080	2 205 062
City Power	19 166 293	19 166 293	22 722 431	24 520 021	26 017 968
Johannesburg Water	13 108 426	13 108 426	14 964 254	15 748 200	16 524 446
Pikitup	3 302 411	3 302 411	3 764 315	3 838 130	3 842 199
Johannesburg Roads Agency	1 368 022	1 368 022	1 438 437	1 485 593	1 507 716
Metrobus	574 761	574 761	601 623	619 903	626 313
Johannesburg City Parks And Zoo	1 209 377	1 209 377	1 257 264	1 290 819	1 294 387
Johannesburg Development Agency	102 957	102 957	108 145	112 396	115 531
Johannesburg Property Company	771 818	771 818	964 641	996 082	1 011 860
Metropolitan Trading Company	384 975	384 975	423 773	436 109	441 065
Joburg Market	509 994	509 994	558 591	590 751	621 212
Johannesburg Social Housing Company	304 035	304 035	355 355	359 205	359 133
Joburg City Theatres	239 436	239 436	262 776	274 520	287 010
Joburg Tourism	62 696	62 696	69 503	72 642	75 552
Total Expenditure (incl. taxation and excl. internal	**65 273 075**	**65 275 981**	**73 379 686**	**77 251 993**	**80 234 881**
Surplus / (Deficit) for the year	**4 690 669**	**4 785 377**	**5 222 491**	**6 496 866**	**9 829 918**

Note:

Revenue includes capital grants and contributions and expenditure taxation. Internal transfers have been excluded from both revenue and expenditure.

20 The 2023/24 Capital Investment Framework

20.1 2023/24 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 2023/2024, 2024/2025 and 2025/2026. The Capital Investment Framework is a key component of the Spatial Development Framework (SDF) 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 outline 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 on 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.

a. 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.

b. 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.

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, the 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 Transit-Oriented Development (TOD) Corridors, Deprivation Areas, Inner City (Urban Core) and various asset management programmes.
- Project implementation tracking and reporting system.

20.2 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. This includes refurbishment and replacement in order to secure continued service delivery. The Consolidated Infrastructure Plan (CIP) 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 **Error! Reference source not found.** and 2.

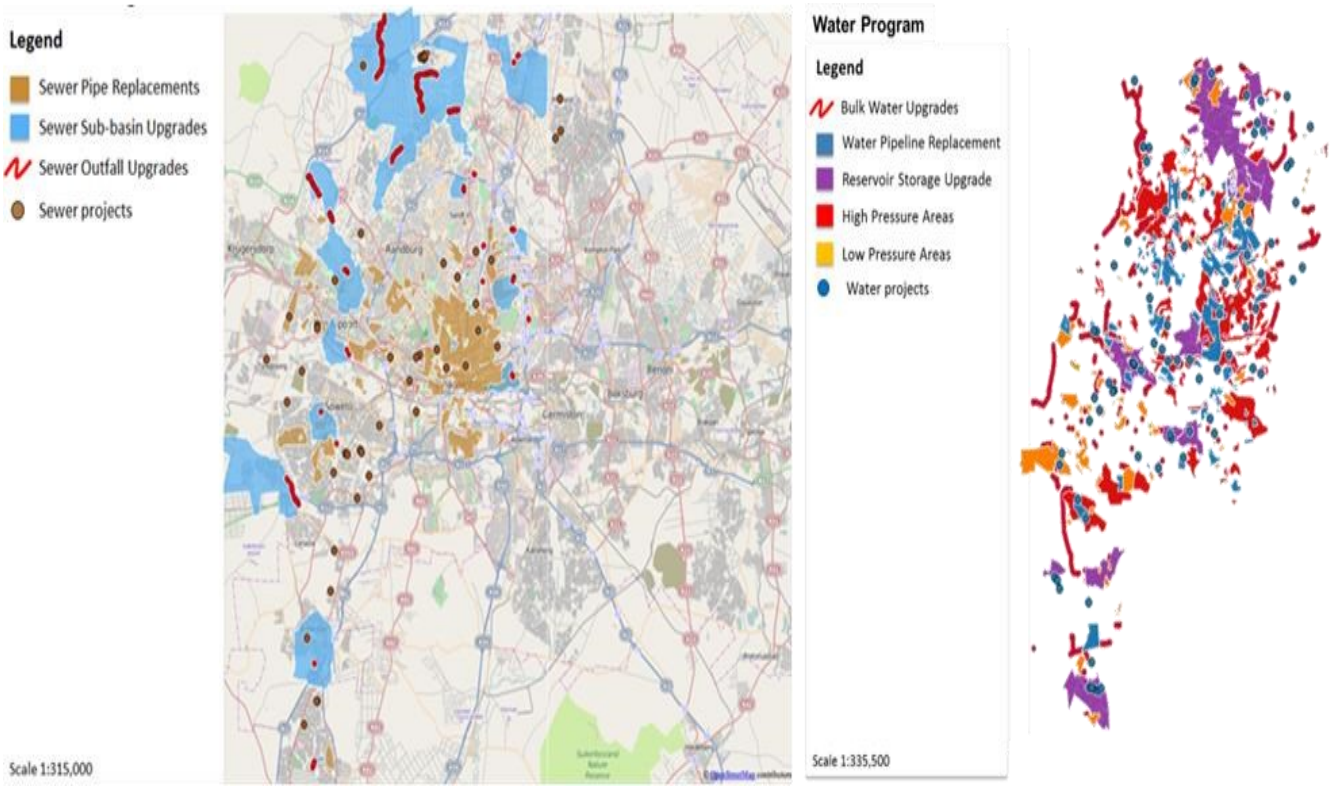


Figure 51:Priority Sewer and Water Upgrade Areas

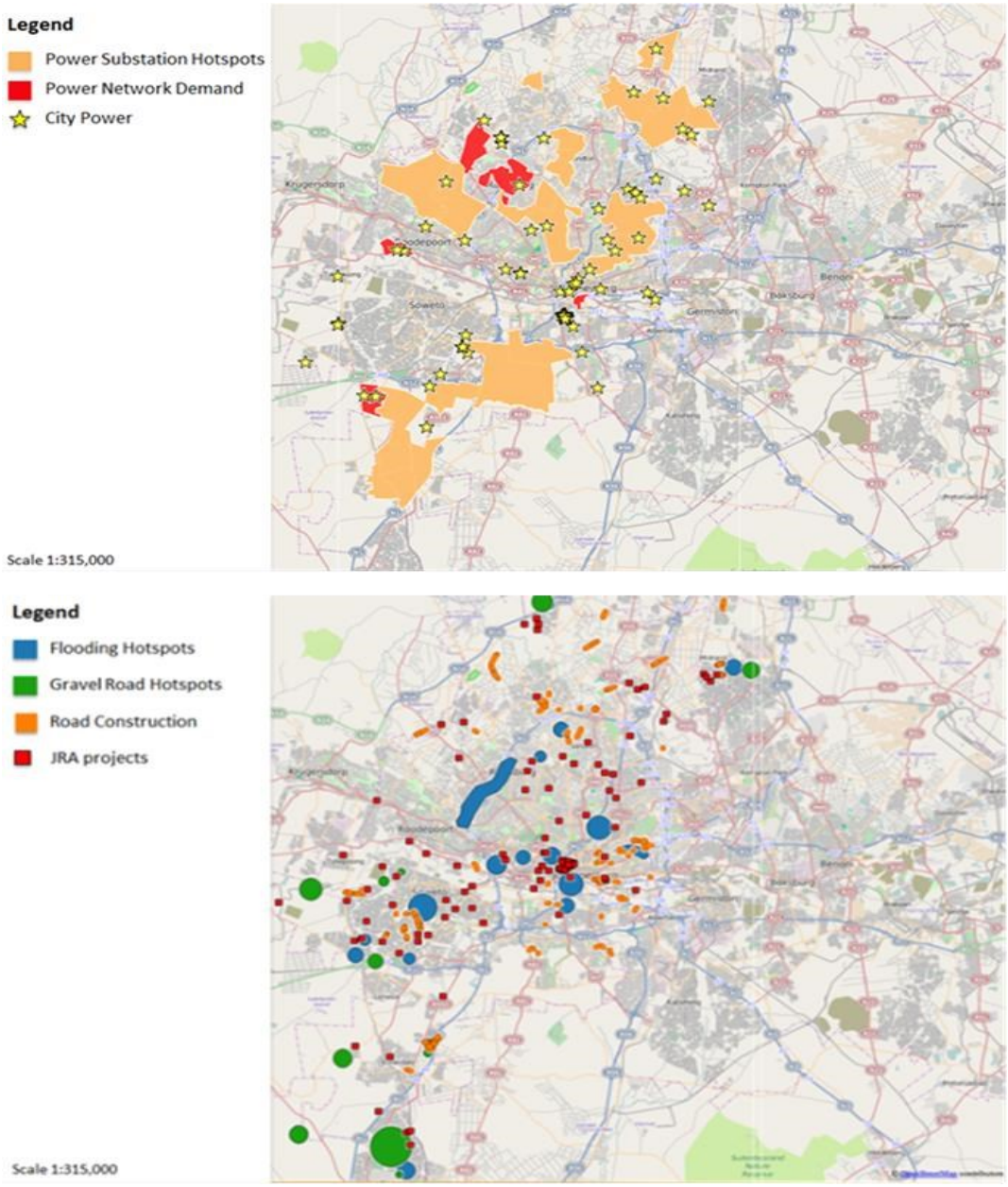


Figure 52 :Priority Power and Road Upgrade Areas

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 underserviced, 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. 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.

High Impact Areas	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026	MTREF Total
Eldorado Park	R5 000 000	R3 000 000	R-	R8 000 000
Southern farm	R10 000 000	R10 000 000	R21 067 000	R41 067 000
Kliptown	R48 000 000	R20 000 000	R50 000 000	R118 000 000
Ivory Park	R42 000 000	R103 256 000	R50 000 000	R195 256 000
Orange farm	R139 500 000	R129 000 000	R285 000 000	R553 500 000
Grand Total	**R244 500 000,00**	**R265 256 000,00**	**R406 067 000,00**	**R915 823 000,00**

Table 9: Allocation to High Impact Programmes

A total of R 915 823 000,00 has been allocated to high priority programmes. This covers an averaged total of 4% over the entire MTREF. It should be noted that High Impact Areas have the potential to offer significant and far-reaching effects on society and the environment, when considering sustainable cities and urban development. With a more focused approach, the abovementioned areas can work in addressing critical challenges and offer opportunities for substantial positive change within the City.

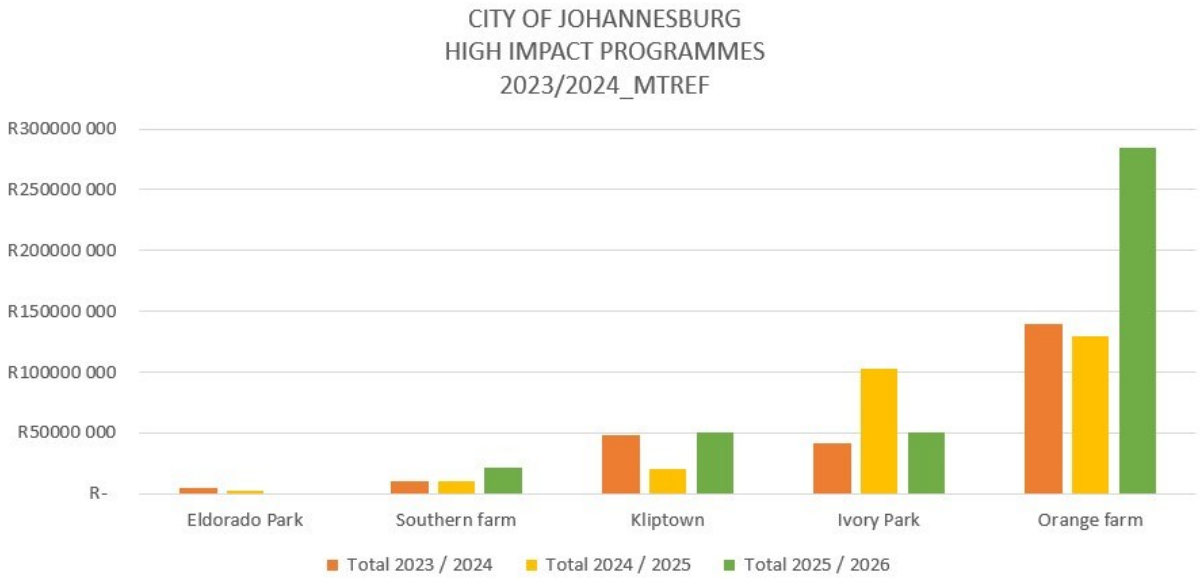


Figure 53: Allocation to High Impact Programmes

As can be illustrated in **Error! Reference source not found.**, Orange Farm has 60% of the High Impact A reas budget, at a total of R 555 500 000 over the 2023/2024_MTREF, followed by Ivory Park at 21%, with a total of R 195 256 000, Kliptown receives 13% of the High Impact Areas budget over the 2023/204_MTREF and Eldarado Park and Southern Farm make up a combined total of 5% of the budget, at R 49 067 000.

1.1 Increasing infrastructure capacity for development in strategic growth areas

This investment targets the transformation zone and strategic economic and Transit Orientated Development (ToD) nodes to provide adequate capacity for higher intensity development promoted throughout the SDF. This growth aims 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.

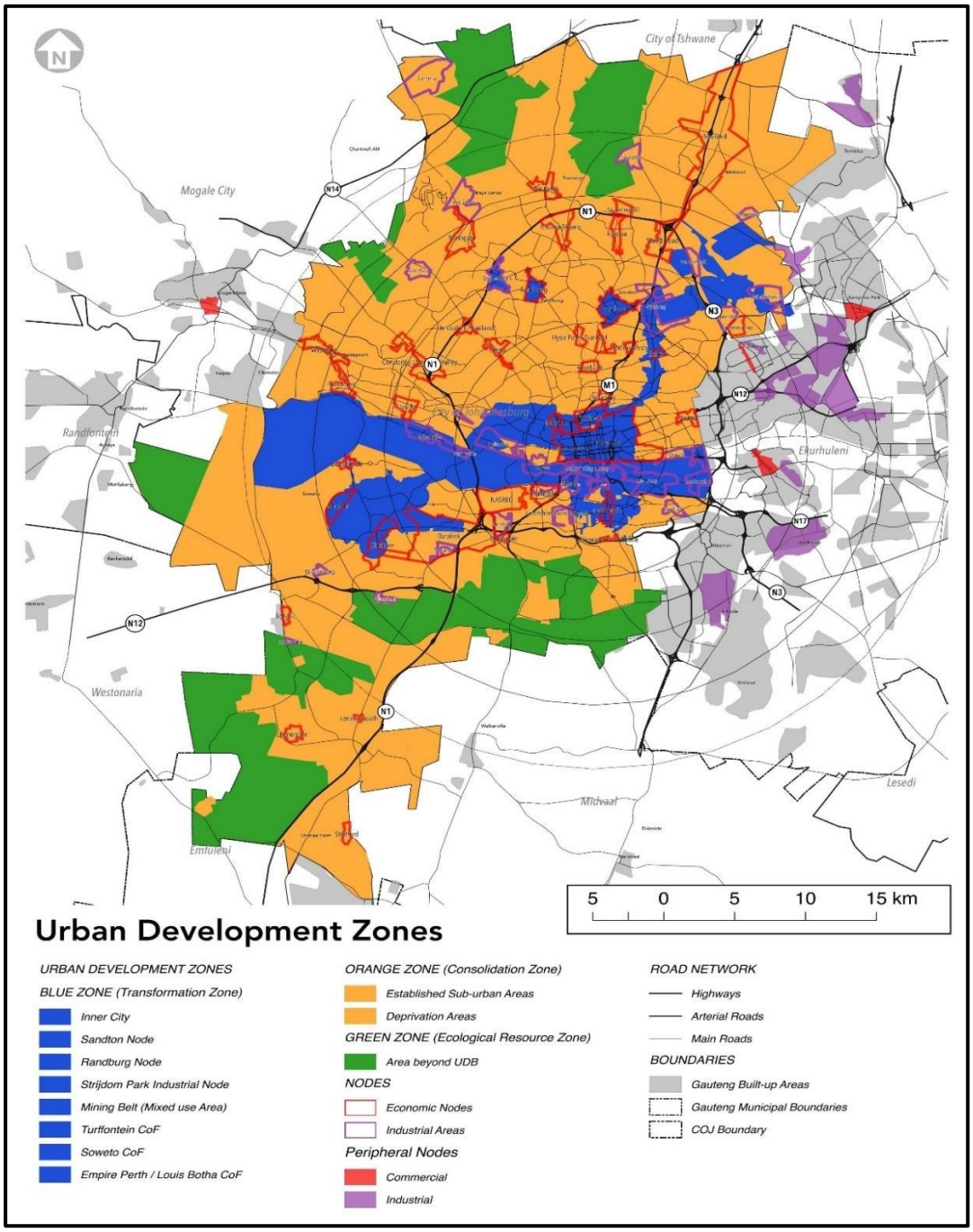


Figure 54:Urban Development Zones (Transformation Zones)

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 ToD

corridors, (previously known as Corridors of Freedom) and Inner City have clear investment programmes, with funding allocations in the MTREF. This ensures that the desired urban structure and developmental outcomes are achieved. An added 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.

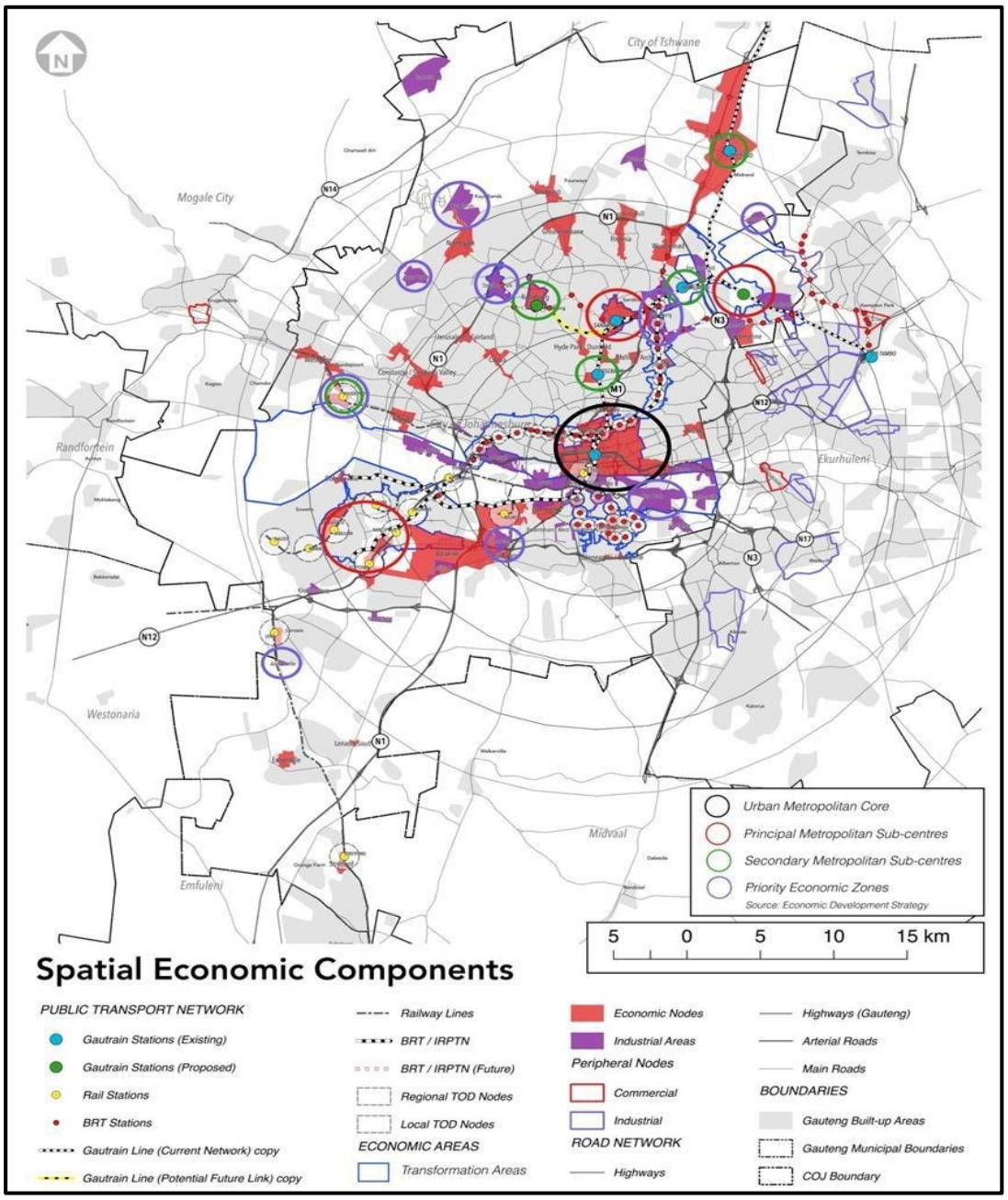


Figure 55: Investment Priority Economic Nodes

With numerous competing infrastructure and development needs across the city, and a restricted capital budget, it is inevitable that trade-offs through prioritisation have to be made. The JSIP system and the associated capital investment planning processes 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 therefore 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.

20.3 2023/24 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).

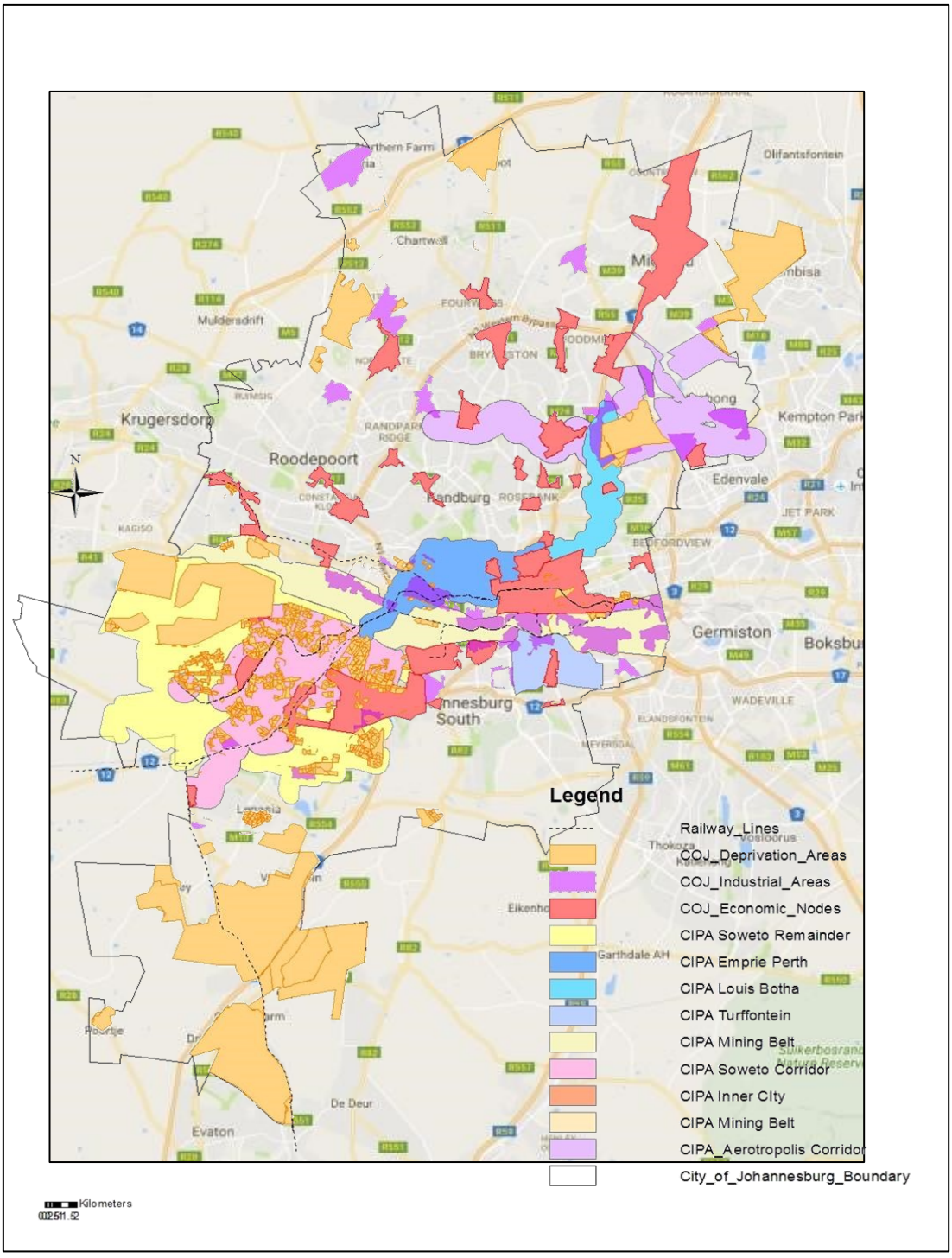


Figure 56:Spatially Targeted Investment Areas – SDF 2040 areas and key public transport corridors

The focus for capital investment in the 2023/24_MTRE is balanced between ensuring that the current infrastructure and facilities are properly maintained and functional, as well as ensuring 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:

- Inner City

- Corridors of Freedom
- Deprivation and Informal Settlement areas
- Secondary Economic Nodes

20.4 2022/2023 MTREF Capital Draft Budget Implications

The total 2023/2024 – 2025/2026 MTEF capital budget allocation for the City is R24 393 646 600.00 with an average capital investment of about R 8.1 billion per annum as depicted in **Error! Reference source not found.**. The outer years show an increase in capital budget allocation. This could be due to an array of reasons, inclusive, but not limited to an increased level of Infrastructure Development within the City (whether new or existing projects), as well as a need be driven by the availability of grant funding.

Figure 57:Total Capex per Annum – 2023/2024 MTREF

20.5 Sources of Funding for the 2023/24 Budget

The city receives funding from different sources as illustrated in **Error! Reference source not found.** below. T he majority of funding received in the 2023/2024 financial year was for External Loans, with a total of R 2.5 billion. This is due to the fact that the City managed to secure additional loan for facilities that will assist the City in securing its service delivery objectives. The Cash reserves of the City is at R 2 billion, Urban Settlements Development Grant (USDG), totalled at R1.6 billion, the Upgrading of Informal Settlements Programme Grant (UISP) is at R 715 million. Therefore, 59% (R4.5 billion) of capex is funded from City resources in the form of loans and cash surplus, and 41.0% (R3.1 billion) of capex is funded from grants and public contributions.

.

20.6 Capex Allocations per Department/Entity

The City aims to deliver transformational change in the communities within Johannesburg. The most critical needs of the City's residents, communities and businesses, will start to receive long-term investment that will drive transformational change within the City. The effect will be a City that responds

to basic service delivery, redressing the legacy ills of the past and growing our economy for job creation. As a result, the CoJ makes sure that the capital budget is allocated in a way that would help it achieve its objectives. In order to identify where budget is allocated per department, Table 9 provides the capex allocation per department.

Departments	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026	Total
Group Forensic and Audit Services (GFAS)	R250 000	R250 000	R250 000	R750 000
Ombudsman Office	R1 000 000	R500 000	R500 000	R2 000 000
Speaker	R3 000 000	R2 500 000	R2 500 000	R8 000 000
Economic Development	R6 000 000	R3 000 000	R2 500 000	R11 500 000
Tourism	R5 088 000	R3 580 000	R3 000 000	R11 668 000
Metropolitan Trading Company (MTC)	R11 025 000	R10 000 000	R-	R21 025 000
Finance	R30 000 000	R18 000 000	R-	R48 000 000
Environment and Infrastructure Services (EISD)	R20 000 000	R15 000 000	R22 050 000	R57 050 000
Mayor's Office/ City Manager	R28 771 000	R19 543 000	R19 526 000	R67 840 000
Johannesburg Theatre Management Company	R21 145 000	R25 140 000	R26 296 000	R72 581 000
Public Safety	R64 000 000	R58 500 000	R23 500 000	R146 000 000
City Parks and Zoo	R64 700 000	R71 500 000	R68 500 000	R204 700 000
Community Development	R138 330 000	R47 400 000	R53 000 000	R238 730 000
Joburg Property Company (JPC)	R49 658 000	R110 808 000	R93 500 000	R253 966 000
Development Planning	R120 694 000	R77 700 000	R103 933 000	R302 327 000
Group Corporate and Shared Services (GCSS)	R3 356 000	R151 431 000	R151 507 000	R306 294 000
Social Development	R97 650 000	R120 773 750	R88 963 822	R307 387 572
Health	R132 275 000	R100 135 000	R105 200 000	R337 610 000
Metrobus	R196 146 000	R85 000 000	R73 000 000	R354 146 000
Joburg Market	R150 328 000	R98 260 000	R107 023 000	R355 611 000
PIKITUP	R99 650 000	R250 500 000	R331 000 000	R681 150 000
Group ICT and Information Management Governance	R410 000 000	R300 600 000	R333 243 803	R1 043 843 803
Johannesburg Social Housing Company (JOSHCO)	R492 321 000	R436 511 000	R316 233 375	R1 245 065 375
Johannesburg Development Agency (JDA)	R374 506 600	R386 000 000	R504 008 000	R1 264 514 600
Transportation	R535 772 000	R627 825 000	R458 388 000	R1 621 985 000

Johannesburg Roads Agency (JRA)	R859 650 000	R809 250 000	R803 876 000	R2 472 776 000
Joburg Water	R1 063 794 000	R1 092 000 000	R973 430 000	R3 129 224 000
City Power	R1 207 285 000	R1 298 418 250	R1 791 872 000	R4 297 575 250
Human Settlements	R1 455 812 000	R1 879 261 000	R2 195 254 000	R5 530 327 000
Grand Total	**R 7 642 206 600**	**R 8 099 386 000**	**R 8 652 054 000**	**R 24 393 646 600**

Table 10 Capex allocation per department/entity

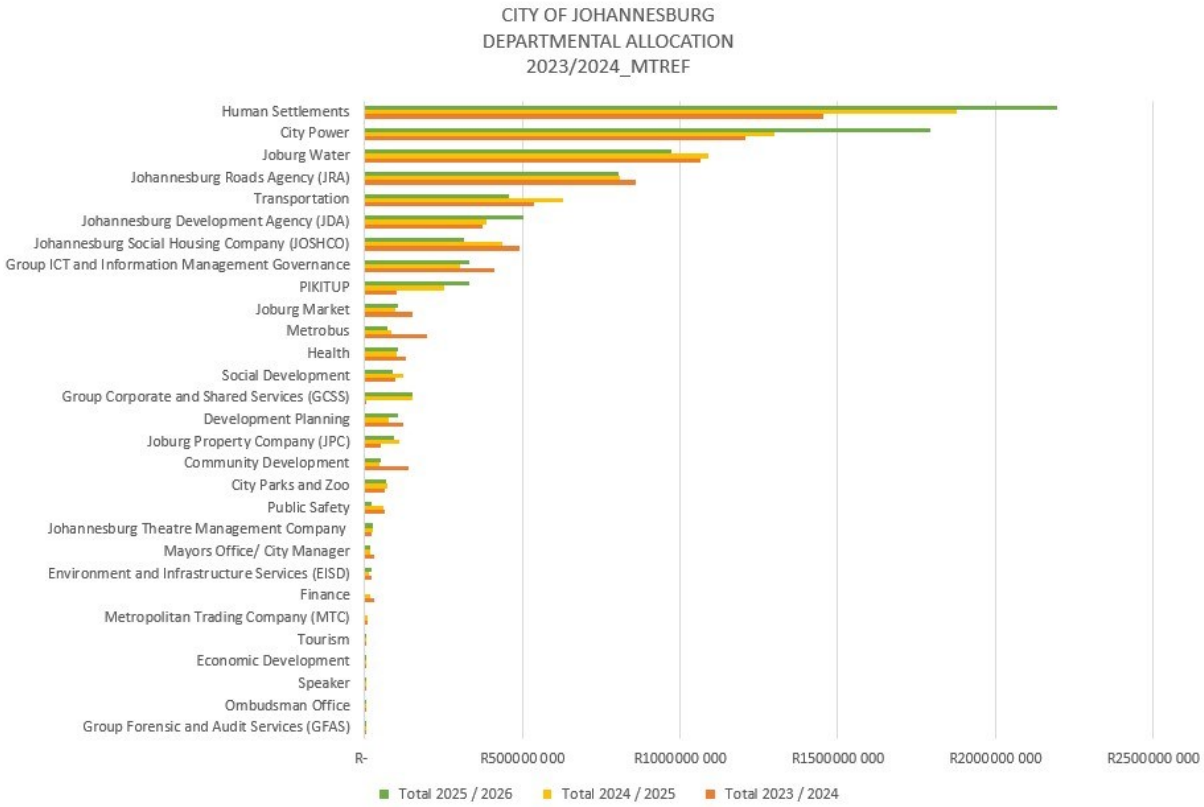


Figure 58: Total allocations per department/entity

Overall, Infrastructure type Departments have received the majority of the 2023/2024_MTREF budget allocation. Of importance to take note of is the following:

- Human Settlements have received a total budget allocation of R 5.5 billion over the 2023/2024_MTREF. The Lufhereng Mixed Development (Bulk Link & Internal Infrastructure Roads Storm Water Management Systems Sewer & Water for 24 000 houses), project has made up R385 million of the budget in the first financial year and has contributed significantly to the overall total of the department. Overall, the focus is on housing the poor especially in strategic located areas such as the Inner City as it is located within proximity to economic opportunities as well as amenities and services.
- City Power's budget over the MTREF is at R 4.2 billion. The allocation 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.
- Joburg Water's budget allocation is aimed at carrying forward projects that look into the maintenance and upgrade of existing water bulk infrastructure. This assists in responding to the service delivery demands within the City, as well as giving an opportunity to future development.

