Joburg

a world class African city

IDP Integrated Development Plan

The People's Plan

"Reimagining the City through the Eyes of the Residents"

2025/26 | Review

Joburg

a world class African city

IDP Integrated Development Plan

2025/26

JOZI! GET TO KNOW YOUR INTEGRATED DEVELOPMENT PLAN PROCESS

1. The city collaborates and empowers the community through community-based meetings where the city finds what the community's need are.

2. At the end of the community-based meetings, the city takes a week or more to analyse the information received. The information is collated and sent to the City's departments and entities for them to formulate into a draft document called an Integrated Development Plan (IDP).

3. The draft IDP is then tabled before Council for adoption and further public consultation.

4. Once the draft IDP is finalised, the correct amount of money is allocated for an operating and capital budget.

5. The draft IDP is once again tabled at Council for approval and implementation and is no longer a draft.

6. Now the document becomes the Budget and IDP because we all know what has to be done, where it has to be done, how it will be done, when it will be done, how long will it take and importantly we have money to do everything.

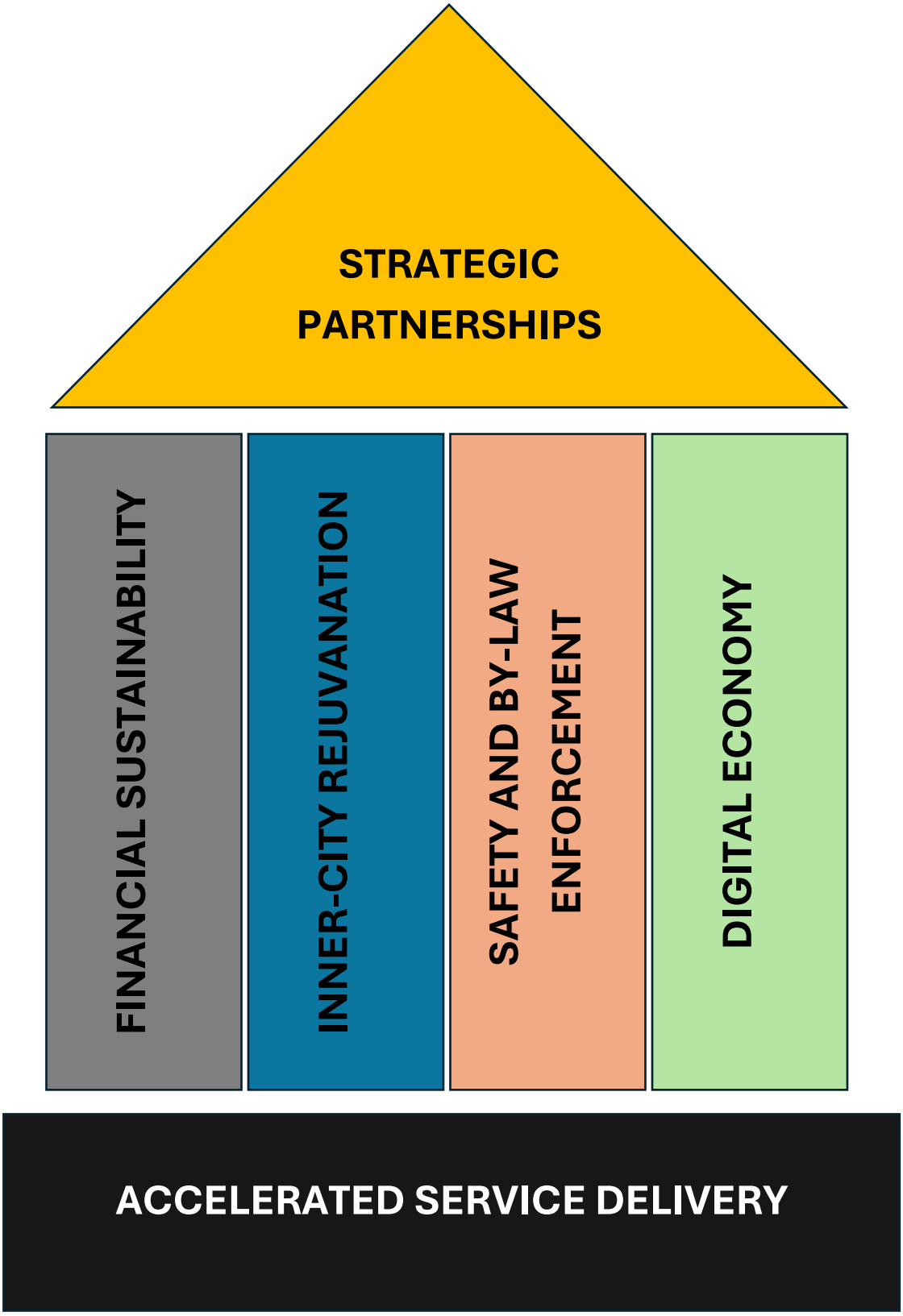


Figure 1: The IDP Model - The 'House'

Figure 2: 1st Round of Public Participation Outcomes PosterFigure 3: The IDP Model - The 'House'

Vision

- A World Class African City

Mission

- To proactively deliver and create a city environment by 2024 that is resilient, sustainable and liveable. We will achieve 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 to the development oof a capable and developmental local government.

Joburg 2040 Growth and Development Outcomes

1. Improved quality of life and development driven resilience for all.
2. Provide a resilient, liveable, sustainable urban environment - underpinned by smart infrastructure supportive of a low carbon economy.
3. An inclusive, job intensive resilient, competitive and spart economy that harnesses the potential of citizens.
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's Strategic Priorities