Departments have not received a significant portion of the Capital budget; it is significant to note the increase in their capital indicatives:

- Johannesburg Social Housing Company (JOSCHO), with a total of R 1.2 billion over the MTREF. The department is looking at at-least 1007 units (Nancefiled, Princess plots, Nederberg Claim and Devland). These projects are currently between 70% - 90% complete. There is also an anticipated further 200 units from Riverside.
- Metrobus has requested the addition of 60 buses. The total amount for this project is R60 million in the first financial year, bringing the department initial indicatives a lot higher in the previous financial year.

20.7 Broad Capex Allocations

Urban Development Zones

High Impact Areas	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026	MTREF Total
Green Ecological Resource Zone	R199 000 000	R213 500 000	R235 067 000	R647 567 000
Blue Urban Transformation Zone	R1 654 003 000	R1 599 859 750	R1 534 338 572	R4 788 201 322
Orange Consolidation Zone	R2 260 684 000	R2 523 192 000	R3 052 085 000	R7 835 961 000
Grand Total	**R4 113 687 000**	**R4 336 551 750**	**R4 821 490 572**	**R4 113 687 000**

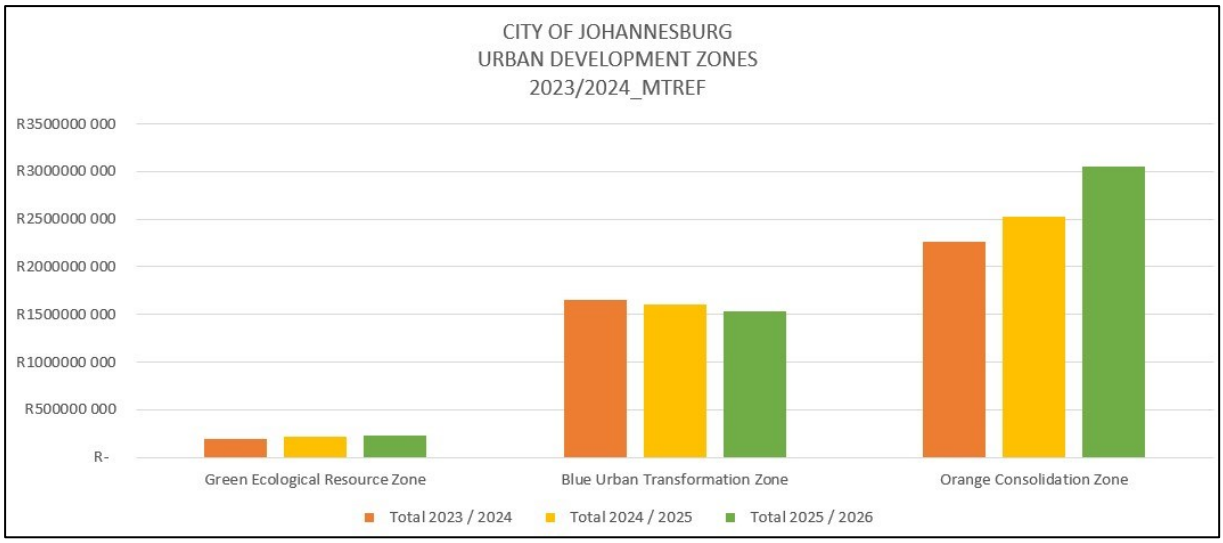


Figure 59: Budget in Urban Development Zones

The capital investment over the 2023/2024_MTREF is skewed towards the Orange Consolidation Zone. The allocation of this budget allows for new developments that promote the goals of the City and meet the requirements of the SDF and do not require extensive bulk infrastructure upgrades, other than in meeting the current infrastructure backlog. The Blue Transformation Zone receives a total of R 4.7 billion over the MTREF. This Zone represents the spatial extent of the urban transformation focus of urban growth and investment promotion, as well as being the focus of future incentive packages, and the bulk of public capital investment. Investment geared towards this zone promotes densification diversification and intensification through capital infrastructure investment, increased density allowances and other incentives. The Green Ecological Zone has only received a total of R 676 million.

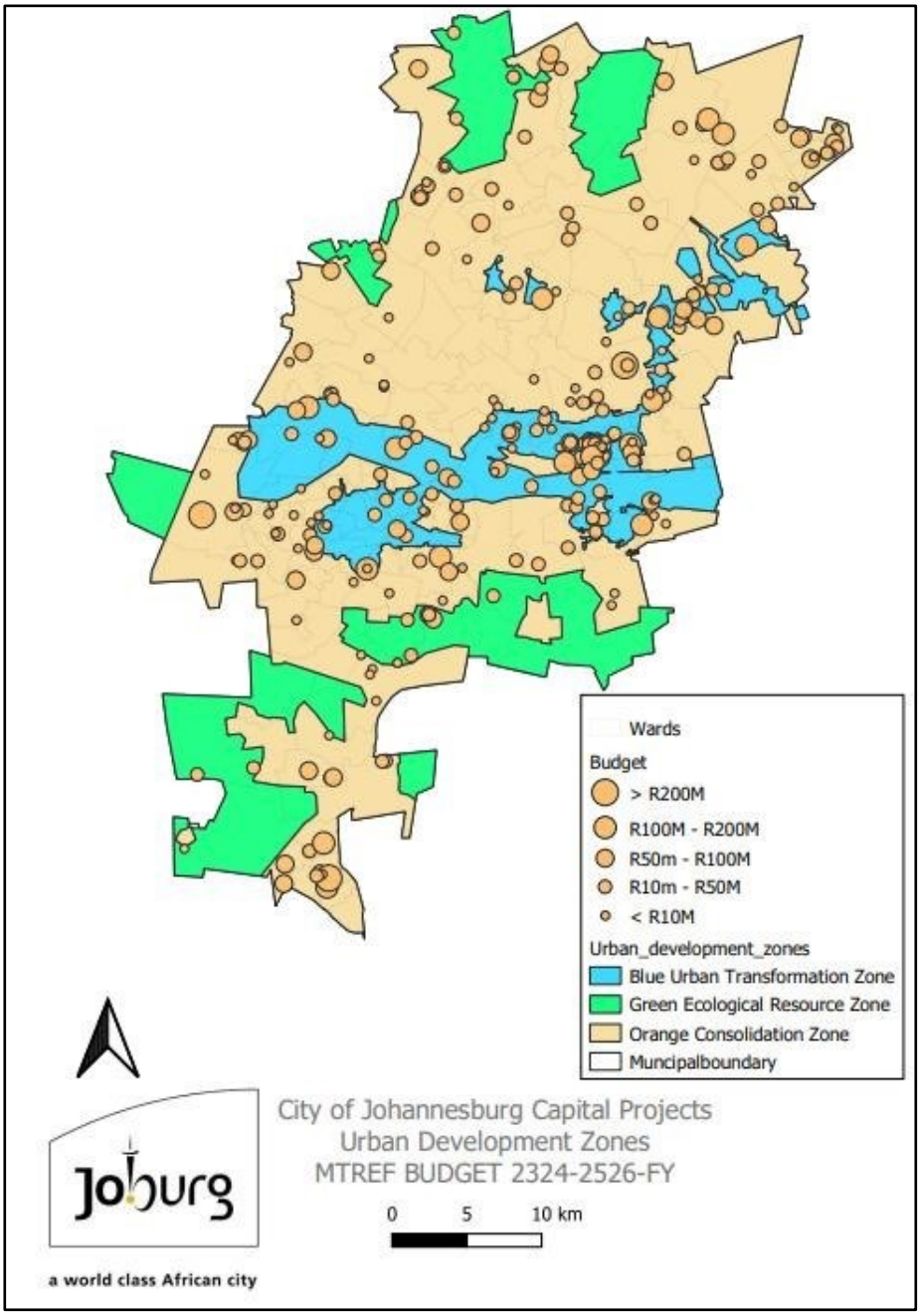
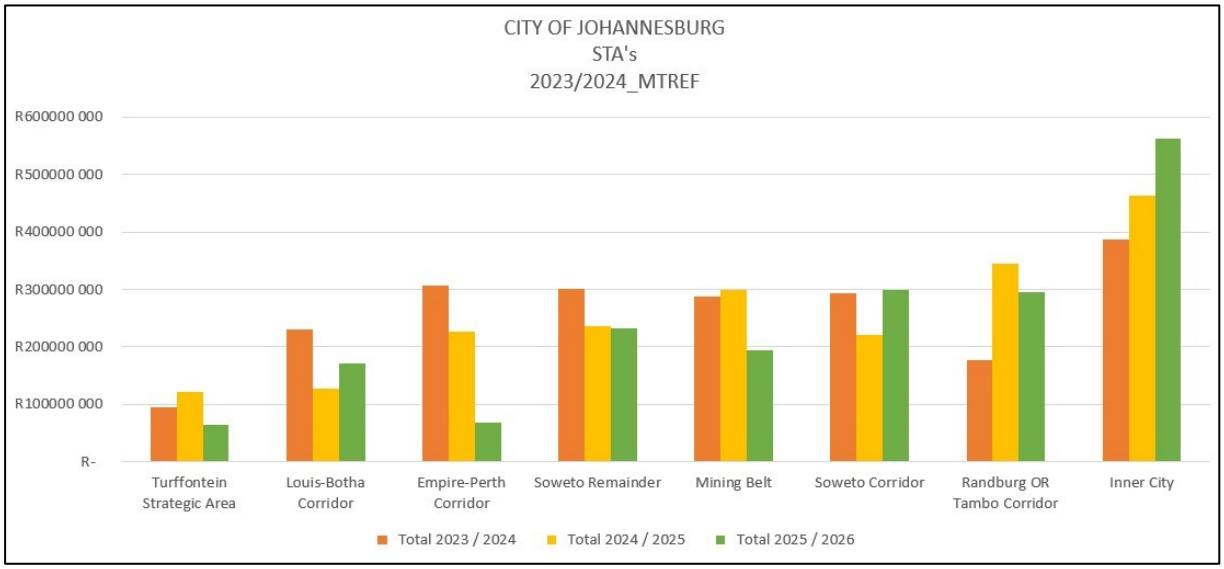


Figure 60: Capex Allocation per SDF Development Zone

20.8 Spatially Targeted Investment Areas (STIAs) vs Other Capital

High Impact Areas	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026	MTREF Total
Turffontein Strategic Area	R95 994 000	R122 000 000	R65 000 000	R282 994 000
Louis-Botha Corridor	R230 440 000	R127 158 000	R172 050 000	R529 648 000
Empire-Perth Corridor	R307 000 000	R226 000 000	R68 000 000	R601 000 000
Soweto Remainder	R300 500 000	R236 750 000	R232 750 000	R770 000 000
Mining Belt	R288 000 000	R299 472 000	R195 023 000	R782 495 000,
Soweto Corridor	R293 714 000	R220 594 000	R298 099 000	R812 407 000
Randburg OR Tambo Corridor	R177 056 000	R345 400 000	R295 583 000	R818 039 000
Inner City	R386 114 000	R463 635 750	R561 316 572	R1 411 066 322

Grand Total	**R2 078 818 000**	**R2 041 009 750**	**R1 887 821 572**	**R6 007 649 322**



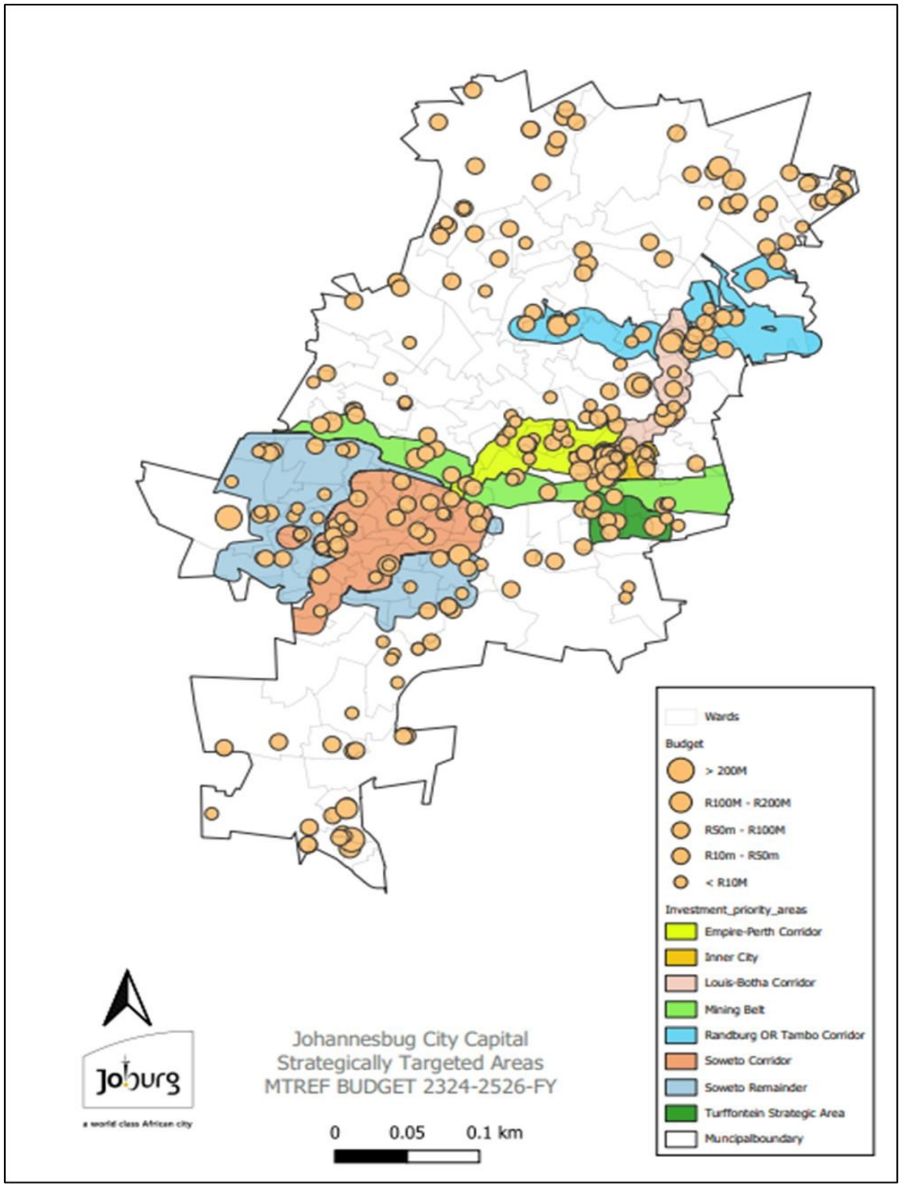


Figure 61:2023/24 MTREF Capex Distribution City wide

Deprivation areas

Deprivation Areas	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026	MTREF Total
Deprivation Class 2	R288 737 000	R284 074 000	R340 000 000	R912 811 000
Deprivation Class 1	R318 495 000	R441 256 000	R356 000 000	R1 115 751 000
Deprivation Class 3	R329 500 000	R355 000 000	R502 000 000	R1 186 500 000
Grand Total	**R 1 021 239 000**	**R 1 215 554 000**	**R 1 468 000 000**	**R3 215 062 000**

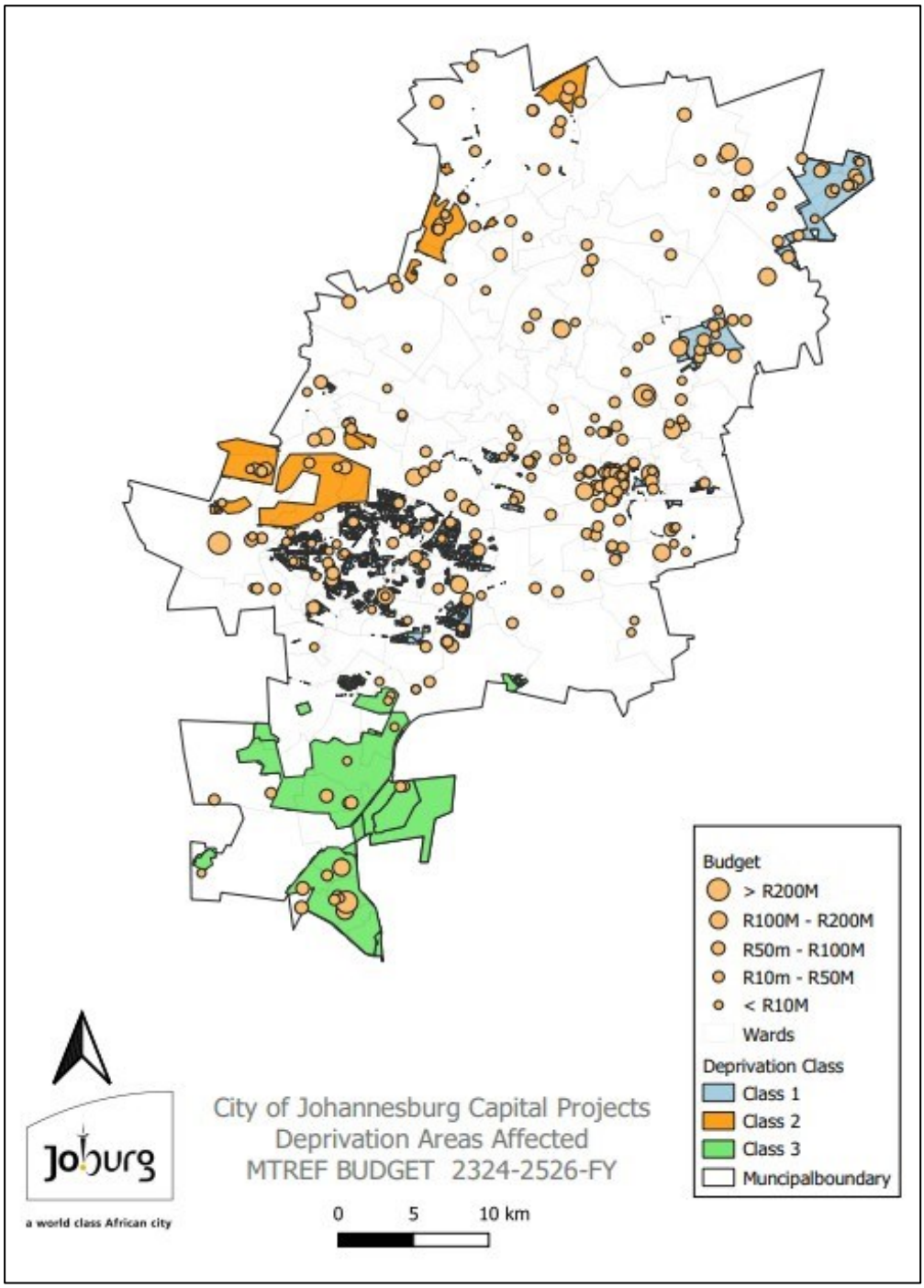


Figure 62:MTREF Capex for Deprivation areas

Summary

A summary of the policies and procedures the City utilizes to identify and rank the importance of capital projects within the City is provided by the Capital Investment Framework. It emphasizes the City's dedication to delivering services to the underserved and informal neighborhoods of the City and to addressing the needs for upgrading the City's current infrastructure and facilities. The objective to promote economic growth and provide infrastructure to support urbanization and expansion is reflected in the budget. 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 facilitate an environment for investor confidence and encourage involvement from the private sector. Through capital projects and planning, it will serve as the foundation for strategic planning and ensure fiscal stimulation for infrastructure investment and spending. It is increasingly crucial for the City to maximize its infrastructure investment as there is a growing agreement in the City that new and upgraded infrastructure is required. 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, there is a good chance that infrastructure investment will increase the city's potential for both short- and long-term growth, contribute to national development, and improve the quality of life for its residents.

21 2023-24 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:

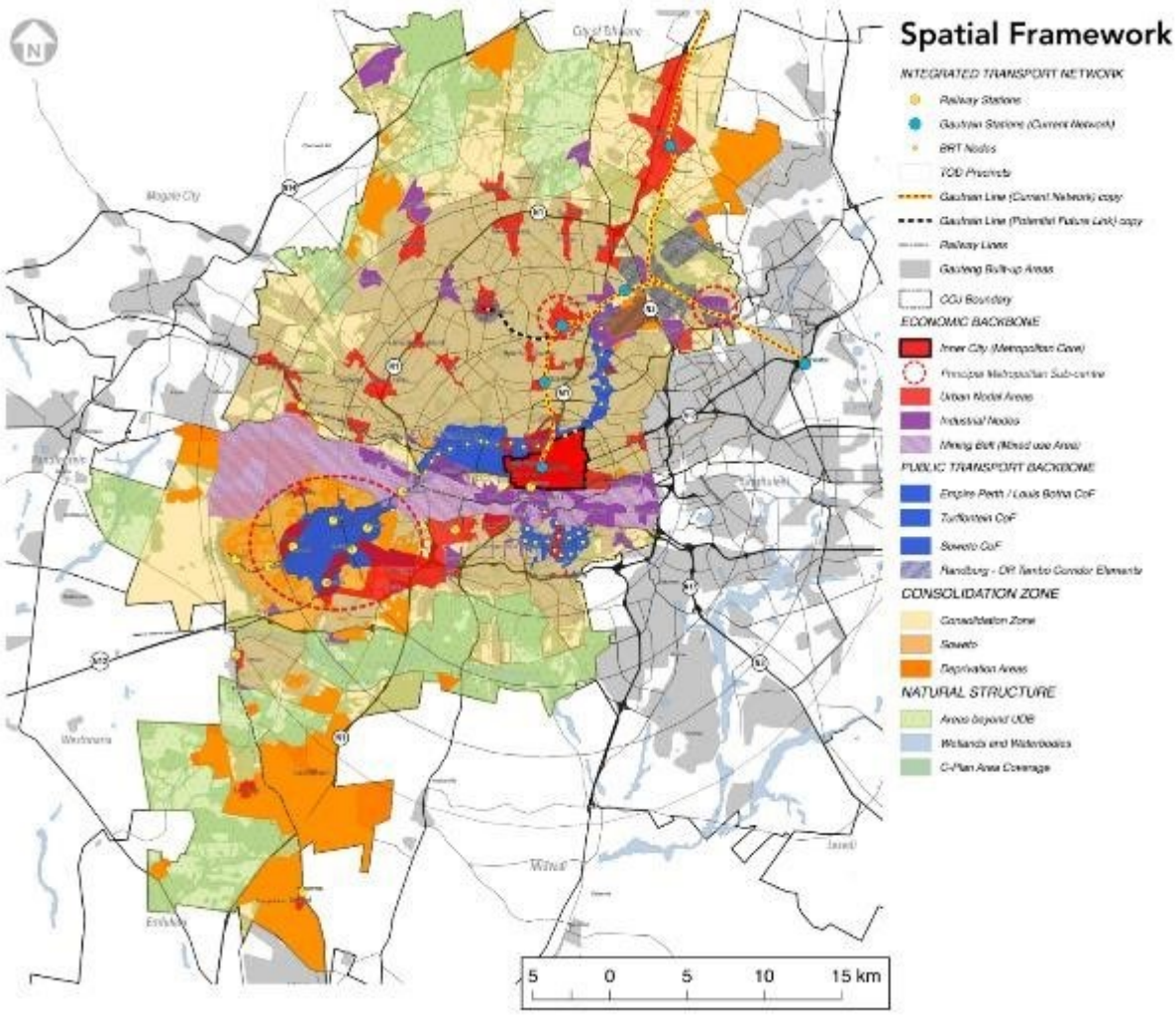
- They comprise of formal low-income housing and informal settlements.
- They have a highly fragmented urban structure.
- They have poor connectivity to urban centres with limited transport options.
- They are located far from economic centres.
- They have a very low economic base.
- No principal or 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.
	Southern Farms	Focus on investment in bulk, transport, and social infrastructure; delivery of housing including site and service schemes with due consideration of environmental and geotechnical conditions; championing and implementing an economic development strategy to develop a local economy and specifically job creation initiatives and managing environmental threats and further degradation of critical biodiversity networks.

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



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 (CoF)– is founded on the concept of 're-stitching the City' into an inclusive and accessible city for all. It aims to shift the city's spatial frame, reversing the spatial experience of apartheid's policy of exclusion. Through the CoF and its emphasis on people-oriented development, the City intends to 'knit' together Johannesburg's disparate parts, in this way realising the benefits of urban agglomeration.

The CoF approach is also founded on the understanding that the City has to manage population growth in a way that supports sustainability. Social infrastructure, schools, clinics, police stations and government offices must be strategically located to support the growing population, and the need for improved access to quality-of-life opportunities.

The City aims to have implemented the priority corridors of Portland Perth, Louis Botha, and Alexandra corridors, and the compact, integrated living spaces programme.

Within the CoFs, **c**onsolidating 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 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.

21.1 Corridors of Freedom (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.

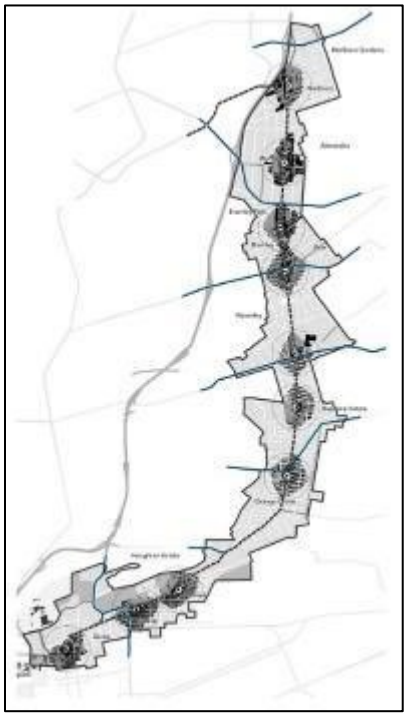


Figure 63: Louis Botha TOD Corridor

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.

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.

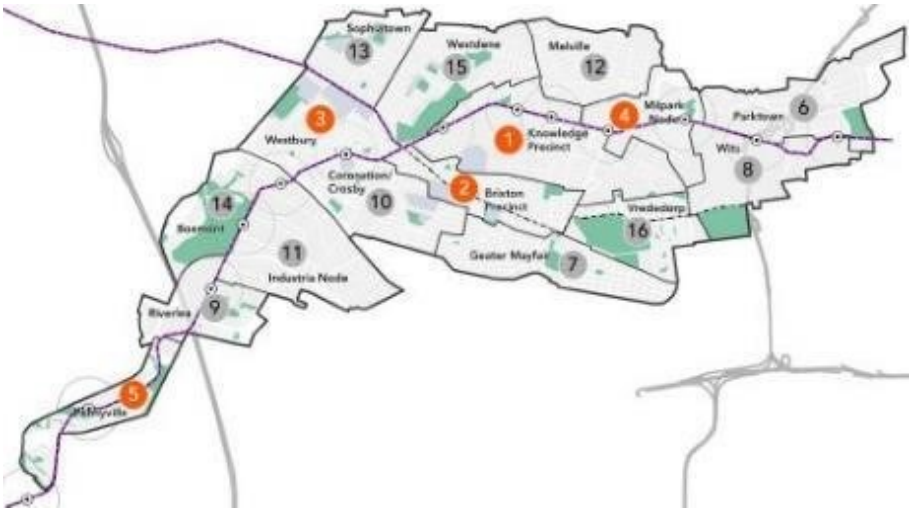


Figure 64: 5 key priority precincts within the Empire Perth TOD Corridor Some

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- o Work Package 1: Multipurpose Sports and Recreation Centre, Parking Area, and Sports
  Fields
  - o 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.

21.2 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 a 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.

21.3 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 Ekhurhuleni 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 Tshepisong 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 65 Eastern Mining Belt Boundary

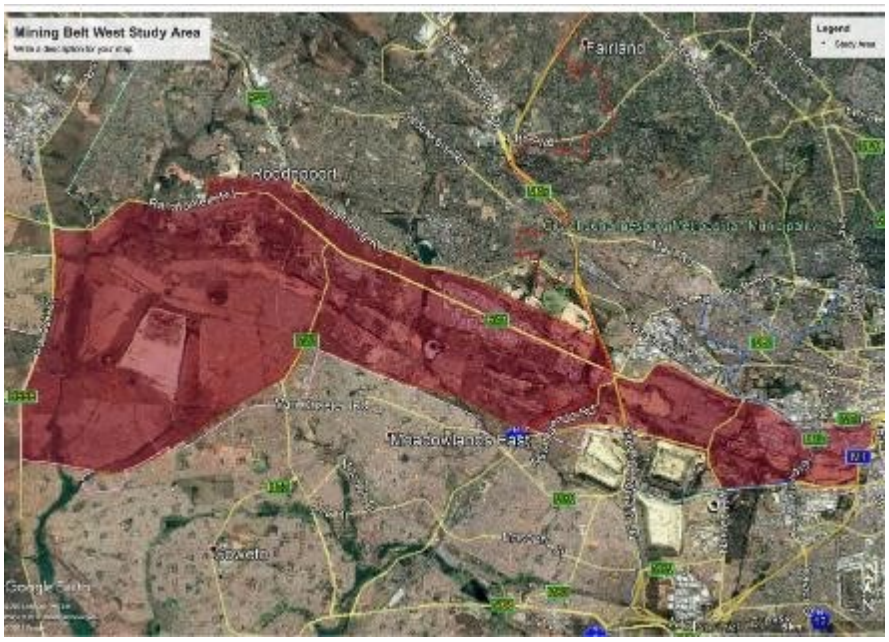


Figure 66 Western Mining Belt Boundary

Over the decades, the mining belt has transformed from the most economically productive space in the City to one of noteworthy environmental and socioeconomic crisis. Despite its degradation, the mining belt is still considered to be a valuable resource to the City as it offers significant development potential and opportunities towards re-stitching the north-south divide through greenfield developments on rehabilitated former mining land which would include land uses to address economic, residential and social needs.

The mining belt is identified in the City's Spatial Development Framework 2040 as one of the City's priority transformation areas where investment is to be prioritised for future urban intensification and growth. The mining belt is identified as one of the fundamental infill development areas in the City. The Eastern mining belt area is seen as playing a significant role in facilitating the southern expansion of the existing Johannesburg Inner City area. The primary objective of unlocking development in the Mining Belt, is to create a mixed use, vibrant growth area that bridges the historic spatial divide between the developed north, and southern areas such as Soweto. The strategy is to identify select strategic interventions that are well suited to re-stitch Johannesburg across the mining belt.

Achieving this is noted as one of the five major issues in Johannesburg's spatial and social landscape that the SDF 2040 seeks to address, dubbed 'Unlocking the Mining Belt'. It seeks to do this by identifying strategic interventions along the belt, (road-linkages, mixed-use redevelopments, mining land rehabilitation, re-industrialisation and manufacturing to draw economic energy into the Soweto Core area, increased housing stock, etc.) to foster the belt's role as a space of inclusion and re-connection. It is also viewed as, potentially, a specific and specialized industrial-type node with the opportunity of creating/relocating jobs near areas where they are needed most.

The Western Mining Belt Corridor is a current area of interest for innovative capital projects by the City and other actors within government.

21.4 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 Northwest 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.

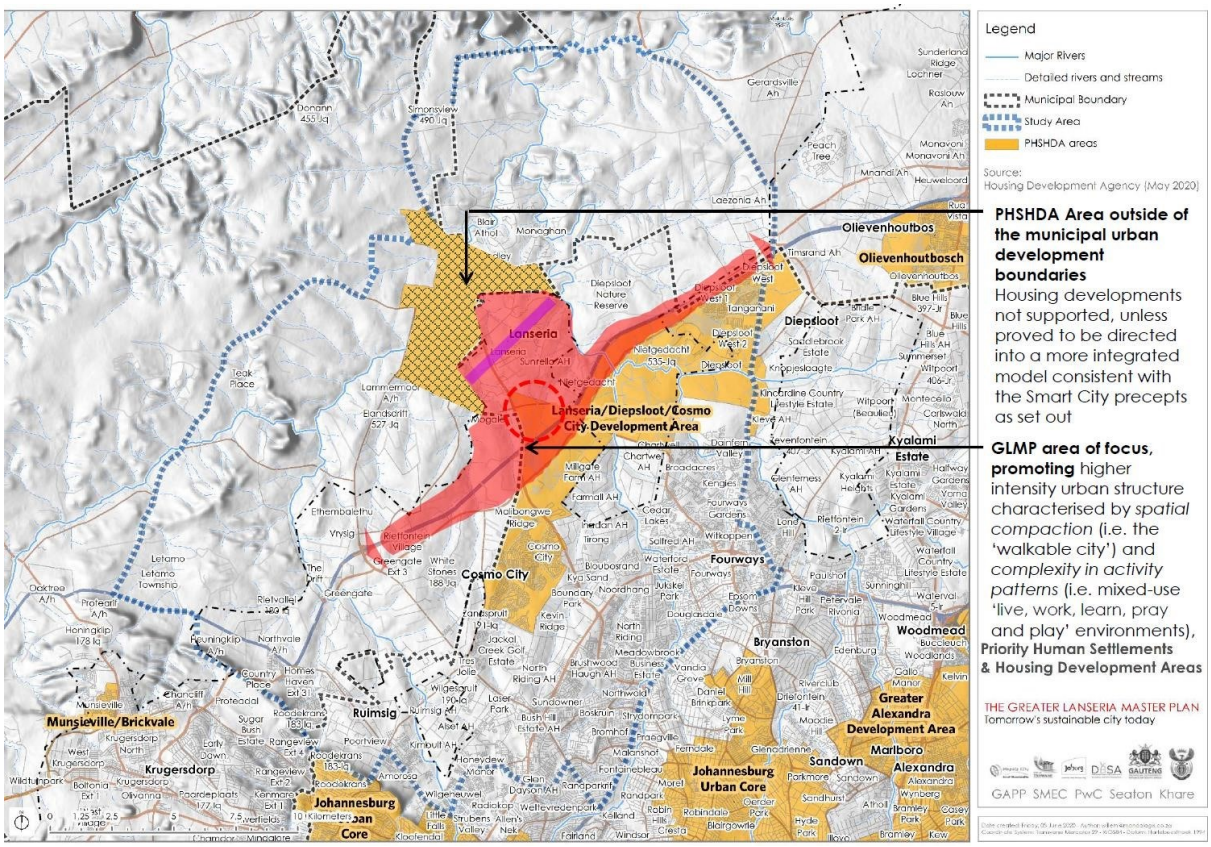
This must be achieved despite the recent history of coordination challenges driven largely by Lanseria's position at the urban edge of three different municipalities, none of which are in a position to fund the necessary bulk infrastructure and institutional framework within the timeframes required to 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.

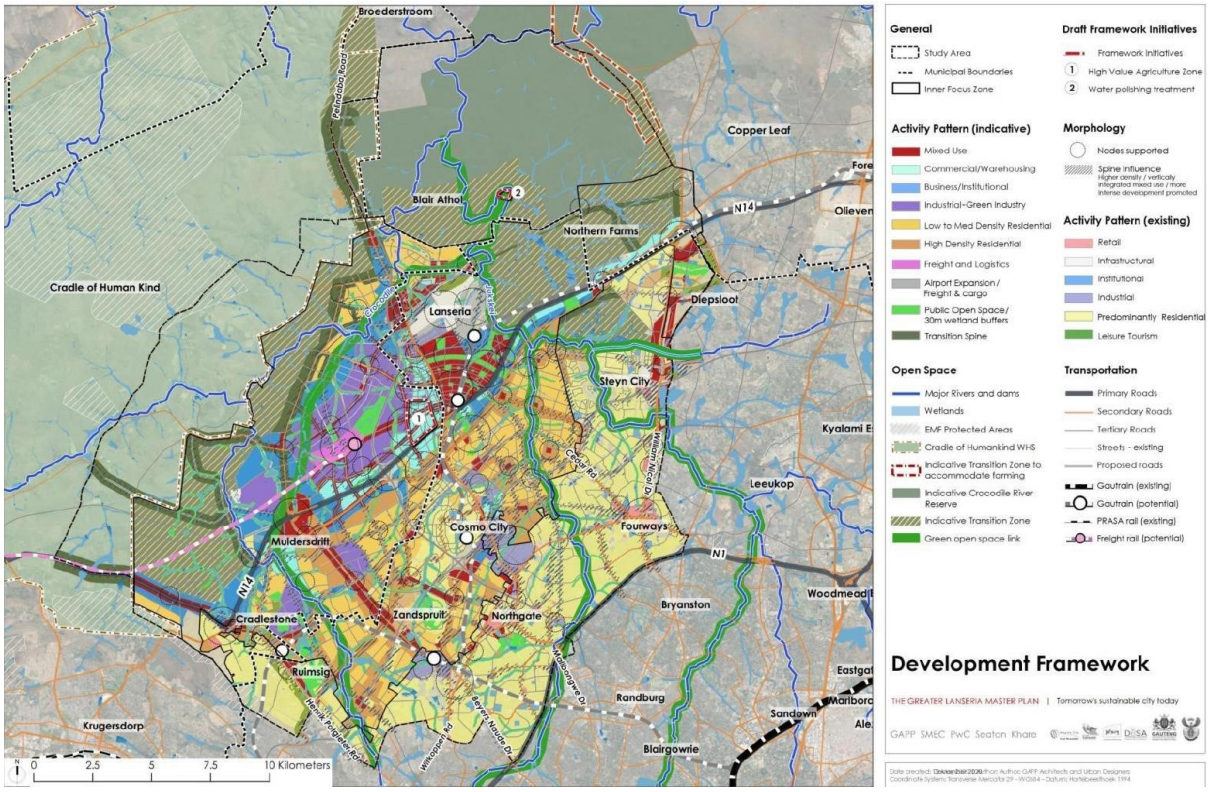
The process to develop the new Lanseria City node has required a range of coordination processes that include:
Innovative financing which matches future flows of funds which can be responsibly encumbered to collateralise the upfront cost of bulk sewerage, electricity, water, road, and fibre networks.

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 Northwest 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.


Legend
Major Rivers
Detailed rivers and streams
Municipal Boundary
Study Area
PHSHDA areas
Source:
Housing Development Agency (May 2020)
PHSHDA Area outside of the municipal urban development boundaries
Housing developments not supported, unless proved to be directed into a more integrated model consistent with the Smart City precepts as set out
GLMP area of focus, promoting higher intensity urban structure characterised by spatial compaction (i.e. the 'walkable city') and complexity in activity patterns (i.e. mixed-use 'live, work, learn, pray and play' environments),
Priority Human Settlements & Housing Development Areas
THE GREATER LANSERIA MASTER PLAN
Tomorrow's sustainable city today
GAPP SMEC PwC Seaton Khare
Lanseria/Diepsloot/Cosmo City Development Area
Lanseria
Cosmo City
Diepsloot
Olievenhoutbos
Olievenhoutbosch
Kyalami Estate
Fourways
Bryanston
Woodmead
Greater Alexandra Development Area
Marlboro
Alexandra
Sandown
Johannesburg Urban Core
Ruimsig
Munsieville/Brickvale
Krugersdorp
Johannesburg
Core
10 Kilometers


General
Study Area
Municipal Boundaries
Inner Focus Zone
Draft Framework Initiatives
Framework Initiatives
High Value Agriculture Zone
Water polishing treatment
Activity Pattern (indicative)
Mixed Use
Commercial/Warehousing
Business/Institutional
Industrial-Green Industry
Low to Med Density Residential
High Density Residential
Freight and Logistics
Airport Expansion / Freight & cargo
Public Open Space/ 30m wetland buffers
Transition Spine
Morphology
Nodes supported
Spine influence
Higher density / vertically integrated mixed use / more intense development promoted
Activity Pattern (existing)
Retail
Infrastructural
Institutional
Industrial
Predominantly Residential
Leisure Tourism
Open Space
Major Rivers and dams
Wetlands
EMF Protected Areas
Cradle of Humankind WHS
Indicative Transition Zone to accommodate farming
Indicative Crocodile River Reserve
Indicative Transition Zone
Green open space link
Transportation
Primary Roads
Secondary Roads
Tertiary Roads
Streets - existing
Proposed roads
Gautrain (existing)
Gautrain (potential)
PRASA rail (existing)
Freight rail (potential)
Development Framework
THE GREATER LANSERIA MASTER PLAN | Tomorrow's sustainable city today
GAPP SMEC PwC Seaton Khare
Broederstroom
Copper Leaf
Blair Athol
Northern Farms
Cradle of Human Kind
Lanseria
Diepsloot
Steyn City
Cosmo City
Fourways
Leeukop
Mulderdrift
Zandspruit
Northgate
Bryanston
Cradlestone
Ruimsig
Randburg
Sandown
Blairgowrie
Krugersdorp
N14
N1
0 2.5 5 7.5 10 Kilometers

21.5 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 challenge 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 number 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.

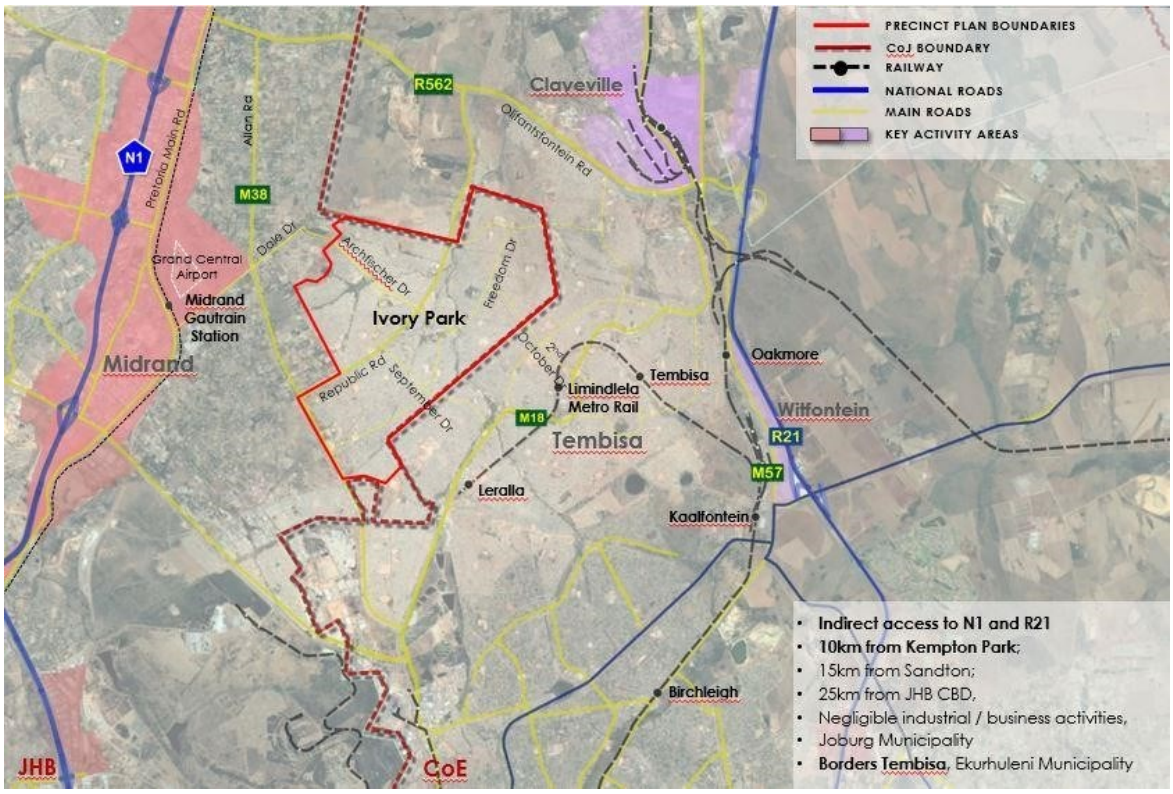
Although many people, Orange Farm has few formal commercial and industrial economic activities and limited private sector investment. The Eyethu Mall is one of the few major private retail developments in the area that was informed by the City's urban design plan of the Stretford Railway Station. The 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).

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.

21.6 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 Framework[42] 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.
- 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.

[42] City of Johannesburg: Department of Development Planning (2016). Spatial Development Framework 2040

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 measures[43]. 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 cantered 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.

21.7 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 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 settlements; and various urban regeneration initiatives mainly focused on 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.

21.8 Southern farms

Southern Farms" refers to an extensive portion of land of about 4 020 hectares in extent (for comparison, about 1/5 of the land area covered by Soweto), located on the City of Johannesburg's (CoJ) boundary with Sedibeng. It is located approximately 27km south-southwest of the Johannesburg CBD, along the national

[43] IDP Ivory Park Inputs 2017- Notes from IDP sessions

N1 and N12 Freeways. The N1 National Highway effectively splits the project area into an 'eastern' and 'western' component.

It comprises several farm portions of the farms Olifantsvlei 316-IQ, Misgund 322- IQ, Eikenhof 323-IQ and Rietfontein 301-IQ (Lehae township development area). It is bordered by Lenasia to the west, the areas of Eldorado Park, Devland and Naturena to the north, and the suburb of Kibler Park to the east.
The majority of the land is owned by CoJ (3 797 hectares), Rand Water (25 hectares), or is privately owned (281 hectares). The City's approved Spatial Development Framework (2016) delineates an Urban Development Boundary which excludes (most) of this land from any urban development.

The vast area is characterised by a range of dry-land commercial and subsistence agricultural activities including extensive commercial farmland to the south of the Klipriver; city service infrastructure including Olifantsvlei Wastewater Treatment Works (WWTW) and the Bushkoppies WWTW, as well as the Olifantsvlei regional cemetery and Rand Water's Eikenhof Water Pump Station; and the Eikenhof informal settlement. Lehae, a greenfield housing development of approximately 10 000 mixed income housing units is located in the south-western part of the area – the only portion of land in the study area which is not beyond the City's Urban Development Boundary. Large areas have been identified as Critical Biodiversity Areas and Ecological Service Areas in terms of provincial and CoJ metropolitan environmental plans. In addition to this, the proclaimed Olifantsvlei Municipal Nature Reserve also forms part of the study area, but it was never developed as such and was used in the past for extensive agricultural practices.

The proposed development vision is phrased as follows in the UDF document: "*The establishment of a network of conservation-based, inclusionary, mixed-use urban villages (precincts), structured around and designed to assist the Johannesburg Property Company and City of Johannesburg to actively manage, enhance and ensure the on-going sustainability* of the biodiversity resource value of the *Southern Farms area for future generations."*

A phased approach (see Figure 3) is intended to implement the development proposals located on CoJ land over a period of a more than a decade. The first phase is envisaged to be the precincts located to the west of the N1 Highway, either side of the Golden Highway (R553), as it is best suited for immediate development. Approximately 6 325 [44] residential units can be realised in Phase 1 – consisting of approximately 2 875 single residential erven, earmarked for site and service, and 3 450 integrated housing units that will provide a mixture of FLISP, RDP and Social/Rental units. The total estimated cost for Phase 1 is R1 702 631 626.00 (excluding VAT) of which at least R385 397 642.00 will have to be funded by the City for Bulk and Link service infrastructure.

Further phases are dependent on the upgrading of bulk and link infrastructure being upgraded to the east of the N1 Highway, with a total estimated cost for the bulk, link and internal civil and electrical infrastructure of R4 229 618 179.00 (excluding VAT).

It must be noted that some of the land is privately owned and it is highly likely that these owners will submit their town-planning applications at any point in time, not linked to the proposed phasing as set out above. Consideration of these applications will be based on the technical studies submitted as part of the applications, and will mostly be determined by the availability of bulk and transport infrastructure and environmental consideration.

Exploring alternative solutions

There was recognition that this area was under severe threat of ecological degradation mainly as a result of illegal land uses, uncontrolled farming activities and alien vegetation infestation. CoJ needed to explore alternative solutions to enhance and protect priority biodiversity areas identified in the vast area, especially on the CoJ owned land.

[44] The indicative residential yields were provided in 2021 by the JPC team; it is significantly lower than the estimates included into the UDF document – likely because of geotechnical conditions and choice of housing typologies.

The Johannesburg Property Company (JPC) put forward a Request for Proposals (RFP) – in 2014 for development entities to submit proposals for the 'turnkey design and development' of multiple City owned properties, commonly known as the 'SOUTHERN FARMS' in support of 'sustainable regional biodiversity'. The three main outcomes to be achieved included:

- Design and develop a plan for managing and enhancing the ecologically valuable areas of the property;
- Managing the biodiversity of the area in a sustainable manner as an ongoing ecological resource in the City; and
- Facilitate the development of portions of the land for commercial use in line with an approved Development Framework (following a conservation-based approach).

The intention was to use the Turnkey Design and Development approach to carry out a detailed Environmental Sensitivity Analysis; develop a detailed plan for preservation and sustainability of the natural areas and the residual areas for development and to determine the infrastructure requirements for the overall development. The tender award specified two stages: the first stage including all the detailed technical assessments and studies, informing a plan for the area and a business case for its sustainable development; Stage 2 related to the Implementation of the actions identified during Stage 1. A successful bidder was afforded the opportunity to proceed with Stage 1; whereafter Stage 2 would commence.

The draft Southern Farms Urban Development Framework, which consists of 3 parts, including a status quo assessment, an urban development framework and an environmental management framework, forms the subject of this report. In terms of the Department of Development Planning's requirements for the formulation of spatial plans[45], the successful bidders embarked on the completion of a series of technical studies and the formulation of a spatial plan to guide the development of the area, in line with the initial stated intended outcomes.

There are critical developmental challenges that will have to be resolved or mitigated against to achieve sustainable development in Southern Farms. The responsibility for many of the interventions will be the City's – from significant investment in bulk, transport and social infrastructure; delivery of housing including site and service schemes with due consideration of environmental and geotechnical conditions; championing and implementing an economic development strategy to develop a local economy and specifically job creation initiatives and managing environmental threats and further degradation of critical biodiversity networks.

[45] Based on legislative requirements set out in SPLUMA

PART E: PERFOMANCE MONITORING

22 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	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 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 with findings	Unqualified with findings	Unqualified without material finding	Unqualified without material finding	Unqualified without material finding	Unqualified without material finding	Group Finance	Good governance	All departments and entities
2	To entrench the culture of good governance	Performance Management	Percentage of predetermined objectives achieved	Strategy improvement plan	New indicator	62%	85%	85%	85%	85%	GSPCR	Good governance	All departments and entities

3	To reduce the levels of corruption in the City	Promotion of ethics and integrity within the City	Percentage implementation of approved fraud	Recovery of financial resources and embedding	New indicator	New indicator	80%	85%	87%	90%	GFIS	Good Governance	All depts. And entities
Kpi No	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of Entity	Cluster Lead	Supporting Department
			prevention plan	ethics programme									
4	Improve the City's responsiveness to service delivery breakdowns	Service standard charter	Percentage achievement of Service Standards50	Provide quality services that meets the needs of community 51.	65%	77%	75%	76%	77%	78%	Group Governance	Good governance	Respective departments and entities
5	To entrench the culture of good governance	Electronic strategic management / performance tool	Percentage implementation of data systems to support evidencebased decision making in the city52	Promote accountability	New indicator	100%	100%	100%	100%	100%	GSPCR	Governance	All department and entities

50 The KPI measures the service standards for both Municipal Entities and Departments

51 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;

52 2023/24 Service Delivery and Budget Implementation Plan and Section 57 Scorecards

Kpi No	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of Entity	Cluster Lead	Supporting Department
6	To improve the City's competitiveness level	Competitive city	City Score in Global Power City Index	Increase Johannesburg's power to attract people, capital, and enterprises. Actively participate in global networks: UCLG, Metropolis, etc	606.153	639.854	650	660	670	680	GSPCR	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

Kpi No	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of Entity	Cluster Lead	Supporting Department
7	To ensure the longevity of City infrastructu	Repairs and maintenance	Percentage of spend on repairs and maintenance to Property,	Implementation of the integrated Asset	3.6%	3.5%	6.9%	6.7%	6.5%	5.1%	COO	Good Governance	All depts. and entities

53 Ranking 47/48

54 Ranking 47/48

Kpi No	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of Entity	Cluster Lead	Supporting Department
	re for today and for future generations		Plant and Equipment	Management Plan									
8	To maintain financial stability	Collection of debtors	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	90.3%	88%	88.4%	93.0%	94.1%	95.5%	Group Finance	Good governance	All depts. and entities
9	To ensure the longevity of City infrastructure for today and for future generations	City-wide infrastructure	Percentage budget spent on city-wide infrastructure	10-year capital expenditure programme	95%	78%	95%55	95%	95%	95%	COO	Good Governance	All depts. and entities

10	To maintain financial sustainability	Probability and liquidity ratios	Percentage of Debt (Total Borrowings/ Revenue)	Core Departments and Entities encouraged	45%	45%	29%	45%	45%	45%	Group Finance	Good Governance	All depts. and entities

55 95% is the norm stipulated per MFMA Circular 71.

Kpi No	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of Entity	Cluster Lead	Supporting Department
				to meet ratio requirements									
11	To maintain financial sustainability	Probability and liquidity ratios	Cash/Cost coverage ratio (Excluding Unspent Conditional Grants) – In Months.	Core Departments and Entities encouraged to meet ratio requirements	30 Days	30 Days	42.6 days	30 Days	30 Days	30 Days	Group Finance	Good Governance	All depts. and entities
12	To maintain financial sustainability	Probability and liquidity ratios	Current ratio	Core Departments and Entities encouraged to meet ratio requirements	1.5 – 2:1	1.5 – 2:1	1.3:1	1.5 – 2:1	1.5 – 2:1	1.5 – 2:1	Group Finance	Good Governance	All depts. and entities

13	To maintain financial sustainability	Probability and liquidity ratios	Net Operating Surplus Margin	Core Departments and Entities encouraged to meet ratio requirements	>0%	>0%	3%	>0%	>0%	>0%	Group Finance	Good Governance	All depts. and entities
14	To maintain financial sustainability	Probability and liquidity ratios	Remuneration as a Percentage of Total	Core Departments and Entities	25 – 40%	25 – 40%	26.2%	25 – 40%	25 – 40%	25 – 40%	Group Finance	Good Governance	All depts. and entities
Kpi No	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of Entity	Cluster Lead	Supporting Department
			Operating Expenditure	encouraged to meet ratio requirements									
15	To maintain financial sustainability	Probability and liquidity ratios	Interest expense to Total operating expenditure ratio	Core Departments and Entities encouraged to meet ratio requirements	8%	8%	7%	8%	8%	8%	Group Finance	Good Governance	All depts. and entities

16	To maintain financial sustainability	Probability and liquidity ratios	Solvency ratio	Core Departments and Entities encouraged to meet ratio requirements	2.1:1	2.1:1	2.6:1	2.1:1	2.1:1	2.1:1	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: Sustainable Service Delivery

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of entity	Cluster Lead	Supporting department

17	To improve the conditions of people in Johannesburg	Access to water	Percentage of households in informal settlements with access to water at minimum level of service (LoS1)[i]	Water programme	93%	98.33%	39.90%[46]	40.45%	40.93%	41.36%	Joburg Water	Sustainable Services	Development Planning and Housing
18	To improve the living conditions of people in Johannesburg	Access to sanitation	Percentage of informal settlements with access to sanitation at minimum LoS1[ii]	Sanitation programme	43%	44.01%	18.31%[57]	18.85%	19.52%	20.27%	Joburg Water	Sustainable Services	Development Planning and Housing

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of entity	Cluster Lead	Supporting department

[46] Refer to the note on the last page. [57] Refer to the note on the last page.

19	To improve the living conditions of people in Johannesburg	Access to electricity	Number of dwellings58 provided with connections to mains electricity supply by the municipality	Electrification programme	2467	5769	3200	3200	3200	3200	City Power	Sustainable Services	Development Planning and Human settlements
20	To improve the living conditions of people in Johannesburg	Access to waste removal	Percentage (%) of all City informal settlements provided with integrated waste management services	Waste removal programme	100%	100%	90%	95%	98%	100%	PIKITUP	Sustainable Services	Development Planning and Human settlements
21	To improve the living conditions of people in Johannesburg	Free Basic Services	Number of indigent households benefitting from ESP (free basic services)	Indigent policy	120 000	152 182	140 000	150 000	160 000	170 000	Social Development	Human and Social Development	All depts. and entities

58 Dwellings definition: NEW developments that require electricity connections for residential use including informal and formal households will be counted.

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of entity	Cluster Lead	Supporting department
22	To increase service delivery through savings coming from reduced water losses	Water losses	Percentage of Total water losses	Pipe replacement	24.8%	31.8%	21%	21%	21%	21%	Joburg Water	Sustainable services	Revenue Shared Service
23	To increase service delivery through savings coming from reduced electricity losses	Electricity losses	Percentage total electricity losses (EE4.4)	Infrastructure upgrade	28.90%	29.50%	23%	22%	21%	20%	City Power	Sustainable services	Revenue Shared Service

24	To reduce waste disposed at landfill site	Recycling	Percentage waste diverted from landfill	Recycling at city's facilities, taxi ranks, Office recycling Separation at-source Waste-to-Energy Biogas digester	14%	18.9%	19%	20%	22%	23%	EISD	Sustainable Services Cluster	PIKITUP

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of entity	Cluster Lead	Supporting department

25	Aspiring for Uninterrupted electricity Service	Energy Mix	Installed capacity of approved embedded generators on the municipal distribution network (Included in City Power Energy Mix KPI 29) (EE4.12)	Demand Side Management Programme; Self-Generation Programme; Wheeling; Small Scale Embedded Generation (SSEG); Off Grid Public Lighting and Independent Power Producers (IPP)	New indicator	New indicator	9.5MW	9.8MW	10MW	10.2MW	City power	Sustainable Services Cluster	None
26	To improve the quality of life	Informal settlements upgrade	Number of informal settlements electrified beneficiaries	Integrated residential development programme	New Indicator	0	1370	2000	2500	2800	Human settlements	Sustainable services	City power
27	To improve road infrastructure and enabling increased mobility	Road infrastructure	Number of lane kilometres of road resurfaced	10-year Road Master Plan	237.64L/KM	131.10L/KM	145L/Km	145L/Km	120 L/KM	125 L/KM	Johannesburg Roads Agency	Economic growth	Transport

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of entity	Cluster Lead	Supporting department
28	To improve road infrastructure and enabling increased mobility	Road infrastructure	Number of kilometres of gravel roads upgraded and surfaced	Road infrastructure Plan	14.76KM	20.86KM	13Km	13Km	15km	18km	Johannesburg Roads Agency	Economic growth	Transport
29	To improve road infrastructure and enabling increased mobility	Road infrastructure	Number of kilometres of open storm water drains converted to underground systems	Road infrastructure Plan	3.42KM	3.05KM	2.5Km	2.5Km	2.6km	2.8km	Johannesburg Roads Agency	Economic growth	Transport
30	To increase inclusive housing opportunities in low carbon emission zones	Housing units	Number of new housing units approved in the TransitOriented Programme	Approval of mixed housing units	New indicator	New indicator	500	500	500	500	Development planning	Economic growth	None

31	To reduce the housing gap	Construction of serviced sites	Number of mixed housing units constructed	Construction of mixed housing units	2029	3135	2850	1000	1200	1400	Human Settlements	Sustainable services	Human Settlements
32	To promote integrated	Development of serviced sites	Number of serviced	Serviced sites developed	0	150	250	300	320	340	Human Settlements	Sustainable services	Human Settlements
KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of entity	Cluster Lead	Supporting department
	human settlements		sites developed										
33	To promote integrated human settlements	Registration and issuing of title deed	Number of title deeds issued to the beneficiaries	Issuing title deeds	2025	2811	3200	4000	4500	4700	Human Settlements	Sustainable services	None
34	To reduce the housing gap	Sustainable human settlements	Number of housing units completed	Housing standards to create alternative rental stock	112	0	450	895	1040	1180	JOSCHO	Sustainable services	Joburg Water City Power
35	To reduce housing gap market	Sustainable human settlements	Number hostels rehabilitated	Planned refurbishment and upgrade to housing stock	05	5	4	4	4	4	Human settlements	Sustainable services	JOSHCO

36	To reduce housing gap market	Sustainable human settlements	Number flats rehabilitated	Planned refurbishment and upgrade to housing stock	08	10	8	9	10	11	Human settlements	Sustainable services	None
37	To provide reliable public transport system for	Improved Eco-mobility	Average number of Rea Vaya passenger trips per	Service promotion and customer	34 346	3 4 464	35 000	50 036	57 069	58210	Transport	Economic growth	BOC60

60 Bus Operating Company

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of entity	Cluster Lead	Supporting department
	the citizens of the City		working day59	outreach programme									
38	To provide reliable public transport system for the citizens of the City	Improved Eco-mobility	Average number of Metrobus passenger trips per working day	Improved fleet availability and adherence to scheduled trips	14 315	13 364 (COJAGSA) 13793 Metrobus-AGSA)	20 000	26 000	30 000	35 000	Metrobus	Economic growth	None

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: Job Opportunity and Creation. Sustained economic growth and Green Economy

Kpi No	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department Of Entity	Cluster Lead	Supporting Department
39	To increase the number of families (or individuals whose life situations have reportedly	Job opportunities	Number of Expanded Public Works programmes (EPWP) work opportunities created City-wide	EPWP, Programme implemented, and beneficiaries tracked	12,135	17,761	14,750	12, 250	12, 250	12, 250	Economic Development	Economic Growth	All social and service delivery departments and entities

59 This is the average number of passenger trips per working day on the Rea Vaya system. Calculated as per SOP (Standard Operating Procedures)

Kpi No	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department Of Entity	Cluster Lead	Supporting Department
	improved due to taking up the job opportunities provided by the City's EPWP												

40	To create an enabling environment for businesses to source employment for young people	Skills development	Number of participants graduating in technical, and artisanrelated skills	Training, job placement and job shadowing programmes	185	229	200	200	200	200	Economic Development	Economic Growth	All depts. and entities
41	To improve the economy of the City	Investment attraction	Rand value investment attraction realised within the city	Investment attraction policy and partnership collaboration	R27,029 billion	R31.7 billion	19 Billion	19.5 billion	20 billion	22 billion	Economic Development	Economic Growth	JPC
42	To stimulate the Joburg Economy	SMME and entrepreneur support	No of SMMEs supported City-wide	Business and Training Support, Assist SMMEs gain access to procurement	8409	14,777	14500	14645	14790	15087	Economic Development	Economic Growth	All depts. and entities
Kpi No	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department Of Entity	Cluster Lead	Supporting Department
43	To stimulate the Joburg Economy	Generate demand for tourism	Number of visitors coming to Johannesburg	Implementation of the Tourism Strategy	New indicator	1,5 million	2 million	2.2 million	2.4 million	2.6 million	JTC	Economic Growth	DED

44	To stimulate the Joburg Economy	Generate demand for tourism	Rand value of MICE activities confirmed and supported	Implementation of the MICE Support Programme	New indicator	R31,5 million	R40 million	R45 million	R50 million	R55 million	JTC	Economic Growth	DED

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.

STRATEGIC PRIORITY: Safer City

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of entity	Cluster Lead	Supporting department
45	To improve the safety of citizens in the City	Safe City	Number of arrests effected through Police operations conducted	Joint operations with SAPS, roadside checks, roadblocks, raid taverns	New Indicator	New Indicator	3245	3250	3255	3260	Public Safety	Human and social cluster	All depts and MEs
46	To improve the safety of citizens in the City	Safe City	Number of By-law enforcement joint	By-law enforcement joint	1577	1777	1820	1850	1900	1950	Public safety	Human and social cluster	None

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of entity	Cluster Lead	Supporting department

			operations undertaken	operations focusing on: -Illegal Waste Management -Illegal Advertising -Illegal street trading -Illegal connections -Inspection of places of entertainment									
47	To improve the safety of citizens in the City	Safe City	Number of traffic enforcement operations undertaken	-Roadside checks -Roadblocks -Speed cameras	8984	8990	8995	9000	9005	9010	Public Safety	Human and social cluster	Entities
48	To improve the safety of citizens in the City	Safe City	Percentage of wards with ward based policing programme	Deploy manpower and resources for a ward base policing for 24hrs	New Indicator	New Indicator	85%	90%	95%	100%	Public safety	Human and social cluster	CRUM

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department of entity	Cluster Lead	Supporting department
49	To strengthen your child's immune system to fight diseases like polio, measles, hepatitis B, diphtheria, tuberculosis (TB) and meningitis.	Immunisation	Percentage children under 1 year old immunization coverage	Immunisation of children under 1	92.1%.	0.2% increase from baseline (86.1%) July 2021 – May 2022	87.2%	87.3%	87.4%	87.5%	Health	Human and Social Development	Department of Health
50	Substantially reduced HIV prevalence and noncommunicable diseases	HIV/AIDS	Percentage of HIV positive patients initiated on treatment	Testing and treatment of people tested positive for HIV and started on treatment	94.1% (LG Only)	96.2 % (LG only) July 21 to June 2022.	96.3%	96.3%	96.3%	96.3%	Health	Human and Social Development	Department of Health
51	Substantially reduced TB prevalence and noncommunicable diseases	TB	Percentage of TB patients initiated on treatment	Testing and treatment of people tested positive for TB and started on treatment	95% (LG only)	96.5% (LG only) July 21 to June 22	96.5%	96.5%	96.5%	96.5%	Health	Human and Social Development	Department of Health

NATIONAL OUTCOME: A Diverse, Socially Cohesive Society With a Common National Identity

GDS OUTCOME 4: High Performing Metropolitan Government That Proactively Contributes to and Builds A Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region

STRATEGIC PRIORITY: Active And Engaged Citizenry

Kpi No	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department Of Entity	Cluster Lead	Supporting Department
52	To improve community participation	Public Participation	Percentage improvement in the level of participation by the citizens of the City	Community conversations SMS Notice boards	2% (8282 participants)	22.16%	4%	4%	4%	4%	Legislature	Good governance	All depts. and entities
53	To have more satisfied citizenry	Customer satisfaction	Percentage increase in customer satisfaction levels	Service delivery programme communications strategy	3% decrease from the baseline 61	0% increase from baseline. 62	1% increase from baseline. 63	1% increase from baseline. 64	1% increase from baseline.65	1% increase from the baseline 66	Group Strategy, Policy Coordination and Relations	Group Strategy, Policy Coordination and Relations	All service delivery depts.

61 2020/21 Quality of Life 6 score was 62%. 3% decrease from the QoL 2017/18 survey baseline 65%.

62 2021/22 Customer Satisfaction Survey score was 59%. 0% increase from the 2019/20 Polling survey baseline.

63 1% increase from the 2020/21 Quality of Life 6 baseline, 62%.

64 1% increase from the 2022/23 Polling Survey baseline, TBD; or 1% increase from the 2021/22 Customer Satisfaction Survey baseline, 59%.

65 1% increase from the 2023/24 Quality of Life 7 baseline, TBD.

66 1% increase from the 2024/25 Customer Satisfaction Survey / Polling survey baseline, TBD.

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	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department Of Entity	Cluster Lead	Supporting Department
54	To reduce the digital divide	Smart City	Number of smart city initiatives tracked and supported. 67	This KPI focuses on on-going and new smart city initiatives which implement the Smart City priority.	New indicator	New indicator	20	20	20	20	OCOO	Good Governance	Public safety, Group Corporate and Shared Services, Community Development, Health, City Parks

67 These are some of the initiatives being implemented and planned by departments and entities that will be tracked and/or supported: 1.Smart Citizen: Single Engagement Customer Interface (Community Resolution Platform/ Central Service Delivery App/Call Centre and other platforms), Digital Literacy, etc., 2. Intelligent City: Integrated Operations Centre (IIOC), AI Hub; 3.Joburg Connectivity (broadband, public Wi-Fi, and other); 4.Digital Government (digital documents, records, employee files, archives, permits, application forms, traffic citations and fines, patient records, etc.; 5.Digital Media (Joburg TV, Joburg Pulse); 6.Smart/Virtual Services (eHealth, eLearning, virtual communication platforms such as Teams, WebEx, video conferencing, etc., 7.E-Services/Tlhabologo; 8.Smart Parks and Cemeteries; 9.Smart Safety: Smart Streetlights/ Smart Poles, and CCTV and Sensors Coverage; 10. Smart Precincts, Nodes, Corridors, and Mega Projects (Lufhureni, Masingita, Lanseria Smart City, JOSHCO Social Housing Projects, etc.); 11. Smart Governance: Smart Procurement, Mainstreaming of Smart Practices (whole in City approach) through incorporation of smart city in planning and budgeting, Data Strategy, Smart City Strategy, Digitalisation Framework, and Innovation Strategy approvals, review of policies and by-laws to align with smart city principles; 12. Smart Institution/Processes: SAP Business Transformation, Institutional Review,etc.;13.Smart Utilities (Energy: Smart Grid and other initiatives, Water: smart water initiatives, Waste: smart waste initiatives); 14.Climate Action Plan Smart Initiatives; 15.Smart Facilities: Smart Multi-Purpose Centres, Smart/Ideal Clinics, Digital Theatres; Digital Libraries; Digital Art Galleries and Museums; 16.Smart/Digital Economy: 4IR skills (employees, youth 4IR training initiatives, Innovation Hubs, Smart Market, etc.; 17.Smart Transport and Mobility (Green Transport, Integrated, Smart Transport Systems, BRT, Smart Public Transport Hubs and Interchanges, Automated Fee System, etc.); 18.Green and Smart Buildings; 19.Smart and Green Infrastructure (roads, bridges and storm water management, Alternative Waste Treatment Plant, Smart Sub-Stations; 20. Energy Security and Just Energy Transition: Solar Plant, Virtual Power Plant, Roof Top Solar Energy.