1. Financial Sustainability
2. Energy Mix
3. Sustainable Service Delivery
4. Job Opportunity and Creation
5. Good Governance
6. Infrastructure Development
7. Safer City
8. Active and Engaged Citizenry
9. Sustained Economic Growth
10. Green Economy
11. Smart City

Table of Contents

Figures and Tables **6**

Executive Mayor's Foreword **12**

City Manager's Statement **14**

PART A: OVERVIEW OF THE 2025/26 IDP **17**

1. Introduction to the 2025/26 IDP Review 18
2. Who We Are 19
3. Joburg's Strategic Framework 43
4. SWOT Analysis 55
5. Managing the People's contract 56
6. Governing our City 74
7. Customer Perception from Quality-of-Life Survey 7 (2023/24) 87
8. Spatial Development Framework (SDF) 89
9. Alignment to the International, Regional, National, Provincial Agenda 108

PART B: STRATEGIES TO ADDRESS OUR CHALLENGES **123**

10. Reimagining and Turning Around Johannesburg: An Action Agenda 124
11. Driving IDP REVIEW 2025/26 Implementation: The House 127

PART C: PRIORITY IMPLEMENTATION PLAN **131**

12. Rejuvenating the inner city 132
13. Positioning Johannesburg on the global Stage – G20 and U20 readiness 135
14. Sustained economic growth 138
15. Financial sustainability 145
16. Energy mix 148
17. Sustainable service delivery 153
18. Job opportunity and creation 159
19. Good governance 162
20. Active and engaged citizenry 167
21. Infrastructure development and refurbishment 171
22. Safer city 185
23. Sustainable development and green economy 195
24. Smart city 204

25. City of Johannesburg disaster management 207
PART D: 2025/26 BUDGET 212
26. 2025/26 Budget 213
27. 2025/26 Capital Investment Framework 225
28. 2025/26 CoJ's High Impact Programmes 255
PART E: PERFORMANCE MONITORING 274
29. 5-year IDP corporate scorecard 275
30. Service Standards Charter 315
31. GDS Outcome Indicators 326
32. Circular 88 Indicators 331
33. UISP Indicators 343
34. Performance Monitoring, Reporting and Evaluation framework 391
PART F: CONCLUSION AND ANNEXURES 396
35. Conclusion 397
Annexure A: City-Wide Strategic Risk Register 398
Annexure B: 2025/26 CoJ Capital Projects 407
Annexure C: 2025/26 National Capital Projects 467
Annexure D: 2025/26 Provincial Capital Projects 482