Kpi No	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2020/21 Baseline	2021/22 Baseline	2023/24 Target	2024/25 Target	2025/26 Target	2026/27 Target	Lead Department Of Entity	Cluster Lead	Supporting Department
													and Zoo, Group Communications and City Power
55	To reduce the digital divide	Smart City	Number of digital transformation programmes implemented in LIS to promote digital literacy68	-Digital Literacy -Coding -Mobireadathon -Gamification	Individuals accessing e-learning (75,000 participants)	Individuals accessing elearning (115,551 participants)	4	5	6	7	Community Development	Human and Social Development	GICT, MTC
56	To reduce the digital divide	Smart City	Number of Wi-Fi Hotspots rolled out across the City	Wi-Fi hotspot rollout	2 000 Hotspots	50	300	300	300	300	GICT	Good Governance	MTC

68 Digital Literacy (Mobile Literacy, digital skills for adults), Provision of Information with digital platforms (access to e-resources databases, access to website) and Access to Online Learning / Online Courses (Access to free online course on web content development)

23 Service Standard Charter

23.1 INTRODUCTION

To achieve and maintain quality service delivery, the City has developed minimum service standards. These standards aim to enhance customer experience and improve response and turnaround times. Institutionally, the objective is to:

- Promote a single view of the customer and support an improved service experience through a one-stop shop service.
- Improve the discipline of query resolution; and
- Build the City's focus on communicating proactively and with urgency.

The service standards are reviewed regularly, to ensure continued relevance in relation to the needs of communities.

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 queries within 30 days.	95%
4	Percentage of Large Power Users (LPU) meters read as per the download file.	98%
5	Percentage of Domestic meters read as per the download file.	95%
6	Average time take to communicate Planned Power interruption.	7 days
7	Average time take to communicate unplanned interruption post logging.	3 hours

JOHANNESBURG WATER		
No.	**Core Services**	**Service Level Standard**
1.	Percentage of water supply interruptions concluded within 12 hours of notification.	90%
2.	Percentage of fire hydrants repaired within 48 hours of notification.	80%
3.	Percentage of stolen meters replaced within 24 hours of notification.	90%
4.	Percentage of defective meters repaired within 3 days of notification.	80%

5.	Percentage of leaking valves repaired within 48 hours of notification.	92%
6.	Percentage of missing manhole covers replaced within 24 hours of notification.	95%
7.	Percentage repair of water pipe burst within 48 hours of notification.	85%
8.	Percentage sewer blockages cleared within 24 hours of notification.	92%
9.	Percentage of new water connections completed within 15 days of receiving request from customer.	70%
10.	Percentage of actual water meter readings submitted to bill	88%
11.	Percentage of planned service interruption communiqués send within 7 days.	95%
12.	Percentage unplanned interruption communiqués send immediately.	95%
13.	Percentage coverage of households with access to basic water in informal settlements	39.90%
14.	Percentage coverage of households with access to basic sanitation in informal settlements	18.31%
15.	Ratio of households per chemical toilet	10:1

(7) The approved target for the service standard is 93%. Johannesburg Water needs to replace its old water infrastructure at a required average of 185km per annum. The average is currently 76km per annum which is only 43% of the required rate. This is mainly due to lack of financial resources. Due to this slow pace in renewing water infrastructure the company experienced 48 409 bursts over the last financial year (2021/22). As a result, there is an increase of 6.6% yearon-year. Over the past five years, the increase was 11.8%. Due to this continued increase in the number of bursts being experienced and the 50% renewal rate which below required renewal rate of water infrastructure it is not possible to achieve the required 93% response times to bursts within 48 hours

(9) The approved target for the service standard is 95%. The total percentage of new water connections completed within 15 days of receiving request from customer for the 2022/23 business plan target therefore has to be to be adjusted to 75%. The response time of the installation of new water meters within 15 days were 60.44% during the previous financial year. The company experienced challenges with the procurement of water meters due to the unavailability of a framework contract. This delayed procurement of meters and impacted negatively on the response times for the installation of new water meters

PIKITUP			
No.	**Core Service**	**Turnaround time**	**Service Level Standard**
1	Resolution of complaints	7 days	85%

2	Cleaning of illegal dumping spots	10 days	85%
3	Removal of animal carcasses	48hours	100%
4	Delivery of new or replacement wheelie bins (240ℓ) ordered by customer	7 days	85%
5	Collection of refuse bags on the curbside	Within 48hours	90%
6	Households in informal settlements provided with waste management services	Within 7 days	90%

JOHANNESBURG ROADS AGENCY		
No.	**Core Service**	**Service Level Standard**
1	% 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.
2	% of blocked stormwater kerb inlets (KI's) repaired from when a valid call is logged	40% within 14 days. 60% within 20 days. 80% within 30 days.
3	% of missing JRA manhole covers made safe and replaced after a valid call is logged	40% within 14 days. 60% within 20 days. 80% within 30 days.
4	% of reported damaged / missing regulatory road traffic signs replaced or repaired from the time when a valid call is logged	40% within 14 days. 60% within 20 days. 80% within 30 days.
5	% 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.
6	% of reported faulty traffic signals repaired from the time of genuine fault recorded by JRA from all sources.	40% within 24 days. 60% within 48 days. 80% within 7 days.
7	% 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.

METROBUS		
No.	**Core Service**	**Service Level Standard**
1	% of scheduled public bus trip arriving on time	90%
2	Bus timetable	90-95% adherence to daily bus schedule (<5 min headway)

3	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
4	Response time for walk in enquiries	All walk-in queries acknowledged within 1 hour

JOBURG MARKET		
No.	**Core Service**	**Service Level Standard**
1	Opening a new buyer account	20 minutes
2	Electronic Sales Processing System disruptions	Mirror/back-up 12w system to go live: within 55 minutes
3	Time to resolve cashiering queries when clients are depositing money.	Resolution of depositing queries within 30 minutes.
4	Repairs of infrastructure facilities	Commencement with repairs process on reported infrastructure breakdown within 24 hours
5	Repairs to ripening facilities	90% Availability
6	Cold Room facilities	Average temperature variance not greater than 2°c of agreed customer requirements

HOUSING		
No.	**Core Service**	**Service Level Standard**
1	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.
2	Title deed registration	Within 21 days from lodgement date
3	Issuing of title deeds	<6 months

HEALTH		
No.	**Core Service**	**Service Level Standard**
1	Waiting times at clinics	Under 2.5 hours
2	Reported notifiable medical conditions	100% investigated and reported within 3 days
3	Request for services attended to by environmental health services	100% of requests attended to within 48 hours

4	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**
1	Vehicle registration.	Process completes in under 1 hour from point of service
2	Driver License renewal	Process completes in under 50 min from point of service
3	Bulk Vehicle registration	Process completes in under 24 hours from point of service
4	Fire and rescue calls response time: Fire and rescue calls dispatched in 3 minutes	Fire and rescue calls dispatched in 3 minutes
5	Fire and rescue calls response time	Fire and rescue calls responded to in 15 minutes (be at the scene within this time)
6	By-law enforcement	Response to infringement within 24 hours
7	Accident reports	Available within 48 hours of accident log
8	Traffic control	90% response to all logged calls for traffic control within 30 minutes

DEVELOPMENT PLANNING		
No.	**Core Service**	**Service Level Standard**
1	Building Inspections	85% within 48 hours of request
2	Planning Law Enforcement Inspection	85% First Inspection[47] of the complaint conducted within 7 working days[48] from the date of allocation of the matter to the Senior Law Enforcement Officer by Operational Manager
		85% Second Inspection of complaint within 7 working days from the date of the expiry of the contravention notice.
3	e-Property Information Service	95% within 2 working days (16 working hours)
4	Online mapping website	95% available (Dependency: Hosting infrastructure availability)
5	Consent use (land use applications)	90% within 2.5 months (excluding post decision legal administration).
6	Post-decision legal admin: Subdivisions/Division of land	90% within 2.0 months
8	Post-decision legal admin: Rezoning	90% within 3.0 months

[47] The 3 working days turnaround time will not be applicable/ exclude cases where the Senior Law Enforcement Officer could not conclusively confirm the contravention. However, a follow up inspection to be conducted within 7 working days from the date of the first inspection.

[48] Counting will only start after the receipt of the matter/ complaint by the Senior Law Enforcement Officer.

9	Post-decision legal Admin: Consent	90% within 1.5 months
10	Post-decision legal Admin: Township (Excludes processes out of the City's hands e.g., lodging documents with SG, opening a township register etc.)	90% Section 82 Application - 1 month
	Weekly Deeds Transfers:	**100% processed into LIS within 12 working days.**

COMMUNITY DEVELOPMENT		
No.	**Core Service**	**Service Level Standard**
1	100% implementation of programmes (sport and recreation)	100% implementation of all programmes at facilities
2	100% implementation of programmes (arts, culture and heritage)	100% implementation of all programmes at facilities
3	Public pool lifeguard	Minimum 1 lifeguard per 50 bathers at all operating pools, in accordance with applicable norms and standards
4	Cleanliness of all facilities.	100% of all facilities cleaned daily
5	Access to library information services	100% of all libraries be open according to individual operating hours (excluding planned
		closures with a two-week notice period and emergency closure on a as and when basis)

GROUP FORENSIC AND INVESTIGATION SERVICE		
No.	**Core Service**	**Service Level Standard**
1	% of Personnel Suitability Checks (PSC) completed within 7 to 14 (except for international qualifications/ criminal verifications)	96%
2	% of new cases registered within 5 working days	95%
3	% Investigation of cases completed within 100 working days (with the exception of complex cases)	75%

GROUP FINANCE		
No.	**Core Service**	**Service Level Standard**
1	Percentage of clearance figures processed within 30 days of application being received	98% of clearance Figures processed within 30 days of the application being received.
2	Percentage of clearance Certificates issued within 24 hours of payment being received.	98% of clearance Certificates issued within 24 hours of payment being

3	Billing queries logged.	90% of billing queries resolved within 30 days. 95% percent of billing queries resolved within 60 days. 100% of billing queries resolved within 90 days.
4	Percentage valid invoices paid within 30 days of receiving the relevant invoice.	100% of valid invoices paid within 30 days of receiving the relevant invoice.
5	Turnaround time for issuing refunds.	98% of refunds issued within 30 days.
6	Call Centre Average Waiting Time per minute.	80% within 60 seconds.

JOHANNESBURG PROPERTY COMPANY		
No.	**Core Service**	**Service Level Standard**
1	Response in acknowledgement of requests, enquiries, and complaints	Within 1 day of logged call
2	Provision of answers and/or results related to the receipt of the requests and enquiries regarding properties	Within 3 days of logged call
3	The performance of emergency work for JPC managed facilities	Within 1 day of logged call
4	Performance of minor works on facilities managed by JPC	Within 2 days of logged call
5	Performance of major works on facilities managed by JPC	Within 5 days of logged call
6	Complete the sale or lease and registration of servitudes of Council owned land	Within 12 months after Council approval in terms of Section 14(2) of the Municipal Finance Management Act.
7	Complete the sale or lease of Council owned land	Within 9 months of Council approval (to sign off property agreement with 3rd party)
8	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 9 months of application and budget confirmation
9	Performance of surveys on the condition of all plant and equipment to allow the assessment of the required repairs and maintenance of facilities managed by JPC.	Quarterly
10	Response to applicants/interest to lease or acquire (formal applications) land and/or buildings.	Within 30 days of application

METRO TRADING COMPANY		
No.	**Core Service**	**Service Level Standard**
1.	Response in acknowledgement of requests, enquiries and complaints on network and ICT related services	Within 24 hours of logged call.

2.	Provision of answers and/or results related to the receipt of the requests and enquiries regarding network services.	Within 72 hours of logged call.
GROUP CORPORATE AND SHARED SERVICES		
No.	**Core Service**	**Service Level Standard**
1	Respond to requests for LR advice	4 days turnaround time from date received.
2	General Correspondence responses	4 days turnaround time from date received.
3	Consultation with clients prior to the sitting of the dispute.	7 days prior to the sitting.
4	Provide in house Labour Relations training in response to the requests by departments.	10 Workdays for approved requests (two weeks) from date received.
5	Prosecution of disciplinary cases. • Timelines for steps charge sheets, hearing etc. • Grievances Step 3	5 days to serve charge sheet. 15 days to convene disciplinary hearing. Disciplinary outcome/sanction 10 days after the last day of the disciplinary hearing. The grievance hearing to be convened in 10 days
6	General Correspondence responses (All Sections i.e., Performance Management, EE & Transformation, Remuneration, Job Evaluation, Benefits & Allowances and Talent Acquisition).	4 days turnaround time from date received
7	Advertisement of positions (internal & External).	Advertise 7 days after receipt Request to Advertise
8	Recruitment Process.	< 100 days
9	Employee benefits services advice/response time i.e., Pension funds, Medical Aid, Allowances etc.)	4 days turnaround time
10	Locomotion Allowance Committee approvals.	7 days from receival of request.
11	Remuneration advice.	4 days turnaround time (unless it involves research).
12	Job Evaluation (Grading)	4-day turnaround time from date received.
13	Employment Equity Advice on Targets to Field Services	1 day turnaround time from date received.
14	Sign off on recruitment documentation	1 day turnaround time from date received.
15	Performance Management QA processes	14 days from date received.

16	Capture and implement all input received from line departments within City Core.	30 days from date received.
17	Salary payment.	27th of each month (January to November) 15 December (Councillors) 20 December (Employees)
GROUP LEGAL CONTRACTS		
No.	**Core Service**	**Service Level Standard**
1	% Achievement with turn-around times in providing Legal Support.	Complex matters 15 days. Less complex cases 8 days Comments 4 days General advice 3 days Minute taking 5 days
JOHANNESBURG CITY PARKS & ZOO		
No.	**Core Service**	**Service Level Standard**
1.	Maintenance of Flagship Parks	12 maintenance cycles per quarter
2.	Maintenance of Developed Parks	3 maintenance cycles per quarter
3.	Maintenance of Undeveloped Parks	1 maintenance cycle per quarter
4.	Maintenance of Main Arterials	3 maintenance cycles per quarter
5.	Maintenance of Landscaped Islands and Town Entrances	6 maintenance cycles per quarter
6.	Maintenance of Flagship/Active cemeteries	6 maintenance cycles per quarter
7.	Maintenance of passive cemeteries	1 maintenance cycle per quarter
8.	Response to calls logged for removal of emergency fallen trees	80% of emergency calls attended to
9.	Response to calls logged for emergency damaged infrastructure	80% of emergency calls attended to
10.	Compliance to the PAAZA (Pan-African Association of Zoos and Aquaria) standards	100% compliance
JOSHCO		
No.	**Core Service**	**Service Level Standard**
1.	% Accelerate Bills of all active customers	98%
2.	% of maintenance requests attended within 14 working days	96%
3.	% implementation of planned routine building maintenance	100%
4.	Days taken to send the outcome of application enquiry	5
5.	Days taken to communicate the outcome of the housing unit application	10
6.	Days taken to resolve lodged complaints/queries.	5

TRANSPORT		
No.	**Core Service**	**Service Level Standard**
1.	Rea Vaya Station waiting time peak (trunk route) on a working day	95% adherence to daily bus schedule
2.	Rea Vaya Station waiting time peak (trunk route) on a working day	10 minutes maximum
3.	Rea Vaya Station waiting time off peak (trunk route) on a working day	30 minutes maximum
4.	Rea Vaya Feeder bus peak waiting time on a working day	15 minutes maximum
5.	Rea Vaya Feeder bus off peak waiting time on a working day	30 minutes maximum
6.	Safety of commuters	100% compliance to safety and security of commuters
7.	Bus seating-standing	Enforcing of bus seating-standing in line with applicable regulations
8.	Permit applications turn-around times	30 days turnaround time
9.	Security Access Restriction Applications (SAR) turnaround times	90 days turnaround time from receipt of application
JOHANNESBURG CITY THEATRES		
No.	**Core Service**	**Service Level Standard**
1.	Theatres accessible to people with disabilities	100% accessibility.
2.	Production start times	100% of in-house productions commence within 15 minutes as per schedule
3.	Safety of patrons	100% compliance to health and safety legislation.

24 Circular 88

ENERGY AND ELECTRICITY							
Circular 88 Outcomes	**No**	**IDP Performance Indicator (Outcomes)**	**Ref No.**	**Baseline (estimated Annual Performance 2021/22**	**Target for (MTREF) (3 years)**	**Target for 2026/27 (End of Term)**	**Lead department /Entity**
EE1. Improved Access to Electricity	1	Percentage of household ; with access to electricity	EE1.1.	77.61%	78.07%	78.39%	City Power
EE3. Improved reliability of electricity services	**2**	System Average Interruption Duration Index	(EE3.1	75.01	60	60	City Power
	3	Customer Average Interruption Duration Index	EE3.2	7.39	7.7	6	
	4	System Average Interruption Frequency Index	EE3.3	10.15	10	10	City Power
	5	Customer Average Interruption Frequency Index	(EE3.4	11.04	10	10	
	6	Percentage total electricity losses	EE4.4	29.5%	23.00%	22%	City Power
ENVIRONMENT AND WASTE							

ENV1. Improved air quality	8	Percentage of households experiencing a problem with noise pollution	ENV1.3	New Indicator	**0.034%**	**0.5%**	Health

ENV2. Minimized solid waste	**9**	Tonnes of municipal solid waste sent to landfill per capita.	ENV2.1	1 040 870 tonnes	3 300 00 tonnes (cumulative)	4 400 000 tonnes (cumulative)	pikitup
	10	Tonnes of municipal solids waste diverted from landfill per capita	ENV2.2	241 856 tonnes	725 700 tonnes	875 700 tonnes	Environment Infrastructure Services Department
ENV3. Increase access to refuse removal	**11**	Percentage of households with basic refuse removal services or better	ENV3.1	86.2%	90%	95%	Pikiitup
	12	Percentage of scheduled waste service users reporting non-collection	ENV3.2	13.8%	10%	5%	Pikiitup
ENV5. Coastal resources maintained and amenities	**13**	Recreational water quality(coastal)	ENV5.1	**N/a**	**N/a**	**N/a**	Joburg Water/EISD
	14	Recreational Water quality (inland)	ENV5.2	**N/A**	**N/A**	**N/A**	Joburg Water
FINANCIAL MANAGEMENT							

FM1. Enhanced municipal budgeting and budget implementation	**15**	Percentage of expenditure against total budget	FM1.1	NEW	98%	98%	GF Treasury
	16	Municipal budget assessed as funded (Y/N) (National)	FM1.2	Funded	Funded	Funded	GF Group Accounting

FM2. Improved financial sustainability and liability management	**17**	Percentage of total operating revenue to finance total debt	FM2.1	40%	38%	38%	GF Treasury
	18	Percentage change in cash backed reserves reconciliation	FM2.2	0	0	0	GF Treasury
FM3. Improved liquidity management	**19**	Percentage change in cash and cash equivalent (short term)	FM3.1	19.0%	-25%	14%	GF Treasury
FM4. Improved expenditure management	**20**	Percentage change of unauthorised, irregular, fruitless and wasteful expenditure	FM4.1	**TBD**	**TBD**	**TBD**	GF Treasury
	21	Percentage of total operating expenditure on remuneration	FM4.2	27%	28%	28%	GF Treasury
	22	Percentage of total operating expenditure on contracted services	FM4.3	NEW	0.1%	0.1%	GF Treasury

FM5. Improved asset management	**23**	Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure	FM5.1	2%	-2%	8%	Finance: Treasury
	24	Percentage change of renewal/upgrading of existing Assets	FM5.2	TBD	TBD	TBD	OCOO
	25	Percentage change of repairs and maintenance of existing infrastructure	FM5.3	TBD	TBD	TBD	OCOO

FM7. Improved revenue and debtors' management	**26**	Percentage change in Gross Consumer Debtors' (Current and Non-current)	FM7.1	18%	20%	23%	GF Treasury
	27	Percentage of Revenue Growth excluding capital grants	FM7.2	5%	4%	6%	GF Treasury
	28	Percentage of net operating surplus margin	FM7.3	**7%**	8%	8%	Finance
GG3. Improved municipal administration	36	Audit Opinion	GG 3.1	Unqualified without material finding	Unqualified without material finding	Unqualified without material finding	Finance: core accounting
LED.2 Improved levels of economic activity in municipal economic spaces	47	Rates revenue as a percentage of the total revenue of the municipality	LED 2.1	20%	20%	21%	Finance: Property Branch

	48	Rateable value of commercial and industrial property per capita (Value of Business Properties 2021: R 428 875 354 240; Estimated CoJ population for 2021: 5 926 668 (est. annual growth 2.34%)	LED 2.2	72 364	74 057	74 057	Finance: Property Branch
FIRE AND DISASTER SERVICES							
FD1. Mitigated effects of fires and disasters	**29**	Number of fire related deaths per 100 000 population	FD1.1	Fire related deaths reported	2% reduction in several fire related deaths	2% reduction in several fire related deaths	Public Safety
	30	Number of disaster and extreme weather- related deaths per 100 000 population	FD1.2	Ongoing	100% statistical data reported	100% statistical data reported	Public Safety
GOVERNANCE							
GG1. Improved municipal capability	**31**	Percentage of municipal skills development levy recovered	GG 1.1	100%	100%	100%	GCSS
	32	Top Management Stability	GG 1.2	80%	82%	84%	GCSS
GG2. Improved municipal responsiveness	**33**	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	GG 2.1	100%	100%	100%	Legislature

	35	Protest incidents reported per 10 000 population	GG2.3	100%	100%	100%	Governance
GG3. Improved municipal administration	**36**	Audit Opinion	GG 3.1	Unqualified without material finding	Unqualified without material finding	Unqualified without material finding	Finance: Core accounting
GG4. Improved council functionality	**37**	Percentage of councillors attending council meetings	GG 4.1	100%	100%	100%	Legislature
GG5. Zero tolerance of fraud and corruption	**38**	Number of alleged fraud and corruption cases reported per 100 000 population	GG 5.1	171[49]	171	171	GFIS
	39	Number of dismissals for fraud and corruption per 100 000 population	GG 5.2	**TBD**	**TBD**	**TBD**	GFIS
HOUSING AND COMMUNITY FACILITIES							

[49] CoJ is responsible for investigation of reported allegation of fraud and corruption, theft of City assets, maladministration including UIFW, Hijacked properties, security breaches and cybercrime. It is to be noted that the target cannot be predetermined, the number of cases depends on the number of the allegations received. The stipulated target is therefore based on the allegations received in 2021/22.

HS1. Improved access to adequate housing (Including security tenure) of	**40**	Percentage of households living in adequate housing	HS1.1	81.9	81.9	81.9	Housing
	41	Percentage of informal settlement upgraded to phase 3	HS1.3	New	0.6%	10%	Housing
HS2. Improved functionality of the residential property market	**42**	Percentage of residential properties in the subsidy market	HS2.2	TBD	TBD	TBD	Group Finance
	43	Percentage of households living in formal dwellings who rent	HS2.3	TBD	TBD	TBD	JOSHCO/ housing
HS3. Increased access to and utilisation of social and community facilities	**44**	Percentage utilization rate of community halls	HS3.5	100%	100%	100%	Com Dev
	45	Average number of library visits per library	HS3.6	600,000	650,000	700,000	Community Development
	46	Percentage of municipal cemetery plots available	HS3.7	2%	2%	0.5%	JPCZ

LOCAL ECONOMIC DEVELOPMENT							
LED2. Improved levels of economic activity in municipal economic spaces	**47**	Rates revenue as a percentage of the total revenue of the municipality	LED2.1	20%	20%	21%	GF
	48	Rateable value of commercial and industrial property per capita	LED2.2	72 364	74 057	74 057	GF
TRANSPORT AND ROADS							
TR 6. Improved quality of municipal road network	**49**	Number of potholes reported per 10kms of municipal road network	TR6.2	60.85% within 30 days 95.37% Overall rate for the year	80% within 30 days as per service charter		JRA

WATER AND SANITATION							
Circular Outcomes	**88** No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2021/22	Target for (MTREF) (3 years)	Target for 2026/27 (End of Term)	Lead Department and Entities

WS1. Improved access to sanitation	**50**	Percentage of households with basic access to sanitation	WS1.1	93%	93.35%	93.50%	93.50%	94.27%	JWater
WS2. Improved access to water	**51**	Percentage of households with access to basic water supply	WS2.1	99%	99.74%	99.84%	100%	100%	JWater
WS.3 Improved quality of water and sanitation services	**52**	Frequency of sewer blockages per 100kms of pipeline	WS3.1	516.85	613	600	585	560	JWater
	53	Frequency of water mains failures per 100kms of pipelines	WS3.2	390.65	476	469	462	454	JWater
	54	Frequency of unplanned water service interruptions	WS3.3	390.65	105	105	105	464	JWater
WS4. Improved quality of water (incl. wastewater)	**55**	Percentage of drinking Water samples complying to SANS241	WS4.1	99.5%	99%	99%	99%	99%	JWater

	56	Percentage of wastewater samples compliant to the water use license conditions	WS4.2	80.2%	90%	90%	90%	90%	JWater
WS5. Improved water sustainability	**57**	Percentage of nonrevenue water	WS5.1	44.8%	35%	35%	30%	25%	JWater
	58	Percentage of Total water losses	WS5.2	31.8%	21%	21%	21%	21%	JWater
	59	Total per capita consumption of water	WS5.3	267.65l/c/d	271l/c/d	269l/c/d	267 l/c/d	267l/c/d	JWater
	60	Percentage water reused	WS5.4	0.068%	1%	3%	5%	10%	JWater

25 UISP indicators

No	Outcome indicator	Output Indicators	Baseline 2021/ 2022	2023/24 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	Increase in the number of serviced sites	Number of serviced sites delivered in relevant housing programmes.	0	266	0	0	0	266		-	-	-	-	-	Housing

2.	Increase in land provision for informal settlements upgrading, subsidized housing or mixed-use developments in support of approved human settlements and other urban developments	Hectares of Well – located land acquired for development of housing opportunities.	0	08	0	0	0	08		-	-	-	-	-	Housing
3		Construction of interim services within sites created through informal settlement upgrading policy (water/sanitation)	New indicator	663	0	0	63	663	-	-	-	-	-	-	Housing
4		Kilometres of electricity cables installed	81.7km	35km	4.5KM	13KM	27KM	35KM	N/A	N/A	N/A	N/A	N/A	N/A	City Power
		Number of additional households provided access. to basic water at minimum LoS 1 in informal Settlements.	1001	900	0	0	300	900		-54 340	5000	15 500	35380	54 340	Joburg water
5		Number of additional households provided access. to basic sanitation at minimum LoS 1 in informal Settlements	1 001	900	0	0	300	900	-	54,340	5,000	15,500	35,380	54,340	Joburg water
6		Percentage of known informal settlements receiving basic removal services	100%	100%	100%	100%	100%	100%	-	144 785	*35 109-*	35 851	36709	37 116	PIKITUP

26 Addressing MEC comments

NO.	KEY PERFORMANCE AREA	FINDNG	CORRECTIVE ACTION TAKEN
1.	Sustained economic growth. Job opportunities and creation	The IDP had limited information with regards to intervention around Creative Industries expansion and support programme	Covered under the Community Development Business Plan.
2.	Sustainable Service Delivery & Infrastructure Development	The IDP is silent on illegal immigrants and health care demand, mental health as an emergency crisis and the provision of support to people with disabilities	Covered under the Social Development Business Plan.
3.	Spatial Planning & Sustainable Environmental Development and Refurbishment	SDF Review only at Public participation process, the city needs to fast track the approval	The Review of the SDF is under way and will be completed at the end of 2025
		The need for the City to consider Air Quality Programmes such as internal calibration (zero and span checks) of stations	The City was one of the first metros to establish an Air Quality Monitoring network and have extensive station management programme that includes quality control and quality assurance. (zero and span checks)
		A detailed breakdown of medium to longer term infrastructure projects to be included in the IDP	Included as part of Capital Expenditure Framework
		The city to work collaboratively with Gauteng department of Agriculture and Rural Development to implement Sustainable Drainage System (SuDs)	City is part of the Projects Steering Committee and the city's activities are aligned to those of GDARD

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 longterm 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.

27.1 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	Set out how the performance of municipal managers will be directed, monitored, and improved.
Directly Accountable to Municipal Managers (2006):	
Framework for Managing Programme Performance Information	The framework set out how performance information should be managed by government institutions. It provides 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 governmentwide

27.2 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.

27.3 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)

27.4 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 Citywide.

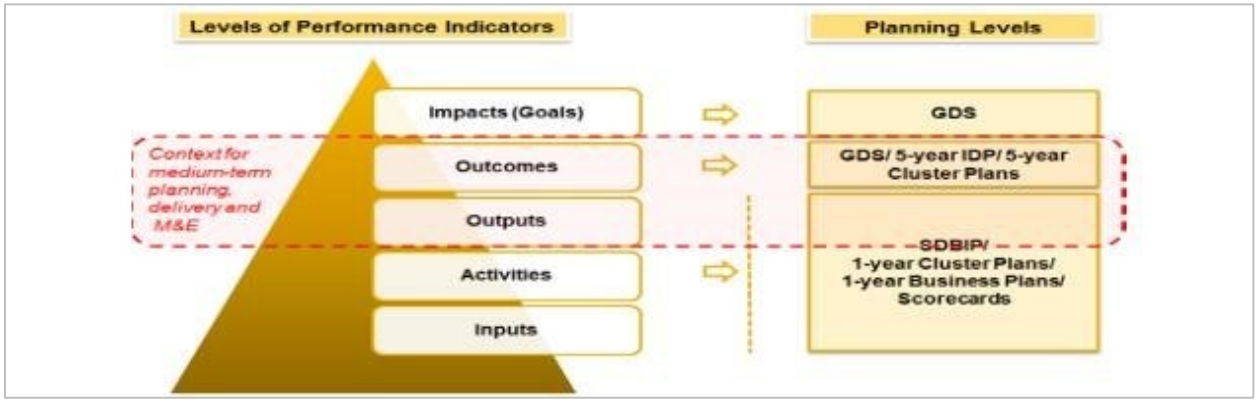
Integrated Development Plan (IDP)

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 4[50] 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 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

[50] The City of Johannesburg's Monitoring and Evaluation Framework (2012)

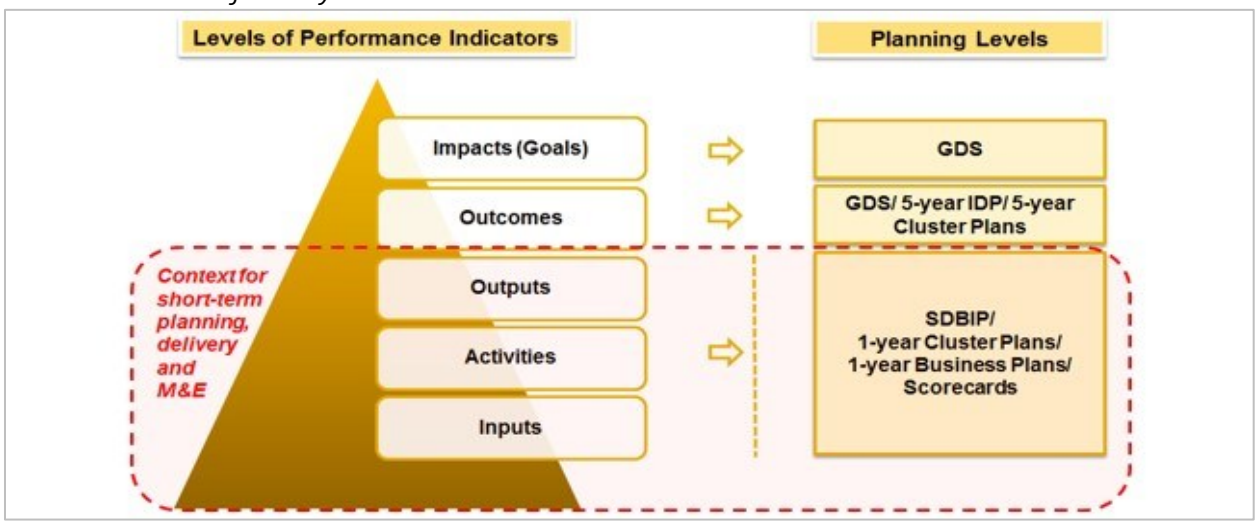
translated into five-year cluster-specific priorities and plans that address integrated delivery within each of the four clusters. All these plans are then annualised within an annual IDP, the SDBIP, business plans and individual performance plans.

Service Delivery and Budget Implantation Plan, Business Plans and Scorecards
The Service Delivery and Budget Implementation Plan (SDBIP) frames an annual delivery output 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 5[51] below.

M&E in the context of the City's SDBIP



Ongoing delivery on daily priorities is as important as achievement of the big ideas a truth acknowledged by other organisations[52] 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 a longer term in nature aligned to the 2040 GDS and more intensive in nature in terms of capital or technical resources.

[51] **Ibid**

[52] **Including, for example, the South African Revenue Service**

These concepts emerge because 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.

27.5 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 longerterm 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 based on 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 FMPPI. 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 requirement. However, the City of Johannesburg develops the report to reflect on the five-year period of the IDP. The report provides a high-level summary of achievements, challenges, and prospects.

27.6 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)	To enhance performance monitoring, measurement and review, the City established a Group Performance Audit Committee (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
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. 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.

27.7 Engagements with Auditor General South Africa

The City's commitment to good corporate governance remains key. This commitment serves 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 outcome 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 E: CONCLUSION AND ANNEXURES

28 Conclusion

In conclusion, the 2023/24 draft Integrated Development Plan (IDP) for the City of Johannesburg serves as a significant step towards achieving a resilient, sustainable, and liveable city by 2040. The IDP places a strong emphasis on rebuilding a resilient city, forging new economic pathways, uplifting societal transformation, and engaging with communities. It sets out a clear vision for the city, highlighting the importance of good governance, financial sustainability, energy mix, sustainable service delivery, infrastructure development and refurbishment, job opportunity and creation, a safer city, active and engaged citizenry, sustained economic growth, green economy, and smart city.

However, it is clear from the conversations so far that there are still several challenges that the city must overcome to realize this vision. One of the most pressing issues is loadshedding, which has significant implications for the city's residents and businesses. The power outages disrupt daily life, affect the economy and infrastructure, and exacerbate poverty and inequality. Therefore, the city needs to prioritize investing in renewable energy sources, improve energy efficiency, and diversify its energy mix to reduce dependence on the national grid.

Another challenge is ensuring financial sustainability to drive municipal performance and spending. The city must prioritize and budget strategically, focusing on investing in essential services such as health, education, and housing. This will help address the persistent issues of poverty and inequality, particularly in informal settlements where residents lack access to basic services.

Infrastructure development and refurbishment also remain a significant challenge, particularly regarding public transportation and the maintenance of aging infrastructure. To address this challenge, the city must prioritize investing in sustainable infrastructure and public transportation systems that are accessible, affordable, and efficient.

Furthermore, the city must continue to engage with communities to foster active citizenship and empower residents to participate in shaping the city's future. This includes empowering communities to participate in decision-making processes, promoting transparency and accountability, and investing in skills development and entrepreneurship to create job opportunities and promote economic growth.

In conclusion, the City of Johannesburg has an opportunity to create a better future for its residents by implementing the 2023/24 draft Integrated Development Plan. The plan sets out a clear vision for the city and identifies the priorities and challenges that need to be addressed to achieve this vision. The city must prioritize investing in renewable energy, improving energy efficiency, ensuring financial sustainability, and investing in sustainable infrastructure and public transportation systems. By fostering active citizenship and promoting economic growth, the city can become a smart, clean, green, and safe city that provides equal opportunities for all residents. The 2023/24 IDP represents a significant step towards achieving this vision, and it is vital that the city continues to engage with its residents to ensure that their needs and priorities are reflected in the final plan.

Annexure A: City-Wide Strategic Risk Register

No.	Mayoral Priorities	Risk Name	Root Causes	IR	RR	Mitigation Measures in place
1	Good Governance	Governance Failures	1. Internal Fraud and Corruption	25	25	1.1. Fraud and Corruption Hotline 1.2. Investigations conducted by GFIS 1.3. Fraud awareness campaigns 1.4. SCM Policy 1.5. Declaration of interest 1.6. Probity Audits 1.7. Implementation of approved Anti-corruption strategy 1.8. Litigation against alleged offenders
			2. Ineffective oversight			2.1. Evaluation of the Board and Committee performance 2.2. SDAs between and City and MEs monitored by Group Governance 2.3. Integrated Reporting Monitoring
			3.Weak internal control environment			3.1. Assurance provided by internal and external audit 3.2. Implementation of Policies and Frameworks 3.3. Implementation of Standard Operating Procedures
			4.Poor ethical culture			4.1. Code of conduct 4.2. Approved Ethics Strategy
			5. Inadequate consequence management			5.1. Disciplinary Code of conduct 5.2. GFIS and Audit recommendations 5.3. Establishment of the Disciplinary Board
	Financial	Financial	1.Liquidity Constraints	25	20	1.Monthly monitoring of liquidity ratios
			2.Undesirable Debt Ratios			2. Monthly reviews of achievement of key ratios using National Treasury benchmarks
			3. Inability to collect revenue			3.1. Revenue Collection strategy in place 3.2. Credit control and debt collection policy

2	Sustainability	Instability	4. Underspending of capital budget			4.1. Grant Management Framework 4.2. Quarterly Grant Funding monitoring
			5. Illegal consumption of revenue generating services (water & power)			5.1. Billing exception reports 5.2. Institution of legal proceedings against offenders
			6.Adverse credit rating by the rating agency			6.Monthly tracking of the financial ratios
			7.Poor planning leading to high cash outflow at financial year end			7.1.SCM Turnaround strategy in place 7.2. Acquisition Plan in place
3	Sustainable Service Delivery	Spatial inequality	1. Non availability of strategic land for integrated human settlement	25	18	1. To acquire the identified strategic land for housing development
			2. Delays in township establishment processes			2. Implement the Human Settlement Development guide
			3. Limited ability to access suitable buildings			3. Collaboration between GFIS, JPC, JOSHCO and Human Settlement
			4. Inadequate implementation of the Transport Oriented Development Plan			4.1. Review of the Spatial Planning Framework 4.2. Completion of Rea Vaya Phase 1C(a) project
			6. High level of migration			6.1. CoJ Policy on Integration of Migrants 6.2. Joburg Migrant Help Desk Policy 6.3. Johannesburg Advisory Panel- stakeholders and role players in the migration sector (JMAP) 6.4. Johannesburg Migrant Committee (JMAC) 6.5. By Laws enforcers ensuring safety of migrants within the City
4	Sustainable Service Delivery >Active and engaged	Service Delivery Disruption	1. Higher than projected demand growth	25	25	1.1. Service Delivery Standards 1. 2. Review of water conservation and demand management strategy 1.3. Develop and implement a Drought Management Plan (99% complete)

	Citizenry					1.4. . Active and Passive Leakage detection.
			2. Security of supply challenges			2. Monitoring of technical and non-technical losses
			3. Insufficient resources (budget and human capacity) to respond to the increase demand			3.1. Budget prioritisation 3.2. Intergovernmental grants 3.3 . Talent acquisition Policy
			4. Ageing infrastructure/Poor maintenance of Infrastructure			4.1. Implementation of Repairs and maintenance plan
			5.Poor project /contract management and employee performance monitoring			5.1. Monitoring of procurement plan (per contract) in consultation with SCM, Group Legal and GRAS
			6. Inadequate security to safeguard City's assets			6.1 Finalise security Policy and SOP 6.2 Develop comprehensive security plan/strategy. 6.3 Approve physical security standards to guide departments on how to improve protection of City's properties. 6.4 Procure tools of trade for security personnel
			7. Increased demand for social assistance			7.1. Provision of safety nets for indigents through ESP 7.2. Youth advisory centers (Youth development, life skills and young women programmes) 7.3. Small scale farmers - to reduce food insecurity 7.4. Urban Farming- income generating initiative 7.5. Integrated Social Work Services. 7.6. Skills development programme for vulnerable groups
			8. Inadequate access to healthcare services			8.1. Chronic Medication Pick Up Points- allows patients to collect their medicine at a time and place that best suit them thus improving access to health care (CCMDD Programme) thus reduces foot traffic at the clinics 8.2. Mobile clinics - in areas where there are no clinics to ensure that communities have access to health care 8.3. Upgrading of existing clinics to improve access and development of new ones 8.4. Extended clinic hours in some facilities

5	Safer City	Increasing Safety and Security Incidents	1. Inadequate Implementation of the City Safety Strategy	25	20	1. 1.COJ Urban Safety Forum which engages with various forums including Smart City 1.2. Review the City Safety Strategy & develop an implementation plan citywide????? 1.3. Approve and Implement the Security Policy 1.4. Finalise and obtain approval of the physical security standards
			2. Lack of integrated system within the Public Safety department			2. Optimise the functionality for IIOC
			3. Ineffective enforcement of by laws			3.1. Joint operations (internally & Externally) - weekly; monthly 3.2. Counter Land invasion 3. SLAsstablished to respond on reported issues land invasion (other role players i.e., Housing, CRUM etc.) 3.3. SLAs with MEs relating to Bylaw enforcement 3.4. Gauteng Law enforcement Agency Forum; coordinated (GLEAF) 3.5. Monthly Community Outreach campaigns on Bylaws
			4. Insufficient resources (personnel, skills, tools of trade) to effectively enforce the law in accordance with the statutory mandate			4.1. Ward based deployment strategy 4.2. Joint operations with SAPS, & Other Law enforcement agencies 4.3. Training plan in place & being implemented. 4.4. Recruitment of Traffic Wardens
6	Sustained Economic Growth >Job opportunity and creation	Failure to attract, retain and expand investment	1. Increased crime, grime and urban decay and community/ labour disruptions	25	25	1.1. City Safety Strategy 1.2. De-centralisation of the by-law enforcement into regions 1.3. Interim Integrated intelligence operation centre 1.4. Inner City Revitalisation Programme 1.5. Waste Management Plan 1.6. Municipal Courts 1.7. Education and awareness campaigns 1.8. Citywide illegal dumping strategy implementation 1.9. Urban development zone tax incentives
			2. Weak economic infrastructure			2.1 Implementation of the Facilities Management/Maintenance Strategy in place 2.2. Capex projects implementation 2.3 Inner City Investment Master Plan implemented.
			3. Inability to support SMME and communitybased enterprises			3.1 Opportunity Centres established and operational 3.2 % of capex spent on SMMEs 3.3 Expanding the reach and rollout of the basket of services offered to support SMMEs via the City's Opportunity Centres.

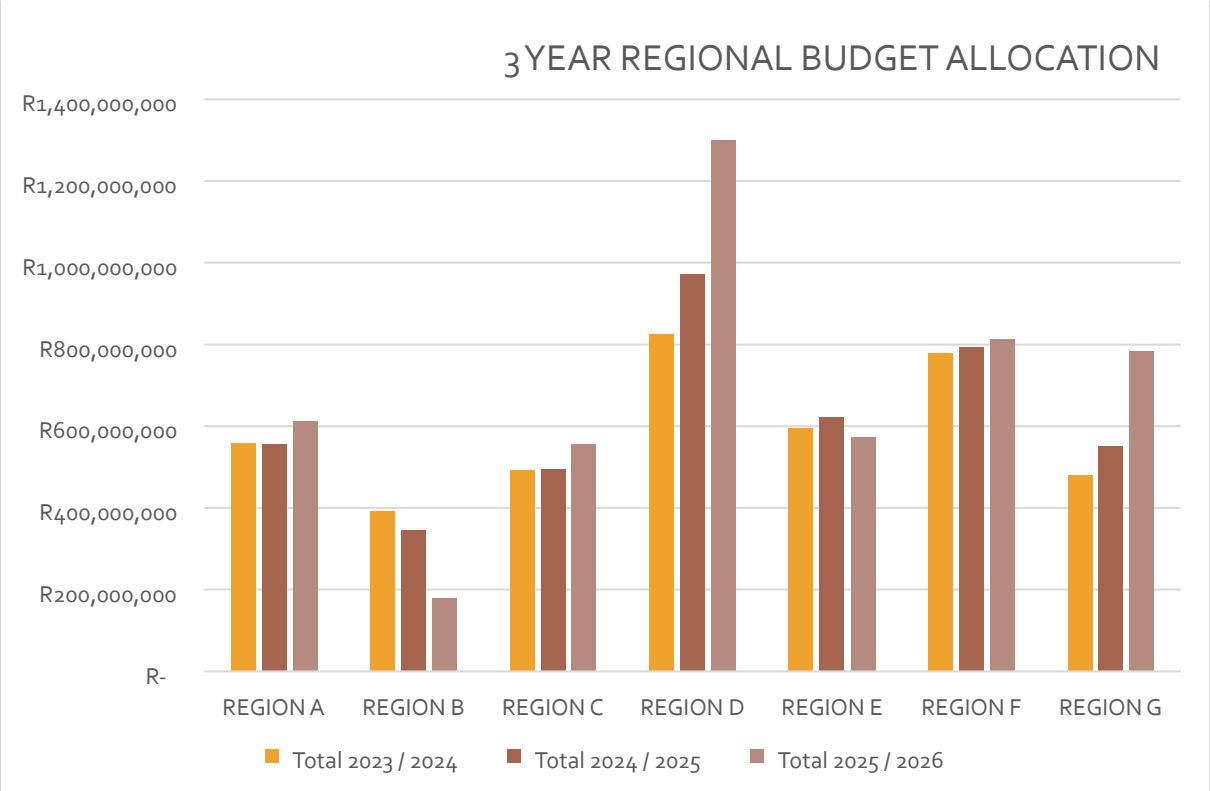
			4.Cost of doing business			4.Inner-city investment master plan Economic Roadmap
7	A Smart-City	Failure to keep abreast with technological advancements and trends	1. Inadequate focus and investment in smart city orientated programmes	25	20	1. Implement Wi-Fi roll out plan
			2.Outdated/aged ICT environment			2.1. Implement ICT infrastructure renewal plan
			3. Ineffective smart city governance structures			3.1. Smart City Technical Steering Committee to monitor and integrate the departmental/entity smart City initiatives
			4. Ineffective integrated planning for smart city solutions			4. Implementation of SAP Business Transformation Programme
			5. Lack of a Mayoral Approved City-Wide Smart City Comprehensive Implementation Plan			5.1. Approval of revised Smart City strategy 5.2. Analysing the business plans to find alignment with smart city deliverables. 5.3. Implementation of the smart city governance framework and innovation framework
8	Good Governance	Non-Compliance to regulatory requirements	1. Lack of sanctions for non-compliance (apathy to discipline)	25	20	1.1. Monthly UIFW expenditure declarations by departments and entities 1.2. Implementation of financial misconduct procedures and timely consequence management. 1.3. Monitoring of the implementation of action plans and controls to improve expenditure declarations
			2. Poor contract management		25	2.1. Implementation of Group Contract Management Framework 2.2. Citywide Review of contracts to ensure alignment with GCMPF 2.3. Enforce sign-off of all contracts by Group Legal 2.4 On-going training to Dep/ MEs on the implementation of GCMPF. 2.5. Developed a Central registers of all contracts in the City and mapping to Depts., Projects and Outcomes.
			3. Insufficient knowledge of applicable and new legislation			3.1 Group Compliance conducts periodic compliance assessments and monitoring at City Departments and MEs 3.2 Group Risk and Compliance Forum in place 3.3 Periodic review of City's regulatory universe
			4.Inadequate assessment of compliance risks			4.1. Group Compliance conducts periodic compliance assessments and monitoring at City Departments and MEs 4.2. Compliance risk assessment

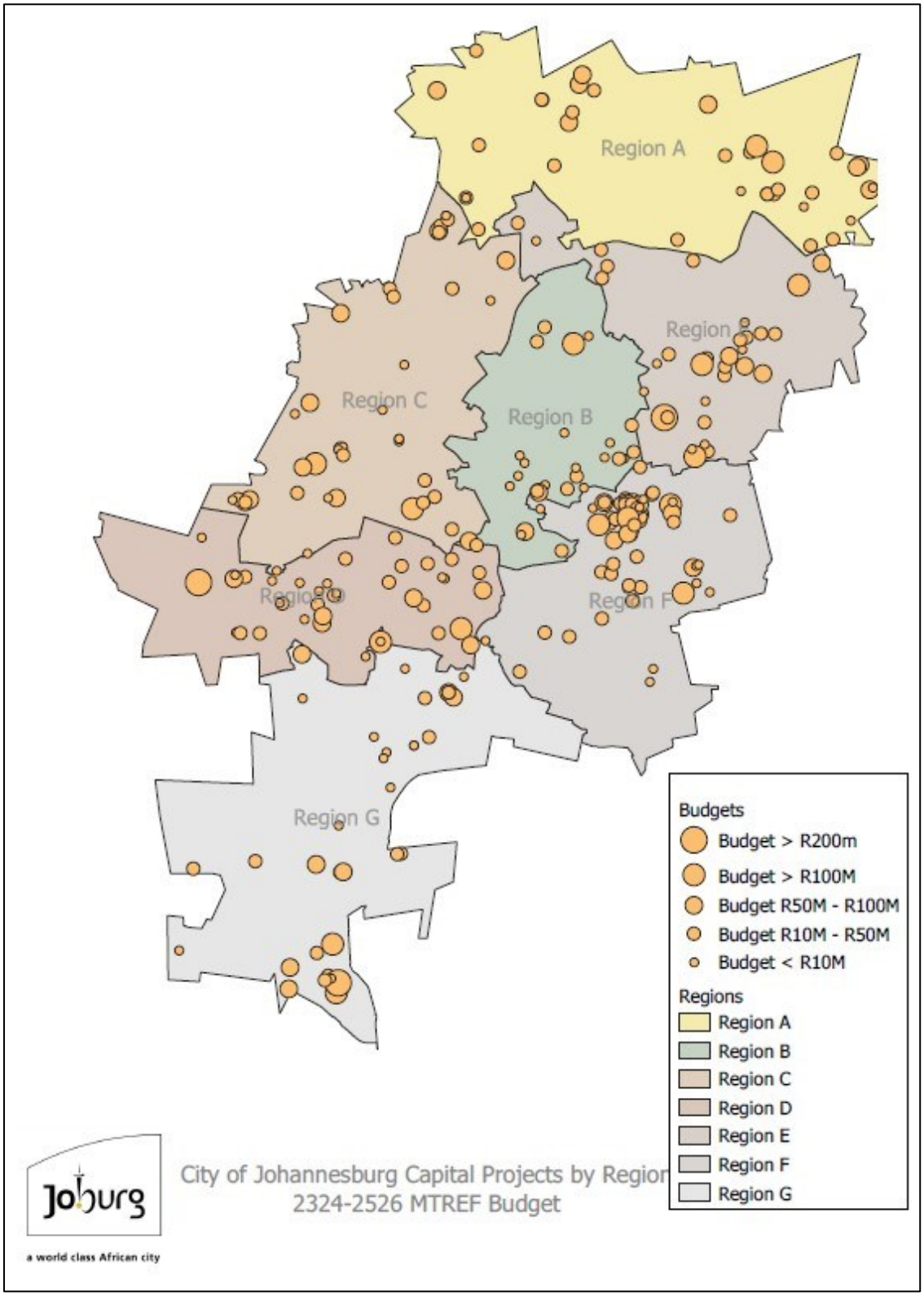
			5. Poor planning with respect to SCM processes			5.1. Approved and implemented City Supply Chain Management Policy and processes 5.2. Approved SLAs for all projects/contracts which includes performance monitoring and required penalty clauses 5.3. Implemented Procurement Acquisition Plans consistent with Group Supply Chain Policy and processes
9	Safer City	Inability to respond to city disasters and business disruptions	1. Inadequate business continuity planning	25		1.1. BCM Policy & Framework in place 1.2. Evacuation drills for all city facilities conducted 1.3 CoJ Disaster Recovery Plan in Place
			2. Outdated Disaster Management Plan, framework and disaster funding model			2.1. Disaster Management Advisory Forums 2.2. Disaster and Risk Management Framework 2.3. Approve the Disaster Management Plan (including Funding)
			3. Inadequate ICT continuity/ DR controls (People, process, and technology)			3.1. ICT Continuity/ DR Policy and Plan (Including backup and restore plan) 3.2. Data Centre in Multiple sites (three data centres and Azure Cloud) 3.3. Multiple Fibre Links with radio backup 3.4. High availability infrastructure
			4. Road infrastructure unable to handle increased load			4.1. Infrastructure maintenance plans 4.2. Rehabilitation of closed storm water system 4.3. Capex expenditure
			5. Cyber Threats/ Potential hacking/breach of City's ICT systems security			5.1. ICT Security policy and procedures 5.2. Implementation of the Security Operational Centre
			6. Insufficient Fire engines, Skills			6. Procurement of +-20 Fire Engines underway (by TFM service Provider)
			7. Drought/severe weather conditions			7. Quarterly engagements with strategic stakeholders (WSB)
			8. Outbreak of communicable diseases			8.1 Implementation of National Disaster Management Centre
10	Infrastructure Development and Refurbishment >Green Economy	Environmental degradation	1. Illegal dumping	25	20	1. Implementation of Illegal dumping prevention strategy
			2.Tree infestation (e.g., Polyphagous Shot Hole Borer)			2. implementation of response plans and research findings on the understanding of infestation and spread
			3. Environmental Pollution (water, air and soil)			3.1. Promote effluent reuse. 3.2. Monitor Climate Action Implementation Plan
			4. Strain on natural resources consumption			4.1. Review of water conservation and demand management strategy 4.2. Approval and implementation of the Water Security Strategy

Annexure B: 2023/24 CoJ Capital Projects

The Citywide capital projects are presented below. The projects are further outlined by Region and Ward based.

REGIONS	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026	GRAND TOTAL
REGION A	R 557,447,000	R 556,396,000	R 613,652,000	R 1,727,495,000
REGION B	R 392,700,000	R 344,500,000	R 178,575,000	R 915,775,000
REGION C	R 492,334,000	R 494,728,000	R 557,062,000	R 1,544,124,000
REGION D	R 824,714,000	R 971,594,000	R 1,300,849,000	R 3,097,157,000
REGION E	R 594,296,600	R 622,300,000	R 574,446,000	R 1,791,042,600
REGION F	R 778,608,000	R 794,533,750	R 812,839,572	R 2,385,981,322
REGION G	R 481,000,000	R 552,500,000	R 784,067,000	R 817,567,000
GRAND TOTAL	**R 4,121,099,600**	**R 4,336,551,750**	**R 4,821,490,572**	**R13,279,141,922**




Region A
Region B
Region C
Region D
Region E
Region F
Region G
Budgets
Budget > R200m
Budget > R100M
Budget R50M - R100M
Budget R10M - R50M
Budget < R10M
Regions
Region A
Region B
Region C
Region D
Region E
Region F
Region G
City of Johannesburg Capital Projects by Region
2324-2526 MTREF Budget
Joburg
a world class African city

REGION A

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Installation of new service connections New Service Connections HALFWAY HOUSE EXT.74 E Regional	City Power	R 6,000,000	R 5,000,000	R 5,000,000
Allandale Substation: Upgrade 2 X 10 MVA transformers to 40 MVA Renewal Bulk Infrastructure COMMERCIA EXT.11 A Regional	City Power	R15,000,000	R 13,129,000	R 15,000,000
Dainfern Substation upgrade	City Power	R15,000,000	R-	R 5,000,000
Kaalfontein New Community Centre KAALFONTEIN EXT.4 A Ward	Community Development	R45,930,000	R 5,000,000	R 10,000,000
Zandspruit precinct implementation	Development Planning	R	R 1,500,000	R 10,000,000
Hikensile Clinic Renewal Clinic IVORY PARK EXT.9 A Ward	Health	R20,000,000	R 23,000,000	R 10,000,000
Rabie Ridge Clinic Renewal Clinic RABIE RIDGE A	Health	R 2,000,000	R-	R-
Riverside View ext 28 (Diepsloot ext. 12)	Human Settlements	R30,000,000	R 30,000,000	R-
Midrand: President Park Tower Reservoir 80Ml	Joburg Water	R	R 2,000,000	R 15,000,000
Northern works: Unit 5 mod 2	Joburg Water	R70,000,000	R 30,000,000	R-
Midrand: Blue Hills Tower 1.8ML	Joburg Water	R 2,500,000	R 10,000,000	R 65,000,000

LA: Module 1	Joburg Water	R	R 10,000,000	R 10,000,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Midrand: Carlswald Reservoir New Reservoirs CARLSWALD A.H. A Regional	Joburg Water	R 5,000,000	R 36,000,000	R-
Northern Works: Infrastructure renewal	Joburg Water	R24,000,000	R 23,000,000	R-
Midrand: Planned replacement: Watermains Renewal	Joburg Water	R10,000,000	R-	R-
Roodepoort/ Diepsloot: Lanseria Outfall Sewer Upgrade	Joburg Water	R10,000,000	R 24,000,000	R 25,000,000
Roodepoort/ Diepsloot: Diepsloot sewer Pipelines and Bridge	Joburg Water	R40,000,000	R-	R-
Northern Works: Unit 4 liquor treatment	Joburg Water	R30,000,000	R-	R-
Midrand: Erand Tower 2 1.5ML	Joburg Water	R35,000,000	R-	R-
Midrand: Halfway house Reservoir 20ML	Joburg Water	R10,000,000	R 2,000,000	R 35,000,000
Halfway House Water Upgrade	Joburg Water	R 5,000,000	R 20,000,000	R 20,000,000
Roodepoort/ Diepsloot: Diepsloot Reservoir 40 Ml	Joburg Water	R	R-	R 30,000,000
President Park Tower Reservoir 2.25Ml	Joburg Water	R	R 2,000,000	R-
Lion Park to Lanseria 600mm diameter bulk main	Joburg Water	R 5,000,000	R 17,000,000	R 25,000,000

Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional	Johannesburg Development Agency (JDA)	R25,000,000	R 38,000,000	R 20,000,000
23775_Ivory Park Urban Renewal Programme	Johannesburg Development Agency (JDA)	R20,000,000	R 40,000,000	R 40,000,000
23775_03_MISCL - Tarring of Gravel Roads: Diepsloot. New Roads: Construction and Upgrades DIEPSLOOT WEST EXT.3 A Ward	Johannesburg Roads Agency (JRA)	R30,000,000	R 30,000,000	R 15,000,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
RNP022_Richards Drive Upgrading Renewal Roads: Construction and Upgrades HALFWAY HOUSE EXT.95	Johannesburg Roads Agency (JRA)	R 5,000,000	R 5,000,000	R 5,000,000
CATCH 240 - Jukskei Catchment - Vorna Valley Stream New Stormwater Catchments VORNA VALLEY EXT.13 A Ward	Johannesburg Roads Agency (JRA)	R 3,000,000	R 3,000,000	R 3,000,000
MISCL - Tarring of Gravel Roads: Kaalfontein. New Roads: Construction and Upgrades KAALFONTEIN EXT.2 A Ward	Johannesburg Roads Agency (JRA)	R15,000,000	R 15,000,000	R 65,000,000
23775_03_MISCL - Tarring of Gravel Roads: Mayibuye. New Roads: Construction and Upgrades COMMERCIA A Ward	Johannesburg Roads Agency (JRA)	R10,000,000	R 10,000,000	R 10,000,000
23775_Tarring of gravel roads: wards 77 133 80	Johannesburg Roads Agency (JRA)	R10,000,000	R 30,000,000	R 15,000,000
23775_Stormwater Conversion: wards 78 79 133	Johannesburg Roads Agency (JRA)	R10,000,000	R 10,000,000	R 10,000,000
Tum-Key 1: Region A	Johannesburg Social Housing Company (JOSHCO)	R55,317,000	R 10,511,000	R 42,652,000

Kya Sands landfill site-improved compliance and alterations	PIKITUP	R 350,000	R 15,000,000	R 10,000,000
Upgrading and engineering services at Midrand Depot	PIKITUP	R 300,000	R 20,000,000	R 84,000,000
Construction of a business desk at Midrand (One Stop shop for corporate clients)	Public Safety	R 5,000,000	R 30,000,000	R-
PTF: Small Public Transport Facility Design and Construction of Kya Sand Superstop New Nodal Transport Facilites KYA SAND	Transportation	R 2,000,000	R 3,000,000	R 2,000,000
PTF: Upgrading of Sunninghill Public Transport Facilities	Transportation	R 1,050,000	R 2,000,000	R 10,000,000
Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Sandton to Ivory Park Depots and Terminals	Transportation	R	R 25,000,000	R-
Sandton to Ivory Park BRT Roadways	Transportation	R	R 15,256,000	R-
Zandspruit Non-Motorised Transport Facility	Transportation	R	R 1,000,000	R 2,000,000
TOTAL		R 572,447,000.00	R 556,396,000.00	R 613,652,000.00

REGION B

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026

City Parks House - New Furniture F City Wide	City Parks and Zoo	R 1,000,000	R 2,000,000	R 2,000,000
City Parks House - IT Equipment New Computer Hardware F Ward	City Parks and Zoo	R 4,000,000	R 4,000,000	R 4,000,000
JHB Botanical Gardens Infrastructure upgrade in Emmarentia Renewal Park EMMARENTIA B City Wide	City Parks and Zoo	R 2,000,000	R 3,000,000	R-
Zoo - Animal Purchases New Operational Capex SAXONWOLD E City Wide	City Parks and Zoo	R 2,000,000	R 2,500,000	R 2,000,000
Zoo Infrastructure Renewal Building Alterations SAXONWOLD F Ward	City Parks and Zoo	R10,000,000	R 6,000,000	R 10,000,000
Eldorado New Park	City Parks and Zoo	R	R 3,000,000	R-
Florida Park Upgrade	City Parks and Zoo	R 1,500,000	R-	R 3,000,000
Braamfischer Parks	City Parks and Zoo	R 3,200,000	R-	R-

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
New service connections New Service Connections FERNDALE EXT.25 B Regional	City Power	R 5,000,000	R 5,000,000	R 5,000,000
New Service Connections HURST HILL B Regional	City Power	R 5,000,000	R 5,000,000	R 5,000,000
Refurbishment of MV infrastructure (Switchgear and transformers) Renewal Medium Voltage Network REUVEN F Regional	City Power	R 5,000,000	R 10,000,000	R 10,000,000
Construct 88 kV switchyard adjacent to Pennyville substation. New Bulk Infrastructure PENNYVILLE B Regional	City Power	R15,000,000	R-	R 5,000,000
Brixton Social Cluster	Development Planning	R30,000,000	R-	R-
Braamfonteinspruit Upper Catchment (Alberts Farm and Botanical Gardens Upper Dams)	Environment and Infrastructure Services (EISD)	R 5,000,000	R-	R-

Midrand: Planned replacement sewer mains	Joburg Water	R 2,000,000	R-	R-
Johannesburg Central: Brixton Reservoir 2.26ML	Joburg Water	R 120,000,000	R 80,000,000	R-
Crosby Bulk Pipeline	Joburg Water	R10,000,000	R 23,000,000	R-
Crosby Pumpstation	Joburg Water	R15,000,000	R 40,000,000	R-
Randburg CBD regeneration Renewal Precinct Redevelopment FERNDALE B Regional	Johannesburg Development Agency (JDA)	R20,000,000	R 20,000,000	R-
Pennyville Precinct Renewal Precinct Redevelopment PENNYVILLE EXT.1 B City Wide	Johannesburg Development Agency (JDA)	R30,000,000	R 30,000,000	R 20,000,000
Melville Activity Street Neighbourhood Development_ CoF_Upgrade	Johannesburg Development Agency (JDA)	R15,000,000	R 15,000,000	R-
CATCH 210 - Klein Jukskei Catchment: Bond Stream Relief System Ferndale. New Stormwater Catchments FERNDALE B Ward	Johannesburg Roads Agency (JRA)	R10,000,000	R 10,000,000	R 10,000,000
Randburg Selkirk Social Housing Project Region B	Johannesburg Social Housing Company (JOSHCO)	R31,000,000	R 50,000,000	R 35,000,000
Tum-Key 1: Region B	Johannesburg Social Housing Company (JOSHCO)	R10,000,000	R-	R 39,575,000
Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
PTF: Upgrading of Rosebank Public Transport Facility	Transportation	R13,000,000	R 5,000,000	R 2,000,000
2804_20 Rea Vaya BRT Phase 1 A and B Station Rehabilitation	Transportation	R40,000,000	R 25,000,000	R 20,000,000
Helen Joseph Public Transport Facility	Transportation	R 2,000,000	R 2,000,000	R 2,000,000
Melville Holding Facility	Transportation	R	R 2,000,000	R 2,000,000

Newclaire Public Transport Holding Facility	Transportation	R	R 2,000,000	R 2,000,000
TOTAL		R 406,700,000.00	R 342,500,000.00	R 176,575,000.00

REGION C

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Kloofendal Nature Reserve Infrastructure upgarde	City Parks and Zoo	R	R-	R 2,000,000
Tsepisong New Park development	City Parks and Zoo	R	R 3,000,000	R 2,000,000
Golden Harvest Park Upgrade	City Parks and Zoo	R 3,000,000	R-	R-

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Construction of an 88kV transmission lines: Lutz / Peter Rd T-point New Transmission Line HONEY PARK EXT.10 C Regional	City Power	R	R 16,000,000	R 21,000,000
New service connections New Service Connections ROODEPOORT EXT.2 C Regional	City Power	R 5,000,000	R 5,000,000	R 5,000,000

Replacement of aged and/or faulting MV cables Renewal Medium Voltage Network NORTH RIDING EXT.30 C City Wide	City Power	R 5,000,000	R 5,000,000	R 15,000,000
Establish new 88/11 kV substation at Ruimsig A New Bulk Infrastructure RUIMSIG C	City Power	R20,000,000	R-	R-
Emergency Work Renewal Medium Voltage Network NORTH RIDING EXT.30 C Regional	City Power	R30,000,000	R 25,000,000	R 35,000,000
Lutz: Establish new 88/11 kV cabling New Bulk Infrastructure HONEYDEW MANOR EXT.11 C Ward	City Power	R45,000,000	R 20,000,000	R-
Rooftop PVC	City Power	R50,000,000	R 75,000,000	R 75,000,000
Cosmo City New swimming pool New Community Centre COSMO CITY EXT.3 C Ward	Community Development	R30,000,000	R 15,000,000	R-
Matholesville New MPC Community Centre MATHOLESVILLE C Regional	Community Development	R45,000,000	R 15,000,000	R 5,000,000
Tshepisong Proper	Human Settlements	R20,000,000	R 10,000,000	R 25,000,000
Braamfischerville Ext 12&13: C Ward	Human Settlements	R15,000,000	R 10,000,000	R 25,000,000
Fleurhof Mixed Development	Human Settlements	R45,000,000	R 70,000,000	R 40,000,000
Goudrand Rental Development	Human Settlements	R40,000,000	R 44,074,000	R 40,000,000
COSMO CITY PHASE 2 (MALIBONGWE RIDGE)	Human Settlements	R22,737,000	R 20,000,000	R 29,000,000
Bramfischerville Ext 7 & 8	Human Settlements	R20,000,000	R 15,000,000	R 25,000,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026