Figures and Tables

Figure 1: The IDP Model - The 'House' 3
Figure 2: 1st Round of Public Participation Outcomes PosterFigure 3: The IDP Model - The 'House' 3
Figure 4 Johannesburg Population Pyramid, 2023. Source: South Africa Regional eXplorer v2473. 21
Figure 5 Distribution of CoJ population, by population group. Census 2022. Source: Stats SA, 2023 22
Figure 6 CoJ poverty overview, 2013-2023. Source: South Africa Regional eXplorer v2473. 2024 S&P Global. 23
Figure 7 Human Development Index - National, Gauteng and City of Joburg. Source: South Africa Regional eXplorer v2473. 2024 S&P Global. 24
Figure 8 % Food access, all Metros, Source: Stats SA. 2024. General Household Survey 2023. 25

Figure 9 Highest level of education in Johannesburg. Census 2022. Source: StatsSA, 2023. 26
Figure 10 GVA per sector breakdown in Johannesburg. Source South Africa Regional eXplorer v2473. 2024 S&P Global. 27
Figure 11 Gross domestic product (GDP) - City of Johannesburg, Gauteng and National Total, 2012-2027 28
Figure 12 Increase in Informal Dwellings 2010 to 2022 per 400m Hexagon (Source: GeoTerraImage 2021) 33
Figure 13: Existing level of development 36
Figure 14 Access to Households Services Diamond: level of development in Johannesburg relative to national levels. Source: Stats SA. 2024. GHS metros, 2023 36
Figure 15 Delivery of Services %, 2016-2023. Source: Stats SA. 2024. GHS metros, 2023, ... 37
Figure 16 Access to Formal Dwellings %, 2016-2023. Source: Stats SA. 2024. GHS metros, 2023 38
Figure 17 Access to Water %, 2016-2023. Source: Stats SA. 2024. GHS metros, 2023 38
Figure 18 Types of Access to Water, 2016-2023. Source: Stats SA. 2024. GHS metros, 2023 39
Figure 19 Access to Sanitation %, 2016-2023. Source: Stats SA. 2024. GHS metros, 2023 40
Figure 20 Usage of Electricity for lighting %, 2021-2023. Source: Stats SA. 2024. SuperWEB: https://superweb.statssa.gov.za/webapi/jsf/dataCatalogueExplorer.xhtml 41
Figure 21 Access to Refuse Removal %, 2016-2023. Source: Stats SA. 2024.GHS metros, 2023 42
Figure 22 Overview of the hierarchy of strategic plans 43
Figure 23: Implementation framework for the Joburg 2040 46
Figure 24: GDS Roadmap Overview 46
Figure 25: Public Participation Process Plan 56
Figure 26: 1st Round of Public Participation Outcomes Poster 57
Figure 27: Thematic issues Per Region; Region A-D 66
Figure 28: Thematic per Regions; Region E-G 67
Figure 29: Structure of Council 75
Figure 30: Section 79 Chairpersons 77
Figure 31: Members of the Mayoral Committee 79
Figure 32 The City's Cluster System 80
Figure 33: Group Functions reporting to the City Manager 81
Figure 34: Departments and Entities linkage to Mayoral Committee portfolios 83
Figure 35: Satisfaction with services 87
Figure 36: Customer Satisfaction Survey Longitudinal Results from 2005-2024 88
Figure 37: Johannesburg Future City Model: Compact Polycentric urban form 90