Soweto Empowerment Zone	Joburg Property Company (JPC)	R	R 750,000	R-
Roodepoort/Diepsloot: Planned Replacement Watermains	Joburg Water	R 5,000,000	R-	R-
Roodepoort/ Diepsloot: Planned Replacement Sewer mains	Joburg Water	R 5,000,000	R-	R-
Roodepoort/Diepsloot: Robertville Tower 2.25ML	Joburg Water	R 1,000,000	R 20,000,000	R-
CosmoCity Reservoir 30 Ml	Joburg Water	R	R-	R 20,000,000
Cosmo City Sewer Upgrade	Joburg Water	R 7,000,000	R-	R-
Roodeport CBD regeneration Renewal Precinct Redevelopment REGION C	Johannesburg Development Agency (JDA)	R 500,000	R 10,000,000	R 30,000,000
Braamfischer Ext 12 Roads and stormwater (New line item)	Johannesburg Development Agency (JDA)	R10,000,000	R-	R-
RNP005_Spencer Road New Link New Roads: Construction and Upgrades FLEURHOF C Regional	Johannesburg Roads Agency (JRA)	R 5,000,000	R 7,500,000	R 7,500,000
23776_05_CONV - Conversion of Open Drains to underground storm water system in Bram Fischerville. Renewal Stormwater Management Projects BRAM FISCHERVILLE C Ward	Johannesburg Roads Agency (JRA)	R10,000,000	R 10,000,000	R 10,000,000
22776_03_MISCL - Tarring of Gravel Roads: Tshepisong. New Roads: Construction and Upgrades TSHEPISONG C Ward	Johannesburg Roads Agency (JRA)	R20,000,000	R 20,000,000	R 20,000,000
Dobsonville Social Housing Project Region D	Johannesburg Social Housing Company (JOSHCO)	R 5,000,000	R-	R-
Princess Plots Social Housing Project Region C	Johannesburg Social Housing Company (JOSHCO)	R32,500,000	R-	R 27,050,000
Promusica Theatre - Upgrading of technical equipment (sound and lighting) Renewal Theatre redevelopment FLORIDA PARK EXT.9 C Regional	Johannesburg Theatre Management Company	R 609,000	R 670,000	R 700,000
Promusica Theatre - Building renovations and upgrades Renewal Building Alterations FLORIDA PARK EXT.9 C Regional	Johannesburg Theatre Management Company	R 478,000	R 526,000	R 550,000
Promusica Theatre - Information Technology New Computer Hardware & Software FLORIDA PARK EXT.9 C City Wide	Johannesburg Theatre Management Company	R 1,098,000	R 1,208,000	R 1,262,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Buyback and sorting facilities including drop-off centres	PIKITUP	R 3,000,000	R 10,000,000	R 30,000,000
Construction upgrading and engineering services of Roodepoort Depot	PIKITUP	R 500,000	R 11,000,000	R 21,000,000
PTF: Small Public Transport Facilities: Tshepisong	Transportation	R 3,000,000	R 10,000,000	R 8,000,000
Roodepoort Public Transport Facility	Transportation	R 1,000,000	R 3,000,000	R 3,000,000
PTF: Public Transport Stops in Cosmo City	Transportation	R 3,000,000	R 20,000,000	R 15,000,000
Complete Streets: NMT links to public transport facilitiies in Tshepisong	Transportation	R 3,000,000	R 20,000,000	R 15,000,000
Cosmo City Super Stop	Transportation	R	R 1,000,000	R 2,000,000
Braamfischer Non-Motorised Transport	Transportation	R	R 1,000,000	R 2,000,000
TOTAL		R 512,422,000.00	R 493,728,000.00	R 555,062,000.00

REGION D

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
New Park development Lufhereng	City Parks and Zoo	R 2,000,000	R 5,000,000	R-
Bheki Mlangeni Park	City Parks and Zoo	R	R-	R 1,500,000
Jabulani Precinct Upgrades	Development Planning	R15,500,000	R-	R-
Soweto Strategic Area Framework & Implementation	Development Planning	R 2,000,000	R 10,000,000	R 13,733,000
Protea Glen Clinic Furniture & Medical Equipment -Phase I New Clinic PROTEA GLEN D Ward	Health	R	R 3,000,000	R-
Naledi clinic New Building NALEDI D	Health	R22,915,000	R-	R-
Lufhereng Mixed Development (Bulk Link & Internal Infrastructure Roads Storm Water Management Systems Sewer & Water for 24 000 houses)	Human Settlements	R 385,000,000	R 654,000,000	R 953,000,000
Dube Hostel Renewal Building Alterations DUBE EXT.2 D Ward	Human Settlements	R10,000,000	R 10,000,000	R 15,000,000
Meadowlands Hostel Renewal Building Alterations MEADOWLANDS D Ward	Human Settlements	R	R-	R 20,000,000
Diepkloof Hostel Renewal Bulk Infrastructure DIEPKLOOF EXT.10 D Ward	Human Settlements	R	R-	R 30,000,000
Elias Motsoaledi Ext1 Township Development (Region D - Ward 24)	Human Settlements	R55,000,000	R 15,000,000	R 35,000,000
Klipspruit/Kliptown New Bulk Infrastructure (Housing project around the Walter Sisulu Square) KLIPSPRUIT D Ward	Human Settlements	R45,000,000	R 20,000,000	R 50,000,000

Soweto Market	Joburg Market	R 2,000,000	R-	R-
Mooki Street Development Infrastructure Orlando East New Precinct Redevelopment ORLANDO EAST D Regional	Joburg Property Company (JPC)	R	R 1,000,000	R-

Soweto: Planned Replacement of the Watermains	Joburg Water	R15,000,000	R 40,000,000	R-
Goudkoppies Works: Infrastructure Renewal Plan	Joburg Water	R 4,500,000	R 20,000,000	R 9,750,000
Soweto: Planned Replacement Sewermains	Joburg Water	R 5,000,000	R-	R-
Soweto: Protea Glen Sewer Upgrade	Joburg Water	R10,000,000	R 10,000,000	R-
Soweto: Doornkop West Reservoir 85Ml	Joburg Water	R	R-	R 30,000,000
Soweto: Anthea Nancefield Sewer (Klipspruit River) Phase 1	Joburg Water	R45,000,000	R-	R-
Orlando East Station Precinct New Precinct Redevelopment ORLANDO EAST D Ward	Johannesburg Development Agency (JDA)	R	R 2,000,000	R 3,000,000
23776_Kliptown Urban Renewal Programme	Johannesburg Development Agency (JDA)	R 1,500,000	R-	R-
CATCH 10 - Emergency Stormwater Improvement (Multiyear). New Stormwater Catchments PROTEA GLEN D Ward	Johannesburg Roads Agency (JRA)	R10,000,000	R 10,000,000	R 10,000,000
RESUR - Resurfacing of Soweto Highway. Renewal Roads: Rehabilitation ORLANDO D City Wide	Johannesburg Roads Agency (JRA)	R 5,650,000	R 5,000,000	R 5,000,000
23775_Khosa Street- - gravel roads and stormwater	Johannesburg Roads Agency (JRA)	R20,000,000	R-	R-
Lufhereng Social Housing Project Region D	Johannesburg Social Housing Company (JOSHCO)	R91,000,000	R-	R-
Nancefield Social Housing Project Region D	Johannesburg Social Housing Company (JOSHCO)	R33,000,000	R-	R 35,200,000
Devland Golden Highway Social Housing Project Region D	Johannesburg Social Housing Company (JOSHCO)	R14,000,000	R 55,000,000	R-

Tum-Key 3: Region D	Johannesburg Social Housing Company (JOSHCO)	R	R 50,000,000	R 40,000,000
Soweto Theatre - Building Renovations and upgrades JABULANI D	Johannesburg Theatre Management Company	R 1,449,000	R 1,594,000	R 1,666,000
Goudkoppies Landfill site- improved compliance and alterations	PIKITUP	R20,200,000	R 30,000,000	R 15,000,000
PTF Small Public Transport Facility Design and Construction of Zola Public Transport Facility New Nodal Transport Facilities ZOLA D Regional	Transportation	R 1,000,000	R 2,000,000	R 5,000,000
Complete Streets: (KFW - German Development Bank): Orlando East to UJ Soweto Route	Transportation	R 5,000,000	R 3,000,000	R 5,000,000
Complete Streets: NMT links to Railway Stations: Phefeni Station	Transportation	R 3,000,000	R 20,000,000	R 10,000,000
Complete Streets: NMT links to Merafe Station (Phase 2)	Transportation	R	R 2,000,000	R 7,000,000
Slovoville Non-Motorised Transport Facilities	Transportation	R	R 1,000,000	R 2,000,000
Emndeni Public Transport Stops	Transportation	R	R 1,000,000	R 2,000,000
Naledi Public Transport Stops	Transportation	R	R 1,000,000	R 2,000,000
TOTAL		R 824,714,000.00	R 968,594,000.00	R 1,294,849,000.00

REGION E

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
COJ Park upgrades- Various Regions and wards	City Parks and Zoo	R 4,000,000	R 8,000,000	R 12,000,000
Installation of new service connections New Service Connections ALEXANDRA EXT.63 E Regional	City Power	R 6,000,000	R 5,000,000	R 5,000,000
Normalisation Renewal Medium Voltage Network ALEXANDRA EXT.42 E Regional	City Power	R10,000,000	R 32,000,000	R 32,000,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Preparation of LC's and MSS for 11kV conversion Bryanston	City Power	R	R 15,000,000	R 10,000,000
Brynorth: Substation	City Power	R15,000,000	R 3,742,000	R 5,000,000
Refurbish Vasco Switching station	City Power	R15,000,000	R-	R 5,000,000
Helen Josephs Refurbishment and Upgrading of Women's Hostel Renewal Building Alterations ALEXANDRA EXT.52 E Ward	Human Settlements	R	R 10,000,000	R 10,000,000

Madala Hostel Redevelopment	Human Settlements	R19,000,000	R 10,000,000	R 20,000,000
Erf 43-46 Victoria Ext 3(Paterson Park Node) VICTORIA EXT.3 E Regional	Joburg Property Company (JPC)	R 2,158,000	R 2,158,000	R-
Marlboro Station Project Land Preparation	Joburg Property Company (JPC)	R 350,000	R 400,000	R-
Sandton/Alexandra: Planned replacement watermains	Joburg Water	R10,000,000	R-	R-
Sandton/Alexandra: Linbro Park Water Upgrade	Joburg Water	R 1,000,000	R 20,000,000	R 20,000,000
Sandton/ Alexandra: Woodmead Reservoir 22ML	Joburg Water	R45,000,000	R-	R-
Sandton/ Alexandra: Planned Replacement Sewermains	Joburg Water	R 5,000,000	R-	R-

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Bryanston Tower 1.5 Ml	Joburg Water	R 1,000,000	R 10,000,000	R-
Linbro Park Towner 1.5Ml	Joburg Water	R 2,500,000	R 20,000,000	R-
Balfour Park Transit Precinct Development (Louis Botha Corridor) Renewal Precinct Redevelopment SAVOY ESTATE E City Wide	Johannesburg Development Agency (JDA)	R 1,500,000	R-	R-

CORR - Louis Botha Transit Oriented Development (TOD) corridor Traffic Impact Assessment (TIA) Stormwater Masterplan and New COnstriction and Upgrading Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	Johannesburg Development Agency (JDA)	R20,000,000	R 20,000,000	R-
Watt Street Precinct Wynberg	Johannesburg Development Agency (JDA)	R26,000,000	R 7,000,000	R-
Klipfontein View Wellness centre	Johannesburg Development Agency (JDA)	R22,006,000	R 53,000,000	R 84,008,000
CATCH 210 - Klein Jukskei Catchment: (CBP) Stormwater Control: Willows Development - Windsor New Stormwater Catchments JUKSKEI PARK B Ward	Johannesburg Roads Agency (JRA)	R 1,000,000	R 1,000,000	R 1,000,000
RNP085_Bulk stormwater development/Transport hub SANDOWN E Ward	Johannesburg Roads Agency (JRA)	R10,000,000	R 10,000,000	R 10,000,000
CATCH - Flooding intervention and alleviation in Far East Bank - Alexandra	Johannesburg Roads Agency (JRA)	R10,000,000	R 5,000,000	R 10,000,000
23775_Upgrade roads Klipfonteinview	Johannesburg Roads Agency (JRA)	R25,000,000	R 25,000,000	R 25,000,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Lombardy East Social Housing Project Region E	Johannesburg Social Housing Company (JOSHCO)	R 2,000,000	R 70,000,000	R-

Marlboro Social Housing Project Region E	Johannesburg Social Housing Company (JOSHCO)	R 5,000,000	R 45,000,000	R 30,000,000
Louis Botha - Co - Production zone for social interventions Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	Social Development	R 1,625,000	R 20,000,000	R 22,050,000
2804_14_Signage Demarcation blocks and Corridor Road Markings	Transportation	R25,000,000	R-	R-
2804_16_Rea Vaya BRT Phase 1C New Stations	Transportation	R94,157,000	R 13,000,000	R 60,000,000
2804_15_Rea Vaya BRT Land Acquisition	Transportation	R15,000,000	R 15,000,000	R 10,000,000
Rea Vaya Auto Fare Collection System (AFCS)	Transportation	R 120,000,000	R 150,000,000	R 126,388,000
BRT phase 1C Roadways	Transportation	R55,000,000	R 50,000,000	R 75,000,000
Illovo Pubulic Transport Holding Facility	Transportation	R	R 2,000,000	R 2,000,000
TOTAL		R 569,296,000.00	R 620,300,000.00	R 572,446,000.00

REGION F

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Plant and equipment New Plant and Equipment JOHANNESBURG F Ward	City Parks and Zoo	R 3,000,000	R 7,000,000	R 5,000,000
Kliprivier Nature Reserve Upgrade Renewal KLIPRIVIERSBERG F Regional	City Parks and Zoo	R 2,000,000	R-	R-
Innercity Parks Intervention Development and Upgrading JOHANNESBURG F Regional	City Parks and Zoo	R 3,000,000	R 3,000,000	R-
New service connections New Service Connections BEREA F Regional	City Power	R 5,000,000	R 5,000,000	R 5,000,000
Prepare mini subs and load centres for 11 kV conversion Renewal Township Reticulation JEPPESTOWN SOUTH F Regional	City Power	R	R 10,000,000	R 10,000,000
New Service Connections REUVEN F Regional	City Power	R 5,000,000	R 5,000,000	R 5,000,000
Refurbishment of LV infrastructure Renewal Low Voltage REUVEN F Regional	City Power	R 5,000,000	R 10,000,000	R 10,000,000
Replacement of aged and/or faulting MV cables Renewal Medium Voltage Network REUVEN F Regional	City Power	R 5,000,000	R 5,600,000	R 10,000,000
Upgrade John Ware substation Renewal Bulk Infrastructure FORDSBURG F Regional	City Power	R	R 35,000,000	R 100,000,000
Replace open LV conductors with ABC Renewal Low Voltage REUVEN F City Wide	City Power	R 5,000,000	R 10,000,000	R 10,000,000
Extend Mondeor substation and construct new Mondeor 88 kV switching station. New Bulk Infrastructure MONDEOR F Regional	City Power	R15,000,000	R 15,000,000	R 5,000,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Upgrade MV Networks in CBD Renewal Medium Voltage Network JOHANNESBURG F Regional	City Power	R 5,000,000	R 10,000,000	R 15,000,000
Bank City Sws: Satellite	City Power	R70,000,000	R 20,000,000	R 75,000,000
Upgrade Eikenhof Substation	City Power	R10,000,000	R-	R 35,000,000
Construction of Mondeor - High Voltage Switch Station & Yard	City Power	R	R 10,000,000	R 5,000,000
Joburg Library (Centre of Excellence) JOHANNESBURG F	Community Development	R10,000,000	R-	R-
Museum Africa and Precinct (Three houses' workers museum Mary Fitzgerald Square) Upgrading of fire reticulation mechanical works security system roof and electrical network	Community Development	R 5,000,000	R 10,000,000	R 15,000,000
ACH Operational Capital JOHANNESBURG Purchasing of furnisher computers and equipment	Community Development	R 800,000	R 600,000	R 800,000
Sports and Recreation Operational Capital JOHANNESBURG F	Community Development	R 800,000	R 1,000,000	R 1,200,000
Libraries Operational Capital JOHANNESBURG F	Community Development	R 800,000	R 800,000	R 1,000,000
Drieziek new MPC (ACH and Sports and Recreation)	Community Development	R	R-	R 20,000,000
Operational Capital: DPUM Renewal Operational Capex BRAAMFONTEIN WERF F City Wide	Development Planning	R 6,700,000	R 6,700,000	R 3,700,000
New Turfontein Clinic	Development Planning	R37,994,000	R-	R-

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Innercity Core PEU (Including the Southern Parts)	Development Planning	R15,000,000	R 5,000,000	R 20,000,000
Fordsburg PEU	Development Planning	R 1,000,000	R 2,000,000	R 1,500,000
Mayfair PEU	Development Planning	R 1,000,000	R 10,000,000	R 15,000,000
Inner City Partnership Fund	Development Planning	R10,000,000	R 10,000,000	R-
Newtown UDF Implementation	Development Planning	R	R 2,500,000	R 10,000,000
Inner City Walkable Network	Development Planning	R	R 10,000,000	R 10,000,000
Inner City Health Precinct	Development Planning	R	R 10,000,000	R 10,000,000
Inner City High Court Precinct	Development Planning	R	R 10,000,000	R 10,000,000
Informal Trade Permit System Data Intelligence Dashboard Service and query resolution & ticketing	Economic Development	R 5,000,000	R 3,000,000	R 2,500,000
Southhills Clinic Renewal Clinic SOUTH HILLS F Ward	Health	R 3,000,000	R-	R-

Inner City Upgrading (Transitional/Emergency and Rental Stock) Renewal Rental Flats JOHANNESBURG F Regional	Human Settlements	R16,000,000	R 15,000,000	R 40,000,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
South Hills Housing Mixed Development	Human Settlements	R40,000,000	R 60,000,000	R 40,000,000
Refurbishments/Construction of ablution facilities	Joburg Market	R	R 1,000,000	R-
Operational Capital: Joburg Market - Technical Equipment Renewal Operational Capex JOHANNESBURG F Regional	Joburg Market	R	R-	R 5,000,000
Alternative Energy Systems	Joburg Market	R40,000,000	R 30,000,000	R 26,523,000
Revamping of the Informal Trading Stalls within the Inner-City Renewal Operational Capex JOHANNESBURG F Ward	Joburg Property Company (JPC)	R 4,000,000	R 10,000,000	R 18,500,000
Neibourhood Development for Bertrams Priority Block New Building Alterations BERTRAMS F Regional	Joburg Property Company (JPC)	R	R 200,000	R-
Metromall Taxi Rank Shop Revitalisation and Waste Management Area Redesign	Joburg Property Company (JPC)	R 9,000,000	R-	R-
Johannesburg Central: Turffontein Redevelopment Corridor Renewal Watermains	Joburg Water	R 1,000,000	R-	R-
Turffontein Redevelopment Corriodor: Forest Hill Tower	Joburg Water	R 1,000,000	R 30,000,000	R-
Revitalisation of Pageview and Vrededorp	Johannesburg Development Agency (JDA)	R	R 1,000,000	R 2,000,000

Inner City Eastern Gateway_TOD and Movement Corridors	Johannesburg Development Agency (JDA)	R31,000,000	R 35,000,000	R 30,000,000
RESUR - Resurfacing of M1 Motorway. Renewal Roads: Rehabilitation MELROSE E City Wide	Johannesburg Roads Agency (JRA)	R10,000,000	R 5,000,000	R 5,000,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
RESUR - Resurfacing of M2 Motorway. Renewal Roads: Rehabilitation JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	R10,000,000	R 5,000,000	R 5,000,000
Inner City Buildings Acquisitions	Johannesburg Social Housing Company (JOSHCO)	R	R 15,000,000	R 5,000,000
Casamia Inner City Building Upgrade Region F	Johannesburg Social Housing Company (JOSHCO)	R21,000,000	R 5,000,000	R 23,000,000
Smit Street Inner City Building Conversion Region F	Johannesburg Social Housing Company (JOSHCO)	R34,000,000	R 60,000,000	R-
106 Claim Street Inner City Building Conversion Region F	Johannesburg Social Housing Company (JOSHCO)	R 7,000,000	R-	R-
Abel Road Inner City Building Conversion Region F	Johannesburg Social Housing Company (JOSHCO)	R25,000,000	R-	R-
Booysens Street Inner City Conversion	Johannesburg Social Housing Company (JOSHCO)	R27,000,000	R-	R 22,000,000

38 Rissik Street (NBS) Inner City Building Conversion	Johannesburg Social Housing Company (JOSHCO)	R30,000,000	R-	R 16,756,375
Malvern Building Conversion	Johannesburg Social Housing Company (JOSHCO)	R 2,000,000	R 40,000,000	R-
Joburg Theatre - Building Renovations and upgrades New Building Alterations JOHANNESBURG F Ward	Johannesburg Theatre Management Company	R 3,000,000	R 5,828,000	R 6,090,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Joburg Theatre - Upgrade of stage machinery Renewal Plant and Equipment JOHANNESBURG F Ward	Johannesburg Theatre Management Company	R12,324,000	R 12,908,000	R 13,514,000
Engine and Gear box refurbishment	Metrobus	R40,000,000	R 12,000,000	R 12,000,000
IT Equipment New Computers and Hardware Computer Hardware	Metrobus	R15,000,000	R 10,000,000	R 15,000,000
Upgrading and Engineering Services at Selby Depot	PIKITUP	R 4,500,000	R 17,000,000	R 29,000,000
Shelters for Displaced People Region G	Social Development	R 9,975,000	R 10,421,250	R 11,489,428

Betrams New Multi-Purpose Center	Social Development	R45,150,000	R 47,407,500	R 52,266,769
Large: Public Transport Facility Redevelopment of Kazerne NEWTOWN EXT Region F	Transportation	R 3,000,000	R 11,271,000	R-
Complete Streets: Turfontein	Transportation	R 3,000,000	R 5,000,000	R-
2804_18_Selby Bus Depot (Phase 2C – Administration Building)	Transportation	R45,000,000	R 47,298,000	R-
Public Transport Facility in Murlbarton	Transportation	R	R 1,000,000	R 2,000,000
Carr Street Public Transport Facility	Transportation	R18,065,000	R 20,000,000	R 5,000,000
Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Jack Mincer Public Transport Facility	Transportation	R 2,500,000	R 20,000,000	R 10,000,000
Fleet Africa Public Transport Facility	Transportation	R 3,000,000	R 15,000,000	R 5,000,000
Metro Mall Public Transport facility	Transportation	R 3,000,000	R 20,000,000	R 2,000,000
TOTAL		R 745,608,000.00	R 794,533,750.00	R 812,839,572.00

REGION G

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Lenasia Eco Park Development New Park LENASIA SOUTH	City Parks and Zoo	R 2,000,000	R-	R-
Olifantsvlei Cemetery Renewal Cemetery NATURENA EXT.15 D Ward	City Parks and Zoo	R10,000,000	R 15,000,000	R 7,000,000
Park development Lehae 1	City Parks and Zoo	R 2,000,000	R-	R-
Upgrade Eldorado Substation Renewal Bulk Infrastructure ELDORADO PARK G Regional	City Power	R 5,000,000	R-	R-
Hopefield: Substation	City Power	R	R 35,000,000	R 5,000,000
Lotus_11kV	City Power	R	R 10,000,000	R-
Lunar_11kV	City Power	R	R 10,000,000	R-
Kliptown Multipurpose Centre	Development Planning	R 1,500,000	R-	R-

Protea South Clinic Renewal Clinic PROTEA SOUTH EXT.1 G Ward	Health	R30,000,000	R 25,000,000	R 34,000,000
Freedom Park New Clinic DEVLAND EXT.30 G Ward	Health	R 2,000,000	R-	R-
Lakeside Ext 1 3 & 5	Human Settlements	R	R-	R 10,000,000
Kanana Park Ext 1	Human Settlements	R15,000,000	R 15,000,000	R 15,000,000
Finetown Proper -Region G	Human Settlements	R10,000,000	R 6,000,000	R 10,000,000
Kanana Park Ext 34 & 5	Human Settlements	R15,000,000	R 10,000,000	R 20,000,000
Drieziek Ext.3	Human Settlements	R20,000,000	R 10,000,000	R 10,000,000

Drieziek Ext.5	Human Settlements	R20,000,000	R 10,000,000	R 25,000,000
Ennerdale South	Human Settlements	R20,000,000	R 10,000,000	R 25,000,000
Drieziek Ext.4	Human Settlements	R20,000,000	R 10,000,000	R 25,000,000

Kanana Park Ext 2	Human Settlements	R15,000,000	R 15,000,000	R 20,000,000
Southern Farms Mega Mixed Development	Human Settlements	R10,000,000	R 10,000,000	R 21,067,000
Basic Water Service New Basic Water and Sewer Services	Joburg Water	R40,000,000	R 50,000,000	R 50,000,000
Olifantsvlei Works: Digester Heating and Mixing	Joburg Water	R 2,000,000	R-	R-
Olifantsvlei Works: Belt Presses # 1	Joburg Water	R	R-	R 5,000,000
Bushkoppies Works: Infrastructure renewal plan	Joburg Water	R 2,500,000	R 15,000,000	R-
Orange Farm/ Deep south: Planned Replacement Sewermains	Joburg Water	R10,000,000	R-	R-
Bushkoppie: New PSTs number 2	Joburg Water	R	R 2,500,000	R 50,000,000
Bushkoppies Works: Upgrade main Blowers and Pipework	Joburg Water	R 2,000,000	R 20,000,000	R 60,000,000
Ennerdale Works: Replace module mixers and motors	Joburg Water	R10,000,000	R-	R-
EN: Upgrading of Southern Treatment Capacity	Joburg Water	R 2,000,000	R 20,000,000	R-

BK: Expansion of Bushkoppies WWTW	Joburg Water	R	R 5,000,000	R 5,000,000
Orange Farm/Deep South: Lenasia Reservoir 675mm dia Bulk	Joburg Water	R 3,500,000	R 15,000,000	R 10,000,000

Bushkoppies works: Cleaning and lining of emergency Dam	Joburg Water	R 1,500,000	R 10,000,000	R 10,000,000
Regeneration of Lenasia CBD and Anchorville Industrial Hub – Region G	Johannesburg Development Agency (JDA)	R	R-	R 10,000,000
23705_Orange Farm Urban Renewal Programme	Johannesburg Development Agency (JDA)	R 100,000,000	R 100,000,000	R 250,000,000
MISCL - Tarring of Gravel Roads: Orange Farm and Surrounding Areas. New Roads: Construction and Upgrades ORANGE FARM G Ward	Johannesburg Roads Agency (JRA)	R70,000,000	R 70,000,000	R 35,000,000
CONV - Conversion of Open Drains to underground storm water system/Covered Drains in Orange Farm. Renewal Stormwater Management Projects ORANGE FARM G Ward	Johannesburg Roads Agency (JRA)	R10,000,000	R 10,000,000	R 10,000,000
Ennerdale Landfill site-improved compliance alterations and cell development	PIKITUP	R 1,000,000	R 36,000,000	R 42,000,000
Building of EMS training academy for the City of Johannesburg New Building LEHAE EXT.1 G City Wide	Public Safety	R 3,000,000	R 3,000,000	R 3,000,000
PTF: Small Public Transport Facilities: Orange Farm Ext 7 (Region G)	Transportation	R14,000,000	R 1,000,000	R-
Small: Public Transport Facility in Zakariya Park Region G	Transportation	R 5,000,000	R-	R-
Complete Streets: Deep South	Transportation	R 5,000,000	R-	R-
Complete Streets: NMT links to public transport facilitiies in Orange Farm	Transportation	R 2,000,000	R 3,000,000	R 15,000,000
Poortjie Non-Motorised Transport Facilities	Transportation	R	R 1,000,000	R 2,000,000

TOTAL		R 469,000,000.00	R 536,500,000.00	R 775,067,000.00

ADMINISTRATIVE HQ

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
IT Network upgrade Renewal Computer Hardware REUVEN F City Wide	City Power	R75,000,000	R 80,000,000	R 50,000,000
Telecommunications Multiplexer and network management system Renewal Plant and Equipment REUVEN F City Wide	City Power	R	R-	R 30,000,000
Mobile sub-station	City Power	R25,000,000	R-	R 20,000,000
Operational Capital - Economic Development	Economic Development	R 1,000,000	R-	R-
Capital Enhancement System Renewal Computer Software JOHANNESBURG F City Wide	Finance	R12,000,000	R 12,000,000	R-
Computers_ 23227	Group Corporate and Shared Services (GCSS)	R 1,052,000	R 1,112,000	R 1,171,000
Furniture_ 23227	Group Corporate and Shared Services (GCSS)	R 121,000	R 127,000	R 134,000
Office Machines_ 23227	Group Corporate and Shared Services (GCSS)	R 183,000	R 192,000	R 202,000
GFIS: Operational Capital	Group Forensic and Audit Services (GFAS)	R 250,000	R 250,000	R 250,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Operational Capital - GICT & IM New Operational Capex JOHANNESBURG F City Wide	Group ICT and Information Management Governance	R	R 600,000	R 600,000
Smart City Enablement New Computer Software JOHANNESBURG F City Wide	Group ICT and Information Management Governance	R70,000,000	R 40,000,000	R 40,000,000
ICT: Infrastructure End User Computer Hardware	Group ICT and Information Management Governance	R10,000,000	R 30,000,000	R 30,000,000
Sap software Upgrade/re-implementation to latest SAP version Renewal Computer Software JOHANNESBURG F City Wide	Group ICT and Information Management Governance	R 100,000,000	R 100,000,000	R 120,000,000
Non-Sap Application (Johannesburg) Modernization & optimization Johannesburg City Wide	Group ICT and Information Management Governance	R20,000,000	R 20,000,000	R 20,000,000
Zandspruit New Clinic ZANDSPRUIT EXT.4 C Ward 114 (Acquisition of land layout and design and construction of buildings etc)	Health	R 2,000,000	R 3,000,000	R-
Elias Motsoaledi clinic Renewal Building DUBE EXT.2 D	Health	R 2,000,000	R-	R-
10_22684_WAN & LAN Upgrade	Health	R 2,000,000	R 2,000,000	R 2,000,000
Operational capital (HS) New Operational Capex BRAAMFONTEIN WERF F City Wide	Human Settlements	R 3,000,000	R 3,000,000	R 5,000,000
Upgrades to the Main Building (Mandela Market. Cold Rooms Offices & Food Courtyard)	Joburg Market	R18,753,000	R-	R-
Operational Capital: Replacement of the roof at trading halls New Building Alterations CITY DEEP EXT.22 F Regional	Joburg Market	R	R-	R 4,500,000
Construction of a pack-house for emerging farmers at the Joburg Market	Joburg Market	R	R 10,000,000	R 10,000,000
Upgrading of Banana Ripening and Cold rooms	Joburg Market	R20,000,000	R 20,000,000	R 20,000,000

Smart Market Project	Joburg Market	R 1,500,000	R-	R-
Installation of Smart Meters - Revenue Protection	Joburg Market	R12,000,000	R-	R-

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Extension of Trading Halls and other operational buildings at the Joburg Market	Joburg Market	R	R 34,260,000	R 15,000,000
Operational Capital - Cleaning in-sourcing	Joburg Market	R	R 3,000,000	R 3,000,000
Office Equipment Renewal	Joburg Market	R	R-	R 3,000,000
Rocker Bins	Joburg Market	R 2,000,000	R-	R 20,000,000
Ring Feed	Joburg Market	R26,000,000	R-	R-
Computer Equipment - New Computer Upgrades	Joburg Property Company (JPC)	R	R 8,000,000	R-
23776_Walter Sisulu Square Upgrade	Joburg Property Company (JPC)	R 5,000,000	R 20,000,000	R 20,000,000
2231_00_Operational Capital: Corporate Requirements of Johannesburg Water	Joburg Water	R86,794,000	R 24,000,000	R 45,000,000
Johannesburg Central: planned Replacement Watermains	Joburg Water	R10,000,000	R-	R-
Northern Works: Belt Presses New #4	Joburg Water	R15,000,000	R 30,000,000	R-
Driefontein Works: Drying bed extension	Joburg Water	R	R 1,500,000	R-
Driefontein Works: Infrastructure Renewal Plan	Joburg Water	R10,000,000	R-	R-
Northern Works: Desludge and line Dam 02	Joburg Water	R	R-	R 11,000,000
Perth Empire Corridor (JW: Water) Renewal Corridors of Freedom Intervention	Joburg Water	R	R 30,000,000	R 20,408,000

Northern Works: Unit 4: Replacement of Electromechanical	Joburg Water	R	R 30,000,000	R 20,000,000
DF: Infrastructure Renewal Plan 2.	Joburg Water	R 1,000,000	R 5,000,000	R 5,000,000
OV: Infrastructure Renewal Plan 2 (2019/20 to 2012/22). Duplicate	Joburg Water	R	R 7,000,000	R-
NW: Infrastructure Renewal Plan 2	Joburg Water	R	R 5,000,000	R 5,000,000

Project Name	**Department**	**Total 2023 / 2024**	**Total 2024 / 2025**	**Total 2025 / 2026**
NW: Installation of 4 new belt presses	Joburg Water	R	R 5,000,000	R 5,000,000
OV: Inlet Screw Pumps Replacement.	Joburg Water	R 1,000,000	R 5,000,000	R-
Operational Capex New Operational Capex NEWTOWN F City Wide	Johannesburg Development Agency (JDA)	R 2,000,000	R 15,000,000	R 15,000,000
Nederburg Social Housing Project Region A	Johannesburg Social Housing Company (JOSHCO)	R12,500,000	R-	R-
Park Chambers	Johannesburg Social Housing Company (JOSHCO)	R 2,000,000	R-	R-
Kelvin	Johannesburg Social Housing Company (JOSHCO)	R 2,000,000	R-	R-
Frank Brown/ Milpark Social Housing Development	Johannesburg Social Housing Company (JOSHCO)	R 2,004,000	R-	R-
Tum-Key: Region F (Denver Social Housing)	Johannesburg Social Housing Company (JOSHCO)	R32,000,000	R-	R-
Soweto Theatre - Upgrading of Technical Equipment Renewal Building Alterations JABULANI D City Wide	Johannesburg Theatre Management Company	R 1,089,000	R 1,198,000	R 1,252,000