Figure 38: Final Spatial Development Framework 2040 *(2024)* 91
Figure 39: Residential Densities for Nodes and Development Zones 94
Figure 40: TOD Corridors and Nodes..... 96
Figure 41: Land Development Applications in the CoJ: 2007-08 to 2023-24..... 97
Figure 42: Rezoning, Site Development Plans and Township Establishments Comparison 2007-08 to 2023-24..... 98
Figure 43: Summary of Inclusionary Housing Options 100
Figure 44: Inclusionary Housing Applications 2019-Q2 2024/25 FY 101
Figure 45: SDF and Nodal Review Development Nodes Uptake 101
Figure 46: Restructuring Zones for social housing 104
Figure 47: COJ's PHDAs..... 106
Figure 48: Approach to how the Presidential Working Group will Facilitate Urban Transformation 113
Figure 49: IGR Strategy - Strategic Focus Areas 114
Figure 50: DDM Alignment to CoJ Strategies..... 118
Figure 51: The House..... 127
Figure 52: Strategic CoJ Partnerships. Not all partnerships could be included. 128
Figure 53: City of Johannesburg Executive Mayor Dada Morero 135
Figure 54: Economic Growth Strategic Framework..... 139
Figure 55: Sustainable Energy Strategy 10 Programmes 149
Figure 56: : Short-, medium- and long-term Sustainable Energy Strategy 150
Figure 57: Potential energy displacement 151
Figure 58: Intake points..... 151
Figure 59: BESS cost benefit analysis 151
Figure 60: Official Unemployment Rate (source: stats SA, 2023) 159
Figure 61: EPWP Performance 161
Figure 62: Citizen Engagement Spectrum..... 170
Figure 63: Gazetted PHSDA's..... 178
Figure 64: Priority Housing Development Areas (PHDA) in the City of Johannesburg's..... 179
Figure 65: The JCSS 2025 Approach..... 186
Figure 66: Greenhouse Gas Emissions in Joburg..... 197
Figure 67: Key Financial Indicators 222
Figure 68: 2025/26 Budget (Capex and Opex)..... 222
Figure 69: Financial Performance (revenue and expenditure) 223
Figure 70: Capital Expenditure..... 223
Figure 71: Capital Budget – sources of funding 224
Figure 72: Priority Sewer Upgrade Area (Base map source: SDF 2040, 2024) 227
Figure 73: Priority Water Upgrade Areas (Base map source: SDF 2040, 2024) 228
Figure 74 : Priority Power Upgrade Areas (Base map source: SDF 2040, 2024)... 229
Figure 75: Priority Road Upgrade Areas (Base map source: SDF 2040, 2024) 230
Figure 76: Allocation of High Impact Areas 232
Figure 77: Housing and Informal Settlements Projects 233

Figure 78: Johannesburg Future City Model: Compact polycentric urban form. (Source: SDF 2040, 2024) 234
Figure 79: Urban Development Zones - Transformation Zones (Source: SDF 2040, 2024) 235
Figure 80: Investment Priority Economic Nodes 237
Figure 81:Total Capex per Annum – 2024/2025 MTREF 238
Figure 82: Funding Source Allocations 240
Figure 83: Capex allocation by unit/ department/entity 242
Figure 84: Capex allocation by unit/ department/entity 242
Figure 85: Budget allocation in developmental zones 245
Figure 86: Budget allocation in developmental zones 246
Figure 87: Budget allocation in transformation zones 248
Figure 88: Budget allocation in transformation zones 249
Figure 89: Budget allocation in marginalised areas 251
Figure 90: Allocation in marginalised areas 252
Figure 91: Capex Focus Area (Transformation Zone) 256
Figure 92: 5 key priority precincts within the Empire Perth TOD Corridor 258
Figure 93: Eastern Mining Belt Boundary 260
Figure 94: Western Mining Belt Boundary 260
Figure 95: Kya Sands illegal aerial view 271
Figure 96: Illegal settlements next to illegal dumping 272
Figure 97: M&E in the context of GDS 2040 Outcomes/ Outputs 393
Figure 98: M&E in the context of the City's SDBIP 394

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	Group Legal	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	TOD	Transit-oriented Development
GDP	Gross Domestic Product	UDB	Urban Development Boundary

GDP-R	Gross Domestic Product by Region	UISP	Upgrading of Informal Settlements Programme
GLU	Government of Local Unity	WHO	World Health Organisation
HSDS	Human and Social Development Strategy	VIP	Ventilated Improved Pit latrines
ICHIP	Inner City Housing Implementation Plan		
ICT	Information and Communication Technology		

Executive Mayor's Foreword

Johannesburg has always been a city of ambition, resilience, and boundless opportunity. It is a place where people come to shape their futures, build businesses, and create communities. As Africa's economic hub, our city continues to attract talent, investment, and innovation.

Yet, we recognise that Johannesburg faces complex challenges. Issues such as service delivery constraints, safety concerns, and economic pressures impact the daily lives of our residents. These challenges, while significant, present us with an opportunity to work together in reimagining a city that is efficient, safe, and inclusive.

The 2025/26 Integrated Development Plan (IDP) Review is more than a policy document, it is a People's Plan, shaped by the voices of Johannesburg's residents. Rooted in the Joburg 2040 Growth and Development Strategy (GDS), this IDP builds on past efforts, acknowledges areas requiring improvement, and sets a clear path toward a more sustainable, prosperous, and resident-centered city. It reflects the outcomes of the November 2024 Lekgotla, where leaders and communities came together to define a shared vision for the future.