Joburg Theatre - Technical Equipment New Capex JOHANNESBURG F Regional	Johannesburg Theatre Management Company	R 1,098,000	R 1,208,000	R 1,262,000
Operational Capital: Furniture and IT infrastructure Furniture (City Manager Office)	Mayor's Office/ City Manager	R	R 415,000	R-
Operational Capital: GRP Comm	Mayor's Office/ City Manager	R 524,000	R 144,000	R 144,000
Operational Capital: GRP Legal	Mayor's Office/ City Manager	R 5,000,000	R 5,000,000	R 5,000,000
Operational Capital: CRUM	Mayor's Office/ City Manager	R12,175,000	R 10,000,000	R 12,874,000
Operational Capital: OCM	Mayor's Office/ City Manager	R 415,000	R-	R-
Intergrated audit risk and compliance software	Mayor's Office/ City Manager	R 5,000,000	R 2,000,000	R 1,000,000

Project Name	**Department**	**Total 2023 / 2024**	**Total 2024 / 2025**	**Total 2025 / 2026**
Data extraction and analytical tool	Mayor's Office/ City Manager	R 2,500,000	R 500,000	R-
Operational capex - Laptops	Mayor's Office/ City Manager	R 992,000	R 484,000	R 508,000
Automated timesheets for each employee	Mayor's Office/ City Manager	R 1,500,000	R 500,000	R-
Furniture and Office Equipment	Metrobus	R 1,000,000	R 3,000,000	R 1,000,000
Building - Building Alterations/Upgrade	Metrobus	R 2,000,000	R 10,000,000	R 10,000,000
Office upgrade (24 Jan 2022)	Metropolitan Trading Company (MTC)	R 1,365,000	R 10,000,000	R-
Operational Capital: Computers	Ombudsman Office	R 1,000,000	R 500,000	R 500,000

Marie Louise LAndfill site-improved compliance and alterations	PIKITUP	R15,000,000	R 20,000,000	R 15,000,000
ICT Hardware and Software	PIKITUP	R 2,000,000	R 5,000,000	R 5,000,000
Office equipment	PIKITUP	R 500,000	R 1,000,000	R 5,000,000
New Fleet	PIKITUP	R 2,800,000	R 15,500,000	R 37,000,000
Operational Capex: Computers for Regional Commnders New Operational Capex JOHANNESBURG E City Wide	Public Safety	R 4,000,000	R 3,000,000	R 3,000,000
Procurement of new furniture for all Fire Stations	Public Safety	R 4,000,000	R 4,000,000	R 4,000,000
Tools of Trade (New Councillors 270) for staff councillors and governance structures in the legislature for computers printers	Speaker	R 3,000,000	R 2,500,000	R 2,500,000
Tourism ICT	Tourism	R 100,000	R 300,000	R 500,000
Movable Assets	Tourism	R 100,000	R 280,000	R 500,000
Project Name	**Department**	**Total 2023 / 2024**	**Total 2024 / 2025**	**Total 2025 / 2026**
Establishment of MICE Bidding Centre	Tourism	R 2,000,000	R 2,000,000	R 1,000,000
Tourism Website MobiApp and WIFI Connection	Tourism	R 2,000,000	R 1,000,000	R 1,000,000
Mobile VIC'S	Tourism	R 888,000	R-	R-
TOTAL		R 657,203,000.00	R 644,570,000.00	R 649,305,000.00

WHOLE CITY

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Road Islands and Town Entrances Greening & Beautification New Park JOHANNESBURG F City Wide	City Parks and Zoo	R 3,000,000	R-	R 4,000,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Cemetery Upgrades- Phase 1	City Parks and Zoo	R 7,000,000	R 10,000,000	R 14,000,000
RTU installations New SCADA REUVEN F City Wide	City Power	R11,285,000	R 10,000,000	R 15,000,000

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 3,000,000	R 7,000,000	R 15,000,000
Aquire servitudes and substation sites New Transmission Line REUVEN F City Wide	City Power	R 6,000,000	R 5,000,000	R 3,500,000
Emergency work Renewal Medium Voltage Network REUVEN F City Wide	City Power	R30,000,000	R 30,000,000	R 35,000,000
Installation of pre-paid meters and protective structures Renewal Metering Equipment LENASIA EXT.13 G Regional	City Power	R90,000,000	R 22,172,250	R 81,083,000
Operational Capital: New Operational Capex REUVEN F City Wide	City Power	R20,000,000	R 25,000,000	R 30,000,000
Replace batteries in sub stations Renewal Bulk Infrastructure REUVEN F City Wide	City Power	R15,000,000	R 10,000,000	R 15,000,000
Install new IED's in substations Renewal Protection REUVEN F City Wide	City Power	R20,000,000	R 15,000,000	R 20,000,000
Transformer capital program to eliminate high risk transformers Renewal Bulk Infrastructure REUVEN F City Wide	City Power	R10,000,000	R 20,000,000	R 20,000,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026

Telecommunications Fibre optic installations and upgrades Renewal SCADA REUVEN F Regional	City Power	R10,000,000	R 25,000,000	R 25,000,000
Emergency work on the transmission network Renewal Bulk Infrastructure REUVEN F City Wide	City Power	R35,000,000	R 30,000,000	R 25,000,000
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	R35,000,000	R 20,000,000	R 35,000,000
Upgrading of 88 kV overhead lines Renewal Bulk Infrastructure REUVEN F City Wide	City Power	R35,000,000	R 10,000,000	R 18,770,000
Replace obsolete energy meters with prepaid units Renewal Service Connections REUVEN F City Wide	City Power	R20,000,000	R 20,000,000	R 25,000,000
Install statistical meters on all distributors New Load Management REUVEN F City Wide	City Power	R25,000,000	R 15,000,000	R 15,000,000
All fencing and security lighting for various substations Renewal Building Alterations REUVEN F City Wide	City Power	R	R 75,000,000	R 60,000,000
Electrification of various Informal Settlements - City Wide	City Power	R 200,000,000	R 200,000,000	R 433,474,000
Electrification of Mega Projects	City Power	R	R-	R 100,000,000
2756_02_Installation of new public lighting: Street lights (City Wide)	City Power	R25,000,000	R 20,000,000	R 25,000,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
2756_01_Installation of new public lighting: Group luminaire replacement	City Power	R15,000,000	R 38,775,000	R 47,748,000
Install fire suppression sytems in HV yard	City Power	R	R 25,000,000	R 25,000,000
Design and install fire walls and oil embankments	City Power	R	R 10,000,000	R 15,000,000
Replacement of high risk and obsolete MV feeder boards - Primary substations	City Power	R	R-	R 15,000,000
Mondeor - Eikenhof HV OHL	City Power	R	R 55,000,000	R 15,000,000
Energy Efficient Programme	City Power	R 105,000,000	R 100,000,000	R 29,297,000
Operational Capital: Office Furniture and Equipment	Environment and Infrastructure Services (EISD)	R 2,500,000	R-	R 2,050,000
Air Quality Analyzers: Asset Management	Environment and Infrastructure Services (EISD)	R 5,000,000	R-	R-

Waste Management: Waste Sorting Facilities	Environment and Infrastructure Services (EISD)	R 7,500,000	R 15,000,000	R 20,000,000
Operational Capital-Look and Feel Project	Finance	R10,000,000	R-	R-

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
New Office Equipment and Furniture City Wide	Finance	R 6,000,000	R 6,000,000	R-
Valuation Roll System	Finance	R 2,000,000	R-	R-
3864_02_Procurement of fleet - SHELA: Red fleet (Fire Engines)	Group Corporate and Shared Services (GCSS)	R 2,000,000	R 150,000,000	R 150,000,000
Micosoft Licences	Group ICT and Information Management Governance	R 150,000,000	R 110,000,000	R 122,643,803
E-Procurement Projects	Group ICT and Information Management Governance	R60,000,000	R-	R-
Operational Capital Spend for Health Renewal Operational Capex JOHANNESBURG F City Wide	Health	R10,148,000	R 5,000,000	R 10,000,000

2660_00_MINOR WORKS at various clinics across the City Renewal Clinic JOHANNESBURG F City Wide	Health	R16,412,000	R 20,893,000	R 29,000,000
AIRCONDITIONERS: Supply install and renew airconditioners in Health Facilities across the city New Clinic JOHANNESBURG F City Wide	Health	R 300,000	R 242,000	R 200,000
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 6,000,000	R 11,000,000	R 15,000,000
07_22684_Software for E-Health Systems	Health	R10,000,000	R-	R-

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
03_22684_Hardware	Health	R 2,000,000	R 4,000,000	R 5,000,000
08_22684_Software for Environmental Health System	Health	R 1,500,000	R 3,000,000	R-
Site and Services - Formalisation of informal settlements across the City. Renewal Bulk Infrastructure JOHANNESBURG F City Wide	Human Settlements	R	R 20,000,000	R-
Land Acquisition for Housing Developments City Wide	Human Settlements	R 150,000,000	R 50,890,000	R 100,890,000
Stock Flats and Old-Age Home Upgrading	Human Settlements	R30,000,000	R 20,000,000	R 15,000,000

Formalisation of informal settlements (UISP)	Human Settlements	R 365,075,000	R 696,297,000	R 496,297,000
Installation of Sprinkler System (Fire suppression system OHSA)	Joburg Market	R 8,075,000	R-	R-
Cashless Project	Joburg Market	R20,000,000	R-	R-
Site Development Projects New Land Preparation JOHANNESBURG F City Wide	Joburg Property Company (JPC)	R 650,000	R 10,000,000	R-
Office Space Optimisation Program New Precinct Redevelopment JOHANNESBURG F City Wide	Joburg Property Company (JPC)	R20,000,000	R 25,000,000	R-
Inner City Rejuvenation Programme/Project	Joburg Property Company (JPC)	R	R 20,000,000	R 50,000,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Acquisition of various properties in SOWETO	Joburg Property Company (JPC)	R 1,000,000	R 1,000,000	R-
Acquisition of Cleaning Equiptment	Joburg Property Company (JPC)	R 7,500,000	R 12,300,000	R 5,000,000
2197_00_Water Demand Management: New Operate and Maintenance Assets (Orange Farm and Soweto)	Joburg Water	R 180,000,000	R 192,000,000	R 193,372,000

Operational Capital: Planning and engineering studies	Joburg Water	R17,000,000	R 13,000,000	R 13,000,000
2226_00_Operational Capital: Operations and Maintenance	Joburg Water	R93,000,000	R 78,000,000	R 135,000,000
Operational Capital: Provision for Emergency Work	Joburg Water	R15,000,000	R 10,000,000	R 10,000,000
OV: Infrastructure Renewal Plan	Joburg Water	R 2,000,000	R 20,000,000	R 15,900,000
Peri-urban 781mm diameter bulk main	Joburg Water	R 2,000,000	R 10,000,000	R-
Community Based Projects	Johannesburg Development Agency (JDA)	R50,000,000	R-	R-
MISCL - Emergency Critical and Urgent Depot Stormwater Improvements. Existing Stormwater Management Projects JOHANNESBURG City Wide	Johannesburg Roads Agency (JRA)	R60,000,000	R 70,000,000	R 25,626,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
REHAB - Road Rehabilitation and Reconstruction Programme. Renewal Roads: Construction and Upgrades JOHANNESBURG City Wide	Johannesburg Roads Agency (JRA)	R13,721,000	R 10,000,000	R 30,000,000
MISCL - Investigate and Design Future Schemes. New Operational Capex JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	R 7,500,000	R 7,500,000	R 7,500,000

MISCL - Integrated Roads and Stormwater Masterplanning. New Stormwater Management Projects JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	R15,000,000	R 7,000,000	R 15,000,000
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	Johannesburg Roads Agency (JRA)	R60,000,000	R 80,000,000	R 70,000,000
MOB - Intelligent Transport Systems (ITS) Projects. New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	R 3,000,000	R-	R-
Operational Capital: CS - Operational Capex. Renewal Operational Capex JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	R10,000,000	R 10,000,000	R 10,000,000
MOB - Installation of New Warranted Traffic Signals	Johannesburg Roads Agency (JRA)	R 5,000,000	R 5,000,000	R 5,000,000
CS - Capital Equipment. New Plant and Equipment JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	R23,500,000	R 16,000,000	R 7,500,000
MOB - SARTSM: Upgrade Traffic Signals intersections City Wide	Johannesburg Roads Agency (JRA)	R21,000,000	R 10,000,000	R 8,000,000
MOB - Alternative Energy: Alternative Power Sources (LED). New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	R 2,000,000	R 2,000,000	R 2,000,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
MOB - Geometric Improvements. Renewal Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	R 3,000,000	R 3,000,000	R 7,500,000

MOB - Remote Monitoring: Urban Traffic Control (UTC). New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	R 1,500,000	R 1,500,000	R 4,500,000
MOB - Alternative Energy: Alternative Power Sources (UPS). New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	R 5,000,000	R 5,000,000	R 5,000,000
MOB - Upgrading Controllers and Phasing. Renewal Mobility. Intelligent Transport System & Networks Johannesburg F City Wide.	Johannesburg Roads Agency (JRA)	R 4,750,000	R 6,250,000	R 5,750,000
MISCL - Dam Safety Rehabilitation Renewal Stormwater Management Projects JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	R10,000,000	R 5,000,000	R 10,000,000
MOB - Upgrading of Traffic Signal Controllers. CS Operational Capex. Renewal Mobility. Intelligent Transport System & Networks Johannesburg F City Wide.	Johannesburg Roads Agency (JRA)	R17,000,000	R 10,000,000	R 20,000,000
RESUR - Resurfacing of Roads Renewal Roads: Rehabilitation Johannesburg City Wide	Johannesburg Roads Agency (JRA)	R86,029,000	R 70,000,000	R 70,000,000
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	Johannesburg Roads Agency (JRA)	R10,000,000	R 10,000,000	R 10,000,000
BRID 20 - Bridges: Replacement of bridges (Pedestrian and Vehicles) JOHANNESBURG F City Wide - Spring Road Bridge	Johannesburg Roads Agency (JRA)	R59,000,000	R 70,000,000	R 50,000,000
MOB - Recabling of Traffic Signals. Intelligent Transportation System & Networks JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	R24,400,000	R 10,000,000	R 20,000,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Operational Capital: CS - Depot Upgrading and Standarization. Renewal Operational Capex JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	R20,000,000	R 10,000,000	R 20,000,000
RAMS - GIS Improvement	Johannesburg Roads Agency (JRA)	R 3,000,000	R 3,000,000	R 3,000,000
REHAB - Rehabilitation of Open Channels City Wide. Renewal Stormwater Management Projects JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	R10,000,000	R 5,000,000	R 10,000,000
Rehabilitation of aged and incapacitated stormwater infrastructure in the City	Johannesburg Roads Agency (JRA)	R 4,000,000	R 4,000,000	R 4,000,000
MISCL - Tarring of Gravel Roads: City Wide	Johannesburg Roads Agency (JRA)	R60,000,000	R 70,000,000	R 80,000,000
CATCH - River rehabilitation and erosion protection measures in Johannesburg City Wide	Johannesburg Roads Agency (JRA)	R 4,000,000	R 4,000,000	R 4,000,000
MOB - Traffic Management Centre. Renewal Mobility: Intelligent Transportation System & Networks	Johannesburg Roads Agency (JRA)	R 7,600,000	R 5,000,000	R 7,000,000
MOB - CCTV Cameras. New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide (Diphetogo)	Johannesburg Roads Agency (JRA)	R	R 500,000	R 1,000,000
MOB - Intelligent Transport Systems (ITS) Projects. New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	R	R 3,000,000	R 5,000,000

EXISTING STOCK REDEVELOPMENT UPGRADE AND MAJOR MAINTENANCE Renewal Building Alterations JOHANNESBURG F City Wide	Johannesburg Social Housing Company (JOSHCO)	R12,000,000	R 36,000,000	R-

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
City Deep Social Housing Upgrade Region F	Johannesburg Social Housing Company (JOSHCO)	R 5,000,000	R-	R-
Operational Capital: New Operational Capex JOHANNESBURG F City Wide	Mayor's Office/ City Manager	R 415,000	R 500,000	R-
Operational Capital: CSPR	Mayor's Office/ City Manager	R 250,000	R-	R-
Purchasing of New Buses	Metrobus	R60,000,000	R-	R-
Plant and Machinery	Metrobus	R 8,146,000	R 5,000,000	R 5,000,000
Bus Refurbishment	Metrobus	R40,000,000	R 15,000,000	R 30,000,000
Cashless Ticketing System Bus CCTV on board machine	Metrobus	R30,000,000	R 30,000,000	R-
WIFI Management and Commercialisation	Metropolitan Trading Company (MTC)	R 9,660,000	R-	R-

Waste bulk containers	PIKITUP	R 500,000	R 5,000,000	R 1,000,000
Facilities renewal upgrades including branding and signage	PIKITUP	R 1,500,000	R 10,000,000	R 10,000,000
Robinson Deep landfill site improved compliancealterations and cell development	PIKITUP	R29,500,000	R 25,000,000	R 12,000,000

Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Linbro Park landfill site-improved compliance and alterations	PIKITUP	R18,000,000	R 30,000,000	R 15,000,000
STANDBY GENERATORS for current fire stations and replacement New Plant and Equipment MARTINDALE C City Wide	Public Safety	R 3,000,000	R 3,500,000	R 3,500,000
Implementation of IIOC phase 2	Public Safety	R30,000,000	R 15,000,000	R 10,000,000
Supply Firearms to the JMPD new recruits Renewal Plant and Equipment CITY AND SUBURBAN EXT.6 F City Wide	Public Safety	R15,000,000	R-	R-
Refurbishment of the Yetta Nethan Community Centre ORLANDO WEST D	Social Development	R36,750,000	R 38,587,500	R-

Minor Upgrades of all Social Development Facilities in all the Regions	Social Development	R 1,000,000	R 1,050,000	R 1,157,625
Operational Capital - Social Development	Social Development	R 3,150,000	R 3,307,500	R 2,000,000
COMPL: Sidewalk Improvements: Tshiawelo Metrorail Station Link: Mhlaba / C Hani New Nodal Transport Facilities CHIAWELO D City Wide	Transportation	R10,000,000	R 15,000,000	R 2,000,000
22783_00_Operational Capital	Transportation	R 1,000,000	R 2,000,000	R 2,000,000
PTF: Small Public Transport Facility Design and Construction of Lakeside New Nadal Transport Facilities (Stops)	Transportation	R 3,000,000	R 20,000,000	R 10,000,000
Project Name	Department	Total 2023 / 2024	Total 2024 / 2025	Total 2025 / 2026
Depo Rehabiitation Phase 1 A	Transportation	R30,000,000	R 20,000,000	R 10,000,000
Upgrading of JITI control room	Transportation	R 2,000,000	R 29,000,000	R-
TOTAL		R 2,870,816,000.00	R 3,089,264,250.00	R 3,181,258,428.00

Annexure C: 2023/24 National and Provincial Capital Projects

Human settlement Estimates of Capital Expenditure - 2023/24						
Project Name	**Project Description**	**Latitude**	**Longitude**	**Total Available 2023/24 R'000**	**MTEF Forward Estimates R'000**	
					2024/25	**2025/26**
Alexandra Renewal Programme	Urban Renewal Programme	-26.2041	28.0473	35,000	-	-
3 D Lawley Ext.3 & 4 - Disability project Phase	Top Structure Construction	-26.3805	27.8106	2,970	-	-
3 D Hospital Hill - Phase 1	Top Structure Construction	-26.2041	28.0473	6,430	-	-
3 D Golf Park Ext 3& 4 Kliprierisval Prt 28 of Prt 5 & Prt 32 - phase 1	Top Structure Construction	-26.2975	28.0083	1,000	1,000	1,000
3 E Orange Farm Ext.2 - Phase 1	Top Structure Construction	-26.4594	27.8604	643	-	-
3 D Orange Farm Ext.6 - Phase 1	Top Structure Construction	-26.4888	27.8691	431	-	-
3 D Orange Farm Ext.1 - Phase 1	Top Structure Construction	-26.4594	27.8604	534	-	-
3 D South Hills RDP-Walk Ups (COJ) - Phase 1	Top Structure Construction	-26.2476	28.0874	27,189	-	-
3 D Mountain View H D A - H D A (H)	Land Parcels	-26.1704	27.9718	259,500	-	-
3 D Naledi - Greenfields (Dobsonville Ext.9)	Planning and Installation of Services	-26.2255	27.8266	300	300	300

3 D Drieziek Ext.3 PH 1	Top Structure Construction	-25.9396	28.0138	188	80,472	80,472
3 D Drieziek Ext.3	Top Structure Construction	-25.9396	28.0138	2,119	-	-
3 D Drieziek Ext.4 PH 2	Top Structure Construction	-26.4729	27.8457	15,264	-	-
3 D Holomisa	Planning and Installation of Services	-26.2932	27.8689	1,000	1,000	1,000
3 D Orange Farm Ext. 9 (COJ (H)) Phase 1	Top Structure Construction	-26.4594	27.8604	936	-	-
3 D Princess Plot - Phase 2	Planning and Installation of Services	-26.2041	28.0473	1,000	1,000	1,000
3 D Stretford Ext. 2	Top Structure Construction	-26.4944	27.8487	54	-	-
3 D Stretford Ext. 4	Top Structure Construction	-26.4944	27.8487	433	-	-
3 D Weilersfarm	Top Structure Construction	-26.2041	28.0473	8,497	-	-
3 D Weilersfarm (kanana Park Ext.2)	Top Structure Construction	-26.4052	27.9017	2,327	-	-
Goudrand Ext.4 DRD	Top Structure Construction	-26.168	27.8602	169,407	-	-
3 D Drieziek Ext.5 - Phase 1	Top Structure Construction	-26.464	27.8426	885	-	-
3 D Orange Farm Ext 7 PH 2	Top Structure Construction	-26.4594	27.8605	5,770	-	-
3 D Diepsloot East	Planning and Installation of Services	-25.9283	28.0243	16,000	10,000	10,000
3 D Lufhereng Mixed Housing Development (Doornkop Greenfields) - Phase 2	Top Structure Construction	-26.2363	27.8002	54,376	-	-
3 D Sweetwaters	Top Structure Construction	-26.2041	28.0473	2,500	2,500	2,500
3 MEC Thulamntwana	Top Structure Construction	-26.431	27.8863	168	-	-
Jabulani CBD Parcel K	Top Structure Construction	-26.2452	27.8645	21,750	-	-
3 MEC Vlakfontein Focus Area (West) - Phase 1, 2 & 3	Top Structure Construction	-26.374	27.879	7,723	-	-
5 N Tanganani PH 1	Planning and Installation of Services	-25.9348	28.0193	7,001	7,000	7,000
3 D Kaalfontein Ext,22 (Miriting)	Top Structure Construction	-26.2041	28.0473	2,442	-	-
Slovo Park Crosby	Planning and Installation of Services	-26.2041	28.0473	3,300	2,500	2,500
5 AD Dube Hostel Housing Project	Upgrading of Hostels	-26.2347	27.8979	974	-	-
5 AA Renewal Of Orlando West Hostel	Upgrading of Hostels	-26.2595	27.9295	80	-	-
5 AD Rethabile LTA Hostel Housing Project (PF)	Upgrading of Hostels	-26.2346656	27.8956755	8,000	-	-

5 AD Diepkloof - Soweto - Phase 1	Upgrading of Hostels	-26.2429	27.9497	164	-	-
Protea South	Informal Settlement Upgrading Programme	-26.2774	27.8139	-	21,470	21,470
Rugby Club	Informal Settlement Upgrading Programme	-26.2041	28.0473	60,058	42,900	42,900
Slovo Park	Informal Settlement Upgrading Programme	-26.2157	27.7793	2,827	73,819	73,819
5 AD Meadowlands - Soweto - Phase 1	Upgrading of Hostels	-26.2041	28.0473	538	-	-

Social development Estimates of Capital Expenditure - 2023/24				
Project / Programme Name	**Latitude**	**Longitude**	**MTEF Forward Estimates R'000**	
			2024/25	**2025/26**
Soweto Inpatient Rehab centre	-26.2485	27.854	-	-
Johannesburg Region OHSA	-26.2054	28.0411	800	900
Perm Building and Thusanong OHSA	-26.2055	28.0395	800	900
Perm Building and Thusanong - Green Technology and generator	-26.2258	27.9377	900	945
Walter Sisulu CYCC Upgrades (Demolition of Office Park)	-26.227	27.941	5,000	6,000
Walter Sisulu OHSA	-26.227	27.941	800	900
Walter Sisulu CYCC (Demolition and Recontruction of Dometries) Refurb	-26.227	27.941	1,000	
Tladi Treatment Cetre	-26.262	27.8451		

			1,000	2,100
Johannesburg South Region Rfurb	-26.2485	27.854	1,500	1,625
Perm Building and Thusanong Refurb	-26.2055	28.0395	2,300	2,415
Johannesburg shelters the vulnerable	-26.2058	28.0397	-	-
Johannesburg Region Office Service Points	-26.2053	28.0412	4,000	4,500
Johannesburg Region Maint	-26.2054	28.0411	2,000	2,500
Emergency Maintenance - Johannesburg Region	-26.2056	28.0413	1,800	1,890
H/O Perm Building and Thusanong Maint	-26.2055	28.0395	1,800	1,200
Protea Glen/ Joe Gqabi Integrated Centre Main	-26.2748	27.8103	900	1,000
Walter Sisulu CYCC Maint	-26.227	27.941	1,100	1,200
H/O Perm Building and Thusanong day to day Maint	-26.2056	28.0384	1,200	1,155

Project / Programme Name	Project Description	Latitude	Longitude	MTEF Forward Estimates R'000		
				2023/24	2024/25	2024/25
TRINITY SS 700110338 JC	Replacement of asbestos school with brick & mortar.	-26.314049	27.841581	1,000.00	1,500.00	9,000.00
OAKDALE SS 700111815 JS	Replacement of mobile units with brick & mortar: 30x classrooms, 2x labs, computer room, admin block, guardhouse, hall / nutrition centre (as per PIR).	-26.42148254	27.8313723	1,500.00	2,350.00	5,000.00
EW HOBBS PS 700120113 JC	Replacement asbestos school with brick & mortar on the same site.	-26.29052697	27.9214104	21,000.00	30,000.00	25,000.00
KLIPTOWN PS 700120196 JC	Replacement of asbestos school with brick & mortar on the same site.	-26.29520979	27.8884896	-	-	100.00

MCBAIN CHARLES PS 700120220 JC	1. Demolish: - Classrooms x24 - Grade R x4 - Laboratory x1 - Computer room x1 - Library x1 - Multipurpose x1 - Tuckshop x1 - Nutrition centre/hall x1 - Admin Block x1 - Ablution facilities x1 2. Build brick & mortar facilities on the same site: - Classrooms x28 - Grade R x5 - Grade RR x10 - Laboratory x1 - Computer Room x1 - Library x1 - Multipurpose room x1 - Tuckshop x1 - Nutrition Centre/hall x1 - Admin Block x1 - Guard house x1 - Parking bays: N&S - Ablution facility: N&S - Assembly area: N&S 5. Provide: - Facility Management Plan incorporating Life Cycle Costing Plan. - Renovate and relocate mobile units used for decanting to schools to be identified. (as per Strategic Brief).	-26.297413	27.884943	5,000.00	7,000.00	11,000.00
NANCEFIELD PS 700120261 JC	Replacement of asbestos school with brick & mortar on the same site.	-26.28794699	27.8968204	15,000.00	15,000.00	15,000.00
FARESANI PS 700121335 JN	Construction of a Brick-and-Mortar Replacement Primary School on the same site (Replacement by AVBOB donation).	-26.270906	27.893092	-	-	100.00

LEIHLO PS 700121475 JN	The Multipurpose Room and the Nutrition Centre/hall and the Admin Block to be as per DBE prototype. (as per Scope Change Request 1 on 13-04-2022) 1. Demolish: - Classrooms x11 - Grade R x1 (mobile) - Computer room x1 - Admin Block x1 2. Build brick & mortar facilities on the same site: - Classrooms x11 - Grade R x1 - Grade RR x1 - Laboratory x1 - Computer room x1 - Library x1 - Multipurpose room x1 - Nutrition Centre/hall x1 - Admin Block x1 - Guard house x1 - Parking bays: N&S - Assembly area: N&S 5. Provide: - Facility Management Plan incorporating Life Cycle Costing Plan. - Renovate and relocate mobile units used for decanting to schools to be identified. (as per Strategic Brief). Construction of a Brick-and-Mortar Replacement School on the same site. Demolish all structures except computer room (Gauteng online) and Caretaker's Cottage. Build remainder primary school as per Norms & Standards. (as per previous scope)	-26.26450236	27.8983031	3,500.00	10,000.00	16,000.00
MDELWA HLONGWANE PS 700121541 JN	Construction of a Brick-and-Mortar Replacement Primary School	-26.27410688	27.9036384	3,000.00	10,000.00	20,000.00
Gauteng Schools Project Project Management Office (PMO)	Programme Management for the 18 GSP projects.	-26.21735811	27.9742667	14,000.00	14,000.00	14,000.00

DITAU PS 700132068 JN	Construction of a Brick-and-Mortar Replacement Primary School on the same site. [Does the scope include Grade R, Grade 1-7 ICT, library, laboratory?]	-26.24865743	27.921621	3,885.00	5,990.00	1,704.00
JOHANNESBURG HOSPITAL LSEN 700132340 JE	Replacemeng of an LSEN school currently operating from inside Johannesburg Hospital.	-26.18683792	28.0401883	30,000.00	10,000.00	5,000.00
PARKTOWN PUBLIC PS 700133512 JE	Construction of a Brick-and-Mortar Replacement Primary School	-26.185739	28.04163	-	-	100.00
NOORDGESIG PS 700140079 JN	Build Brick & mortar facilities: 42 Classrooms with 1 Storage room each, 4 Grade R Classrooms, Administration Block, 2 Science Labs, 1 Library (with 1 Audio-visual room & 1 Work room), 1 Computer Classroom, School Hall and Nutrition Centre, Assembly Area, 2 Multi-purpose Classrooms, Refuse Yard, Guard House. Sports Fields Excluded.	-26.231304	27.938137	3,990.00	1,769.00	-
RIVERLEA PS 700140103 JN	Decant on the same site. Demolish: Classrooms x24 Grade R x3 Computer room x1 Nutrition Centre/hall x1 Ablution facilities x33 Build brick & mortar facilities on the same site: Classrooms x25 Grade R classrooms x3 Grade RR classrooms x3 Library x1 Multipurpose Classroom x1 Nutrition Centre / hall x1 Admin block x1 Guard house x1 Parking bays: N&S Ablution facility: N&S Assembly area: N&S	-26.21572268	27.9763334	7,800.00		19,000.00
NEWCLARE PS 700141200 JN	Construction of a Brick-and-Mortar Replacement Primary School	-26.18551858	27.9695322	-	-	100.00

WILHELMINA HOSKINS PS 700141226 JN	Decant on the same site. Demolish: Classrooms x18 Grade R x3 Laboratory x1 Admin Block x1	-26.21735811	27.9742667	11,500.00	12,000.00	5,000.00

	Refuse yard x1 Tuck Shop x1 Guard House x1 Ablution facilities Build brick & mortar facilities on the same site: - Classrooms x20 - Grade R classrooms x5 - Grade RR classrooms x5 - Laboratory x1 - Computer room x1 - Computer room x1 - Library x1 - Multipurpose room x1 - Nutrition Centre / hall x1 - Physical Education, sport & recreation area x1 - Admin Block x1 - Refuse yard x1 - Tuck shop x1 - Guard house x1 - Parking bays: N&S - Ablution facility: N&S - Assembly area: N&S Facility Management Plan incorporating Life Cycle Costing Plan. Move existing mobiles to identified school(s). (as pre Strategice Brief). Replace the existing asbestos buildings (as per PIR).					
KWENA MOLAPO COMPREHENSIVE FARM SS 700152223 JN	Construction of a Brick-and-Mortar Replacement Secondary School on an alternative site (as per PIR).	-25.966392	27.930312	-	-	100.00

RIVERSANDS FARM PS 700152322 JE	Construction of an Extra Mega Brick and Mortar Replacement Primary School on a new site: Classrooms x35 Grade R's x6	-25.951511	28.021061	-	-	100.00
NOKUTHULA LSEN 700152835 JE	Construction of a Brick-and-Mortar Replacement Special School on a new site in Lindhurst. The old facilities were inappropriate as a school (warehouse?)	-26.122828	28.111618	17,600.00	6,200.00	-
DURBAN DEEP PS 700251363 JW	Construction of a Brick-and-Mortar Replacement Primary School on a new site.	-26.171252	27.856639	960.00	5,000.00	7,000.00

Panorama No.2 PS (No EMIS yet) JW	Construction of a new Primary School (previously through ACT)	-26.20057709	27.7074903	-	-	100.00
MAYIBUYE PS 700400076 JE	Replacement of full mobile school with brick & mortar on a new site.	-26.03301303	28.1623174	19,871.00	-	-
KAALFONTEIN PS 700400078 JE	Replacement of full mobile school with brick & mortar on the same site.	-25.995055	28.182383	100.00	5,000.00	10,000.00
DR MATHOLE MOTSHEKGA PS 700400080 JE	Replacment of a full mobile school on the same site.	-26.01971952	28.1748017	100.00	5,000.00	10,000.00
BRAAMFISCHERVILLE PS 700400082 JW	Construction of a Brick-and-Mortar Replacement Primary School	-26.19791841	27.853487	7,000.00	487.00	-
JULIUS SEBOLAI PS 700400112 JW	Replacement of a full mobile school with brick & mortar on the same site.	-26.19345418	27.872387	12,500.00	9,375.00	-
NKONE MARUPING PS PS 700400114 JW	Replacement of a full mobile school	-26.187862	27.843299	-	-	-
DIEPSLOOT PS 700400423 JN	Replacement of a full mobile school with brick & mortar on the same site. [On hold: awaiting Property Project GDEJN19P0001]	-25.942301	28.013542	100.00	500.00	2,500.00
DIEPSLOOT NO. 2 SS 700400424 JN	Replacement of a full mobile school with brick & mortar on the same site. [On hold: awaiting Property Project GDEJN19P0001]	-25.94302	28.014313	100.00	500.00	2,500.00
SUNRISE SS 700400517 JN	Replacement of full mobile school with brick & mortar on the same site. [On hold: awaiting Property Project GDEJN19P0001]	-25.9446	28.014582	100.00	500.00	2,500.00