This IDP further reflects the alignment of the City's priorities with the national turnaround agenda spearheaded by the Presidential Johannesburg Working Group (PWG). Convened by the Presidency in early 2025, the PWG brings together senior national departments and entities to address Johannesburg's institutional challenges. Its eight strategic focus areas have been embedded into this IDP, enabling a coherent, whole-of-government approach to the City's recovery.

A thriving city is one that listens to its residents and responds with decisive action. The renewal of our inner city is a priority. Through the redevelopment of hijacked buildings, including city-owned properties, we are working to restore dignity, safety, and economic activity while ensuring access to quality housing. This initiative is part of a broader commitment to urban regeneration, economic revitalisation, and sustainable development.

A secure environment is essential for growth and prosperity. The City is strengthening law enforcement, leveraging smart policing technologies, and enhancing community safety initiatives to ensure that all residents feel safe in their homes, workplaces, and public spaces.

Service delivery remains at the heart of this administration's commitment to the people of Johannesburg. While challenges exist, this IDP outlines a focused approach to infrastructure investment, improved maintenance strategies, and strengthened accountability mechanisms. Residents can expect continued improvements in access to clean water, stable electricity, well-maintained roads, and efficient waste management.

Ensuring the City's financial health is a key priority. Through enhanced revenue collection, responsible budgeting, and strategic partnerships, we are working to build a more resilient and financially sustainable municipality. These measures will strengthen our ability to provide quality services while positioning Johannesburg for long-term economic stability.

Johannesburg remains a city of opportunity. By supporting small businesses, investing in digital infrastructure, and unlocking new job opportunities, this IDP prioritizes inclusive economic growth.

As we move forward, partnerships with the private sector, communities, and all spheres of government will be essential in driving sustained development.

As we prepare to host the G20 and U20 Summits in 2025, Johannesburg will have the opportunity to showcase its progress, potential, and ambition. This is a moment to reaffirm our position as a leading African city, one that is dynamic, globally competitive, and deeply committed to the well-being of its people.

The 2025/26 IDP is our collective roadmap toward Joburg 2040. It reflects the aspirations of our communities, the strategic vision of this administration, and our shared determination to build a city that truly works for all.

Together, we are reimagining Johannesburg, one that is resilient, inclusive, and ready for the future.

Cllr. Dada Morero
Executive Mayor
City of Johannesburg

City Manager's Statement

The Integrated Development Plan (IDP) is the cornerstone of municipal planning and governance, as required by the Municipal Systems Act (No. 32 of 2000). It is a legally binding, five-year strategic framework that aligns the City's priorities, resources, and implementation plans to meet the needs of Johannesburg's residents. The 2025/26 IDP Review is a critical milestone in our commitment to reclaiming Johannesburg and positioning it as a safer, more efficient, financially sustainable, and economically vibrant city.

This document serves as an operational plan, ensuring that the City's day-to-day functions, long-term infrastructure projects, and developmental priorities are aligned with the objectives set out in Joburg 2040, our long-term Growth and Development Strategy. This strategy envisions a resilient, inclusive, and globally competitive Johannesburg, driven by innovation, economic expansion, and sustainable service delivery.

Aligning Priorities for Effective Implementation

This IDP also reflects the City's alignment with the national turnaround agenda introduced by the Presidential Johannesburg Working Group (PWG), a special intervention led by the Presidency in early 2025 to address systemic service delivery and governance failures in Johannesburg. The PWG's eight national priority areas, from financial sustainability to inner city rejuvenation, are integrated into our turnaround efforts, with joint delivery compacts and measurable outcomes underpinning our reform approach.

The 2025/26 IDP Review focuses on five core areas that are essential for Johannesburg's transformation:

1. Strengthening Service Delivery: Getting the Basics Right
Reliable service delivery is the foundation of a functional city. Our key priorities include:

- Water and Sanitation: Reducing water losses, upgrading pipelines, and ensuring equitable access to clean water.
- Electricity and Energy Security: Enhancing grid resilience, accelerating the rollout of independent power solutions, and improving response times for outages.
- Roads and Transport Infrastructure: Expanding road maintenance programs, upgrading major transport corridors, and enhancing public transport efficiency.
- Waste Management: Improving refuse collection, tackling illegal dumping, and expanding recycling initiatives.