KIBLER PARK SS 700400584 JS	[on a different site]: Replace existing mobile shool with brick & mortar. Build 30x classrooms, 2x labs, computer room, library, multipurpose room, admin block, guardhouse, hall/nutrition centre (as per PIR).	-26.324962	28.005033	100.00	5,000.00	10,000.00
Cosmo City No 2 PS (No EMIS yet) JN	Construction of a new brick & mortar Primary School (was previously intended to be an ACT (6) school).	-26.232819	27.5524586	10,000.00	10,000.00	10,000.00
ECD Centre of Excellence Central Corridor JW [Braamfischerville]	New stand-alone ECD centre (Gr. R & RR)	-26.204689	27.774009	-	-	100.00
Gillview SS (Winchester Hills) (No EMIS yet) JC	Build brick & mortar: Classrooms x30 Science Labs x2 Computer Room x1 Multimedia Centre x1 Multipurpose Classroom x3 Nutrition Centre / hall x1 Admin block x1	-26.576249	27.947166	7,000.00	14,000.00	25,000.00

	Guard hosue x1 Sports facility x1 Parking bays: N&S Ablution facility: N&S Assembly area: N&S					
Kaalfontein No.2 PS (No EMIS yet) JE	Construction of a new brick and mortar primary school	-25.994842	28.181828	100.00	5,000.00	10,000.00
Pennyville PS (No EMIS yet) JN	Construction of a new Brick and Mortar Primary School	-26.217582	27.943816	100.00	5,000.00	10,000.00
NOMZAMO MADIKIZELA MANDELA PS 700400892 JW	Construction of a new brick and mortar school	-26.18623	27.83118	3,000.00	-	-
DULCIE SEPTEMBER PRIMARY SCHOOL	Replacement of a full mobile school with brick & mortar on the same site.	-26.26450236	27.8983031	28,375.00	28,375.00	28,375.00
EDEN-RIDGE HIGH SCHOOL	Replacement of a full mobile school with brick & mortar on the same site.	-26.27410688	27.9036384	28,375.00	28,375.00	28,375.00
GLENRIDGE PRIMARY SCHOOL	Replacement of a full mobile school with brick & mortar on the same site.	-26.24865743	27.921621	28,375.00	28,375.00	28,375.00

LUFHERENG SECONDARY SCHOOL	Replacement of a full mobile school with brick & mortar on the same site.	-26.18683792	28.0401883	28,375.00	28,375.00	28,375.00
Protea Glen No.3 PS (No EMIS yet) JC	Construction of a new Brick and Mortar Primary School	-26.19205	28.155373	28,375.00	28,375.00	28,375.00
DALEVIEW SS 700110015 JS	Build admin block, 2x labs, kitchen, multipurpose room, 6x classrooms. Repair existing classrooms. All 30x classrooms to be ICT compliant.	-26.405821	27.821641	5,000.00	10,000.00	13,000.00
BAFIKILE PS 700110544 JC	Refurbishment of school and addition of classrooms and admin block.	-26.27111351	27.8682754	9,275.00	-	-
PRUDENS SS 700111195 JC	Upgrading of the 2x outstanding classrooms into smart classrooms (6x were already converted into smart classrooms by GDE). Major rehabilitation of the whole school due to deterioration: 1. Replacement of roof covering and repair or replacement of ceilings. 2. Installation of security mesh in the ceiling space. 3. General rehabiliation of classrooms including repairing of floors, cracked walls, installation of joint sealant and repainting. 4. Rehabilitation of ablution facilities. 5. Repairing of stormwater channels, boundary fence, ramps and walkways. 6. Electrical repairs and issuance of certificate of compliance.	-26.25369094	27.8443321	3,000.00	3,000.00	1,500.00

	7. Install new fire extinguishers and issue a certificate of compliance. 8. Parking area to be properly designated and paved. (as per Scope Change Request 2020-07-27)					
THOLIMFUNDO PS 700111914 JC	Major additions to an existing Primary School Repairing of roofs, stormwater and cracked buildings (as per Business Case)	-26.28070709	27.8217475	5,000.00	10,000.00	10,000.00
WILLOW CRESCENT SS 700120386 JC	Upgrade into a full Magnet School (music)	-26.30051303	27.910638	10,000.00	15,000.00	30,000.00

THULASIZWE LSEN 700133165 JW	Upgrading existing Special Schools for Autism	-26.229232	27.91243	3,000.00	5,000.00	11,000.00
JOHN ORR TECHNICAL HIGH SOS 700130708 JS	A renovation and addition project. Additional 4x classrooms and 1x computer room are required. Replace the existing 2x labs and 2x home economics rooms. The whole school should be converted into a full ICT school (as per PIR).	-26.18598924	28.0208659	-	-	100.00
BOVET PS 700152041 JE	C: Build full ICT brick & mortar facilities: - Classrooms x20 - Grade R's x12 - Science lab x1 - Computer room x1 - Library x1 - Tuckshop x1 - Food garden x1 - Parking bays, Ablutions Facilites & Assembly Area as per norms & standards (as per Strategic Brief Phase 2).	-26.109837	28.108026	12,000.00	15,000.00	3,755.00
MUZOMUHLE PS 700152454 JN	Build new B&M: - Classrooms x30 - Grade R's x9 - Lab x1 - Computer Room x1 - Multipurpose x1 - Ablutions xN&S - Assembly area - Refuse yard Refurbish: - Classrooms x27 - Library x1 - Admin block x1 - Existing toilets	-25.923432	28.018074	1,000.00	2,000.00	5,000.00

	Relocate: Mobiles x26 (if condition allows) Demolish: -container classrooms x23 (as per Strategic Brief). Repair the exsting 27x brick & mortar classrooms and provide 26x new brick & mortar classrooms. Provide new school hall / nutrition centre. Build additional toilets (as per PIR)					
MID-ENNERDALE PS 700111534 JS	Rehabilitation of a Primary School	-26.41646119	27.8361247	-	-	100.00
ROODEPOORT PS 700252221 JW	Upgrade school to be full ICT compliant. Classrooms: replace 15x asbestos classrooms with B&M classrooms, build 4x additional B&M classrooms. Build: 2x laboratories 1x computer room 1x multi-purpose room 1x nutrition centre/hall 1x admin block 1x guard house 1x sports change room 1x assembly area Parking bays as per N&S Ablutions as per N&S Repair existing ablutions to be fully functional. (scope as per Strategic Brief).	-26.1565	27.851676	2,090.00	5,000.00	9,000.00
EBOMINI PS 700260695 JE	Fence consisting of Brick & Mortar and a portion of highdensity metal wire fencing.	-25.98374815	28.2022664	920.00	-	-
NATIONAL SCHOOL OF THE ARTS SOS 700131037 JS	Conversion of an ordinary Secondary School into a School of Specialisation	-26.18966559	28.0371977	-	-	100.00
PACE LSEN 700121665 JC	Conversion of an ordinary Secondary School into a School of Specialisation	-26.240007	27.854649	-	-	100.00
FAR NORTH SS 700400585 JN	Construction of new hall	-26.040698	27.914719	-	-	100.00

LENASIA SS 700110155 JC	school walkways in need of maintenance. Construction joints are spalling, and plaster is delaminating. School to provide structural inspection report produced by private engineer	-26.31195073	27.8297967	1,000.00	3,000.00	3,000.00

SHARICREST PS 700110312 JS	School has an issue with stormwater drainage which pools in the courtyard. Need to check if pipes are blocked or correct size.	-26.343127	27.862078	400.00	5,000.00	4,490.00
MULBARTON PS 700110486 JS	Repair expansion joints. Repair areas around the bridge and reconstruct the expansion joints. Remove loose plaster and provide new plaster.	-26.30101444	28.0605843	550.00	205.00	-
KWADEDANGENDLALE SS 700110510 JC	Rehabilitation of a Secondary School	-26.234613	27.844244	1,860.00	-	-
KHUTHALA PS 700110841 JC	Rehabilitation of a Primary School	-26.27079019	27.8337174	-	-	100.00
PROTEA SOUTH PS 700111187 JC	Rehabilitation of a Primary School	-26.28078603	27.8397956	-	-	100.00
REBONE PS 700111211 JC	Rehabilitation of a Primary School	-26.25612101	27.8166456	-	-	100.00
ELETHU THEMBA PUBLIC COMBINED 700111823 JS	Rehabilitation of a Primary School	-26.333367	27.987286	-	-	100.00
EMMARENTIA PS 700130310 JN	Repairs and Renovations	-26.16508338	28.0110076	-	-	100.00
FRED NORMAN SS 700111500 JS	Rehabilitation of a Secondary School	-26.40472565	27.8361761	-	-	100.00
KLIPSPRUIT-WES SS 700120188 JC	Rehabilitation of a Secondary School	-26.2914685	27.8737669	-	-	-
HOËRSKOOL PRESIDENT SS 700120576 JC	Structural Repairs to columns & beams & repair ceiling panels in hall.	-26.2573406	27.9997274	1,130.00	8,209.00	18,251.00
LAERSKOOL W H COETZER PS 700120782 JS	Rehabilitation of a Primary School	-26.24578205	28.0692274	100.00	300.00	1,000.00

THEMBU PS 700121806 JN	Sope of works changes effected on the 19-08-2022 includes: 1. Reconstruct burned classroom 2. Rehabilitate stormwater & sewer systems. 3. Repairs to walkway supports. 4. Repairs to fence & provide new fence where damaged. 5. Waterproof roofs. 6. Repairs to plumbing & drainage & damaged floors & wall tiles. [R 8 219 740 vat incl] Rebuild the classroom that was burnt down. Repair the toilet cisterns that are broken and leaking. Repair ceilings that are fallen off. Install new fence.	-26.27327657	27.9120212	1,325.00	3,000.00	3,000.00

JOHANNESBURG SS 700130062 JN	Repairing of expansion joints and installation of new joint sealant. Replace gutters. DB Board keeps tripping.	-26.20513013	27.9992245	3,490.00	5,000.00	5,000.00
ATHLONE GIRLS' HIGH SS 700130112 JE	Rehabilitation of a Secondary School	-26.1706831	28.0907697	15,000.00	14,661.00	13,000.00
FOREST TOWN LSEN 700130377 JE	1. Replace existing roof. 2 New ceilings. 3. Repair of cracked walls. 4. New stormwater man system. 5. Gen Rehab of All structures	-26.171552	28.039273	500.00	1,000.00	2,500.00
HILLCREST PS 700130500 JE	Rehabilitation of a Primary School	-26.199376	28.1006791	5,900.00	-	-

JOHN MITCHELL PRIMARY SCHOOL PS 700130690 JE	1. The school requires the following interventions: The school hall requires new ceilings, new roof sheets, gutters and downpipes and repairing of roof trusses where they are damaged. Repair damaged electrical cables and meter box, hall passageway roof should be replaced and provide new roof sheets, ceilings and gutters and downpipes. Three storey classroom block requires repairing of floor tiles in the corridors, repairing of expansion joints and installation of new joint sealant. Provide new roof sheets, gutters, and downpipes. Repair the cracks in lintels at the back of the building. Admin Building: provide new roof sheets, gutters and downpipes and new ceilings. Toilets: Fix the connections of basins that are falling down, repair cracked wall tiles, repair doors and. Two newly constructed classrooms: provide gutters and downpipes, provide stormwater management around the building to stop current flooding. Grade R buildings: Repair the constantly blocked toilets and reroute the sewer line providing the required slope. Provide gutters and downpipes in the brick-and-mortar building. Replace the geyser at the grade R building. Retaining wall at the sports ground: Repair the cracked retaining wall and remove the trees that contribute to development of cracks.	-26.20464856	28.07085	900.00	3,000.00	7,000.00
ORCHARDS PS 700130799 JE	1. The entire school requires repairing of roofs through repairing of damaged trusses, new electrical works, new ceilings, and repainting. 2. The slate tiles should be re-used when repairing the roof for heritage purposes.	-26.15244388	28.0785186	900.00	3,000.00	5,000.00
MALVERN PS 700130872 JE	Rehabilitation of a Primary School	-26.2012703	28.1071137	-	-	-

PARKTOWN GIRLS' HIGH SS 700131136 JN	Rehabilitation of a Secondary School	-26.156739	28.022087	1,690.00	1,500.00	400.00
PARKVIEW SENIOR PS 700131193 JN	Rehabilitation of a Secondary School	-26.15465941	28.0243068	1,890.00	2,500.00	4,000.00

THUBELIHLE INTERMEDIATE 700132159 JC	Rehabilitation of a Secondary School	-26.21161167	27.878345	5,000.00	3,000.00	4,244.00
JOB RATHEBE COMBINED 700132332 JN	Scope changes as effected on the 19-08-2022 includes: 1. Repairs to floors, floors and wall tiles. 2. Replacement of floor coverings with vinly, new roof sheets rainwatergoods, ceilings & wheelchair ramp to dining hall, admin, 15 classrooms, library HoD office & computerlab. 3. Waterproof to concrete slabs. 4. Replacement of damaged doors. 5. Repairs to window frames & expansion joints [R 13 123 800 vat incl] Repairing of expansion joints and installation of new joint sealant. Fence is falling as thieves digging under. Ablution blocks refurb.	-26.238786	27.933634	1,290.00	3,000.00	7,000.00
BREE PS 700133140 JN	Rehabilitation of a Secondary School	-26.20107582	28.0024136	300.00	1,000.00	3,000.00
ADELAIDE TAMBO LSEN 700133652 JC	Repairing of existing classrooms, hostels and provision of new fence [as per PIR]	-26.24905333	27.8761933	7,500.00	10,000.00	5,000.00
NOORDGESIG COMBINED 700140087 JN	Rehabilitation of a Secondary School	-26.22820936	27.9353917	3,300.00	5,000.00	7,000.00
RIVERLEA SS 700140111 JN	Roof sheets are corroded and require replacement. Fence needs upgrade as high vandalism (no guards). Sports field in disrepair. GR 9 calssroom has structural crack. Entire block not in use as it was vandalised. Hall stage and ceilings need minor work.	-26.21465593	27.9763333	3,500.00	3,000.00	3,000.00
HOËRSKOOL VORENTOE SS 700140186 JN	Change in Scope of works effected on the 19-08-2022 includes: 1. Replacement of gutter/downpipes, roof sheets, ceilings, damaged sewer system, damaged trusses. 2. Repairs to handrails, concrete slabs & all cracked structural elements. 3. Demolish retaining wall. 4. introduce required support structure to the concrete bridge.	-26.18727005	27.9930003	1,000.00	3,000.00	7,000.00

	5. Provide waterproofing to slabs. 6. Repair electrical works [R 16 254 192 vat incl] Structural cracks in building walls and floor. Repairing of expansion joints and installation of new joint sealant. Repair cracked columns. Replace gutters,					
LAERSKOOL PIET VAN VUUREN PS 700140277 JN	Structural cracks (corner) in admin building and classroom block. Ceilings keep falling due to movement in buiding.	-26.19087115	27.9915658	250.00	-	-
BOPASENATLA SS 700140426 JN	Assess structural defect and repair. Specialist Classrooms burnt down and needs replacement.	-26.25124454	27.9431461	-	100.00	400.00
EMELANG PS 700140483 JW	Rehabilitation of a Primary School	-26.21161167	27.878345	390.00	750.00	1,500.00
LETSIBOGO SS 700140715 JW	Expansion joint sealant is corroded, and water is leaking through, thus damaging concrete and corroding the reinforcement. Ceilings in admin & ablution block need to be replaced.	-26.22179922	27.9046661	2,100.00	1,683.00	-
MADIBANE COMPREHENSIVE SS 700140756 JN	Rehabilitation of a Secondary School (ACT?)	-26.23803386	27.9463582	-	-	100.00
TLHOKOMELO PS 700141044 JW	Rehabilitation of a Primary School	-26.22012657	27.8950909	555.00	-	-

ALLANRIDGE SS 700150011 JE	Scope change effected on 23-02-2021 is as follows: 1. Existing 8x asbestos classrooms: demolish & replace with B&M. 2. Existing 4x mobile classrooms: replace with B&M. Relocates the 2x mobiles in good condition to identified school. 3. Ablution Facilities: provide B&M facilities as per N&S. 4. Provide B&M food prep area not exceeding 150m2. 5. Provide B&M guard house. 6. Fencing: provide new clear view fence. 7. Rehabilitate existing buildings, incl. repairs to ceilings and sealing of roofs as per SB. (As per Scope Change Request 1). The school roofs should be sealed and repair the ceilings. Replace 8 delapidated Mobile classrooms. (as per Strategic Brief).	-26.01744777	28.1692982	1,000.00	3,000.00	2,000.00

DELTAPARKSKOOL LSEN 700150391 JN	Rehabilitation of a Special School	-26.12221177	28.0045855	-	-	-
NORTHVIEW HIGH SS 700151050 JE	The school requires major rehabitation programme. The works include repairing of classrooms and cracked walls in the admin block, unblocking of stormwater pipes, repairing of sports facility, sealing of roofs and painting of roofs. (as per Strategic Brief)	-26.13781099	28.0915354	5,000.00	8,000.00	5,000.00
ROBIN HILLS PS 700151415 JN	Admin female bathroom structural crack. Senior block C repairing of expansion joints and installation of new joint sealant. Electrical problem preventing supply to pool and sports field. Repairing of expansion joints and installation of new joint sealant.	-26.113381	27.974752	2,500.00	664.00	-

SANDOWN HIGH SS 700151498 JE	Scope change effected on 23-03-2021 includes: 1. Replace roof sheets, provide gutters & down pipes, replace ceilings. New electrical works, repainting walls, provide buglar bars. 2. Demolish asbestos classrooms & replace with 3 home economics, 2 labs & 4 ordinary classrooms. 3. New electrical works required. 4. Seal leaking roofs. 5. Repairs to the perimeter fence. 6. Demolish & replace guardhouse. 7. Rehabilitation of stormwater. 8. Additional ablution facilities as per the norm's requirements. Several buildings have cracked, and these require immediate intervention.	-26.09651	28.059405	3,000.00	6,000.00	10,000.00
WAVERLEY GIRLS' HIGH SS 700151910 JE	A building housing a toilet block and a lab has cracked severely. Repair the cracked building.	-26.140233	28.0801	3,000.00	3,000.00	641.00
DR KNAK PS 700152082 JE	Rehabilitation of a Primary School	-26.10658093	28.0970866	-	500.00	750.00
HOËRSKOOL DIE ADELAAR SS 700250217 JW	Scope change effected on the 19-08-2022 includes: 1. Design stormwater system around school buildings. 2. Waterproofing to roofs & replace corroding sheets. 3. Repairs to damaged roof trusses. 4. Reapairs to cracks on walls & expansion joints. 5. Repairs to damaged electrical components & provision to fire protection. [R14 467 000 vat incl]	-26.13965912	27.8405666	2,000.00	3,000.00	2,352.00

	1. Expansion joint sealant is corroded, and water is leaking through, thus damaging concrete and corroding the reinforcement. 2. Concrete cover around the RC columns is peeling off. 3. Roof sheets are corroded and require replacement					

HOËRSKOOL ROODEPOORT SS 700250274 JW	Repairing of cracked walls, slabs, replacement of the roof structure, ceilings and new electrical wiring. Install new gutters and downpipes and repainting of the school.	-26.1539461	27.872935	1,935.00	3,000.00	7,000.00
LODIRILE PS 700251595 JW	Rehabilitation of a Primary School	-26.21993389	27.8695364	1,000.00	2,500.00	2,500.00
HECTOR PETERSON PS 700252056 JW	Rehabilitation of a Primary School	-26.23403211	27.8219044	750.00	1,000.00	3,000.00
TSHEPISONG PS 700252825 JW	Rehabilitation of a Primary School	-26.193056	27.80607	7,000.00	11,000.00	13,000.00
MOTHEO-FOUNDATION PS 700400030 JS	Rehabilitation of a Primary School	-26.38955746	27.8117578	-	-	100.00
AHANANG INTERMEDIATE PS 700320267 JS	Rehabilitation of a Primary School	-26.455087	27.770197	2,000.00	1,000.00	711.00
AHA-THUTO PS 700330696 JS	Renovation of Facility	-26.47836	27.860192	1,500.00	1,500.00	380.00
LESHATA SS 700330969 JS	Repairing of roofs, floors, stormwater system, ceilings and electrical components (as per Business Case)	-26.48240685	27.8634458	-	-	100.00
MPHETHI MAHLATSI SS 700331950 JS	library has structural cracks which need further assessment. Construction joints require maintenance as they are spalling and delaminating plaster.	-26.46169348	27.8580224	800.00	400.00	100.00
INKULULEKO YESIZWE PS 700400084 JS	Rehabilitation of a Secondary School	-26.37744472	27.8760611	25,000.00	22,000.00	18,000.00
COSMO CITY WEST PS 700400212 JN	Rehabilitation of a Primary School	-26.02945	27.921261	-	-	100.00
BRYNEVEN PS 700150235 JE	Assess structural defect and repair.	-26.07369	28.033355	150.00	100.00	-
UMQHELE SS 700261420 JE	Repairing of roofs, floors, stormwater system, ceilings and electrical components (as per PIR).	-25.99415715	28.1981322	-	-	100.00
JOHANNESBURG CENTRAL OFFICES	Refurbishment & Rehabilitation	-26.260192	27.916033	-	-	-

Infrastructure Estimates of Capital Expenditure - 2023/24

Project / Programme Name	**Latitude**	**Longitude**	**MTEF Forward Estimates R'000**

			2023/24	2024/25	2025/26
75 Fox Street Cladding OHS	-26.206348	28.038658	8,500.00	500.00	
75 Fox House OHS	-26.206348	28.038658	33,125.00	1,920.00	
Corner House Consolidated	-26.20628	28.03779	11,000.00	90,000.00	5,000.00
Thusanong OHS	-26.144261	28.024652	22,200.00	2,168.00	
SA PERM (OHS)	-26.184804	28.123737	8,244.00		
Kopanong Precinct PO	Various	Various	100.00	100.00	100.00
Kopanong Precinct PMU	Various	Various	100.00	100.00	100.00
Outstanding Phase 2 OHS	Various	Various	100.00	-	-
Corner House 63 Fox Street HVAC	-26.20628	28.03779	2,000.00	2,500.00	-
30 SIMONDS FIRE REHABILITAT EORR	-26.20603	28.03996	7,155.00	70,000.00	40,000.00
Bloed Street Wellness centre	Not Available	Not Available	500.00		
Westhoven Boardroom	Not Available	Not Available	3,900.00	-	-
Archival Vaults Old reserve Bank	-26,204135	28,034691	500.00		
Alternative power	Various	Not Available	10,000.00	15,000.00	20,000.00
Sage Building	-26.203705	28.039203	600.00	1,248.00	1,311.00
Old Reserve Bank Building	-26.204135	28.034691	500.00	1,040.00	1,092.00
ABSA Building	-26.205181	28.038771	1,250.00	2,600.00	2,730.00
SA Perm Building	-26.184804	28.123737	1,500.00	3,120.00	3,276.00
75 Fox Building	-26.206348	28.038658	2,500.00	5,200.00	5,460.00
Thusanong Building	-26.144261	28.024652	1,500.00	3,120.00	3,276.00

30 Simmonds Building	-26.20603	28.03996	2,000.00	4,160.00	4,368.00
Corner House Building:	-26.20628	28.03779	1,500.00	3,120.00	3,276.00
78 Fox Building	-26.20672	28.03947	1,100.00	2,288.00	2,402.00
18 Rissik Building	-26.207705	28.042826	250.00	520.00	546.00
1 Central Place Building	-26.202828	28.031438	600.00	1,248.00	1,310.00
Emoyeni	-26.176852	28.040834	50.00	104.00	109.00
11 Diagonal Building	-26.204167	28.035833	250.00	520.00	546.00
Westhoven Regional Office	-26.1842959	27.9901263	1,700.00	3,536.00	3,713.00
Tulisa Park Regional Office	-26.249925	28.102026	1,650.00	3,432.00	3,604.00
Chris Hani Bara Workshop	-26.261231	27.94264	530.00	1,102.00	1,158.00
Charlotte Maxeke Workshop	-26.174845	-28.045639	550.00	1,144.00	1,201.00

Sports Estimates of Capital Expenditure - 2023/24

Project / Programme Name	Coordinates: Latitude	Coordinates: Longitude	Total Available	MTEF Forward Estimates R'000	
			2023/24	2024 /25	2025 /26
Drieziek Library	-26.4675	27.8369	500	-	-
Naturena Library	-26.29	27.9571	50	-	-
Multi-Purpose Sport Facility-MH Joosbus School	-26.3335	27.8663	1,348	-	-
Soccer Museum	-26.2339	27.9797	-	5,000	5,000
Rebonwe Primary School Multi-Purpose Sports Facility	-26.0011	28.202	-	50	1,300
Freedom Park Community Library	-26.286	27.9382	-	50	5,000
Tshephang Primary School Multi-Purpose Sports Facility	-26.4649	27.8622	-	50	1,300

Pentarosa Primary School Multi-Purpose Sports Facility	-26.3286	27.8248	-	50	1,300
Elotheni LSEN Multi-Purpose Sports Facility	-26.2455	27.9473	-	50	1,300
Stretford Primary School Multi-Purpose Sports Facility	-26.4847	27.8449	-	50	1,300
Emshukantambo Secondary School Multi-Purpose Sports Facility	-26.2638	27.9117	-	50	1,300
Ivorypark stadium Outdoor Gym	-25.9957	28.1971	-	50	-
Wesbury Recreation Centre Outdoor gym	-26.183	27.9746	-	50	-
Tshepisong Recreation Centre Outdoor Gym	-26.1955	27.8043	-	50	-
Snake park Block 10 Outdoor Gym	-26.223	27.8166	-	50	-
Mapetla east park Outdoor Gym	-26.2678	27.8502	-	50	-
Eldorado Park Stadium Ext9 Outdoor Gym	-26.2991	27.8921	-	50	-

Health Estimates of Capital Expenditure - 2023/24

Project / Programme Name	Latitude	Longitude	**MTEF Forward Estimates R'000**		
			2023/24	2024/25	2025/26
Chiawelo Clinic - Construction of a new CHC	-26.279	27.86479	50		
Finetown Clinic -Construction of new Finetown Clinic-ID	-26.41258	27.86146	6,000		
Johannesburg FPS Mortuary- Demolition of old building and construction of new Johannesburg FPS mortuary	-26.18606	27.99173	53,000	30,000	10,000
Lehae CHC - New CHC - Construction	-26.338633	27.889861	4000	46,000	75,000
Mayibuye Clinic	-26.03274	28.16528	8000	46,000	75000
Mayibuye Clinic- Health Technology	-26.03274	28.16528	50		
Linear Accelerator Bunkers - Chris Hani Baragwanath Academic Hospital			50		

Tara hospital- Remedial work to Cracks in several buildings and storm water challenges	-26.10762	28.03703	1000		
Charlotte Maxeke Academic Hospital - Electro	-26.17409	28.04691	4,500		
Chris Hani Bara Laundry - Electro	-26.26009	27.93799	50		
Edenvale Hospital - Electro	-28.129419	26.128311	4,000		
Helen Joseph Hospital - Electro	-27.9901	26.1839	4000		
Johannesburg District Clinics - Electro	Not Applicable	Not Applicable	5000		
Johannesburg Laundry - Electro	-28.2823	26.2088	3000		
Medical Supply Depot -Electro	-27.986048	26.186764	4000		
Rahima Moosa Hospital - Electro	-26.18824	27.97329	2500		

Thelle Mogoerane Electro	28.224311	-26.356928	500		
Bheki Mlanbgeni - Electro	-26.247813	27.856929	500		
South Rand Hospital-Electro	-26.25297	28.06211	500		
Tara Hospital- Electro	-26.10762	28.03703	50		
Sizwe Tropica Hospital			50		
Zola CHC	Not Available	Not Available	50		
Charlotte Maxeke Academic Hospital - Nurs	-26.17409	28.04691	8000	0	0

Charlotte Maxeke Johannesburg Academic Hospital: Refurb to Psychiatric Unit	-26.17409	28.04691			
Charlotte Maxeke Johannesburg Academic Hospital: Remedial work to fire	-26.17409	28.04691	154,000	100,000	
Charlotte Maxeke Johannesburg Academic Hospital: Oral Dental relocation	-26.17409	28.04691	8,000		
Chris Hani Bara Hospital - Critical repairs and refurbishment of staff accommodation, walkways, neo-natal ICU and Labour Ward.	-26.26009	27.93799	12000		
Helen Joseph Hospital - Renovations to Psychiatric ward	-26.1839	27.9901	203		
Helen Joseph Hospital - upgrading and renovation of nursing residence	-26.1839	27.9901	10,000		
Hilbrow Hospital	-26.19324	28.04478	8,000		
Bheki Mlangeni Hospital OHS Compliance Services	-26.247813	27.856929	14,000	40,000	40,000
Rahima Moosa Hospital OHS Compliance Services	-26.18824	27.97329	14,000	45,000	20,000
Golden Oaks - Major Refurbishment	-26.184996	28.049239	3,000		
45 Commissioner Street	28.037856	-26.204895	4,853	4,853	4,853
Ann Latsky Nursing College	27.988464	-26.186781	2,000	2,426	2,426

Auckland park Medical Supply Depot	27.986048	-26.186764	5,000	8,493	8,493
Bheki Mlangeni Hospital	27.856929	-26.247813	6,000	8,493	8,493
Johannesburg District EMS	28.04691	-26.17409	2,000	3,000	3,000
Charlotte Maxeke Hospital	-26.17409	28.04691	58,440	60,000	60,000

Chris Hani Baragwanath Hospital	-26.26009	27.93799	61,328	60,000	60,000
Chris Hani Laundry	27.93799	-26.26009	6,000	3,033	3,033
Chris Hani Nursing College	27.93799	-26.26009	3,500	3,640	3,640
Diepkloof Forensic mortuary	27.946097	-26.26346	2,500	3,033	3,033
Edenvale Hospital	28.129419	-26.128311	13,163	12,132	12,132
Edenvale Laundry	28.129419	-26.128311	5,000	3,033	3,033
Emergency Repairs Maintenance	Not Applicable	Not Applicable	15,000	20,000	20,000
Helen Joseph Hospital	27.9901	-26.1839	20,000	18,198	18,198
Johannesburg Clinics	-	-	15,000	36,397	36,397
Johannesburg Laundry	28.2823	-26.2088	7,000	3,640	3,640
Johannesburg CHCs	-	-	15,000	36,397	36,397
Johannesburg District Office (& Pharmacies)	-	-	607	607	607
Johannesburg Forensic Mortuary	28.043317	-26.190867	1,500	2,426	2,426
Rahima Moosa Mother and Child Hospital	27.97329	-26.18824	20,000	12,000	12,000
Rahima Moosa Nursing College	27.97329	-26.18824	2,000	3,640	3,640
Roodepoort Forensic Mortuary	-26.154969	27.873548	2,000	1,820	1,820
Sizwe Tropical Diseases Hospital	28.124964	-26.137453	10,000	12,132	12,132

South Rand Hospital	28.06211	-26.25297	10,000	14,559	14,559
Tara H Moross Hospital	-26.10762	28.03703	7,000	7,000	7,000
TMI boiler house	-26.18719	28.039	500	243	243
11 Diagonal street			2,000	2,426	2,426
Lenasia Hospital	-26.3772	27.85029	3,000	3,640	3,640
Capacity Building	Not Applicable	Not Applicable	25,680	25,680	25,680
CHBAH Emergency repairs - HT	-26.26009	27.93799	3,000		
Finetown Clinic - HT			2,000		
Rahima Moosa HT			37,000		
HT Helen Joseph Hospital - upgrading and renovation of nursing residence	-26.1839	27.9901	2,000	50	0

Acronyms and Abbreviations

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 GGT	Group Governance Growing Gauteng Together	**SDBIP**	Services Delivery and Budget Implementation Plan
GHG	Greenhouse Gas	**SDF**	Spatial Development Framework
GIS	Geographic Information System	**SDG**	Sustainable Development Goals
GL GLU	Group Legal Government of Local Unity	**SMME**	Small, Medium and Micro Enterprises
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		

[i]

[ii] For the period 2023/24 FY, the baseline for the number of households (H/H) in informal settlements of 459 285 H/H – 2023, is as provided in the *CoJ.*

report Official Statistics to Inform Planning Metrics for the City of Johannesburg Report 2.4 - 02 December 2022. These latest numbers demonstrated a huge growth on informal settlements within the CoJ.

The number of informal settlements has grown by more than double compared with the previous baseline backlog of 183 895 H/H which was being targeted for in the previous financial year. Table 1 provides.

details of the shift in percentage coverages in informal settlements.

Table 1: The shift in percentage coverage in informal settlements

Previous Backlog	**New Backlog**
Target - 183 895 HH	Target - 459 285 HH
• Coverages (June 2023)	Coverages (June 2024)
– Water: 182 298 H/H	– Water: 183 270 H/H
– Sanitation:83 190 H/H	– Sanitation:84 090 H/H
• % Coverage (June 2023)	% Coverage (June 2024):
– Water: 99.74%	– Water: 39.90%
– Sanitation:44.94%	– Sanitation:18.31%

CITY OF JOHANNESBURG | 2023/24 INTEGRATED DEVELOPMENT PLAN
IDP | Our City - Joburg: A place we call home

Joburg
a world class African city

www.joburg.org.za