Operational Implementation:

- Expanding performance-based service contracts to ensure measurable delivery improvements.
- Implementing a real-time tracking system for service complaints to enhance response times.
- Establishing rapid intervention approaches in high-risk service delivery areas.

2. Restoring Financial Sustainability: A City That Lives Within Its Means
Fiscal discipline is critical to Johannesburg's ability to function effectively. The City is implementing:

- Stronger revenue collection mechanisms to close financial leakages and recover outstanding municipal debts.

- Cost-cutting measures to eliminate wasteful expenditure and ensure resources are allocated to high-impact projects.
- Public-private partnerships (PPPs) to fund major infrastructure projects without overburdening ratepayers.
- Targeted investment in high-growth sectors, such as digital transformation and logistics, to expand Johannesburg's revenue base.

Operational Implementation:
- Modernizing the billing and revenue collection system to improve accuracy and efficiency.
- Enforcing stricter financial compliance across departments to reduce irregular expenditure.
- Creating a dedicated Infrastructure Fund to finance large-scale urban renewal projects.

3. Reclaiming the Inner City: A Model for Urban Regeneration
The inner city must once again become the economic engine of Johannesburg. Through the redevelopment of 40 hijacked buildings, including 15 city-owned properties, we will:
- Provide affordable, high-quality housing for residents.
- Create economic hubs that attract business investment and generate employment.
- Strengthen bylaw enforcement to prevent future hijackings and illegal occupations.

Operational Implementation:
- Established a dedicated Inner City Regeneration Task Team to coordinate development projects.
- Fast-tracking development approvals to ensure rapid conversion of hijacked buildings.
- Increasing JMPD and law enforcement presence to maintain order and protect reclaimed spaces.

4. Enhancing Safety and Law Enforcement: Taking Back Our Streets
A safer Johannesburg is a city where people can live, work, and invest with confidence. Key interventions include:
- Expanding JMPD deployment in high-crime areas.
- Implementing a city-wide CCTV and smart policing system.
- Strengthening community safety initiatives through partnerships with private security and neighborhood watch programs.

Operational Implementation:
- Recruiting additional law enforcement personnel to expand JMPD's operational capacity.
- Enhancing data-driven crime prevention strategies using artificial intelligence and predictive analytics.
- Deploying a dedicated task force to combat building hijackings and bylaw violations.

5. Digital Economy and Network Infrastructure
Johannesburg must be at the forefront of South Africa's economic recovery. This IDP prioritizes:
- Investment in digital infrastructure to position Joburg as Africa's leading smart city.
- Support for small businesses and entrepreneurs, ensuring access to funding and market opportunities.
- Expansion of key industries, such as logistics, manufacturing, and renewable energy.

Operational Implementation:
- Establishing business incubation hubs to support start-ups and SMMEs.
- Increasing incentives for investors in high-growth sectors.
- Strengthening partnerships with universities and research institutions to drive innovation.

Positioning Johannesburg on the Global Stage: The G20 & U20 Summits

In 2025, Johannesburg will host the G20 and U20 Summits, placing our city on the world stage. This is a historic opportunity to:

- Attract global investment and showcase Johannesburg as a hub for business and innovation.
- Strengthen international partnerships, learning from global best practices in urban development.
- Accelerate infrastructure development, ensuring that our city presents a world-class experience for visitors and residents alike.

Hosting the G20 is more than an event; it is a catalyst for long-term transformation, reinforcing Johannesburg's role as a leading African metropolis.

Ensuring Accountability and Execution

The success of this IDP depends on strong governance, accountability, and collaboration. To ensure effective implementation:

- We are enhance stricter performance monitoring systems for all departments.
- We will provide quarterly progress reports to ensure transparency and accountability.
- We will continue to engage residents, businesses, and stakeholders to ensure continuous feedback and alignment with community needs.

This 2025/26 IDP Review is our roadmap to a restored, reimagined, and resilient Johannesburg. It is not just a plan, it is a commitment to taking decisive action, delivering real results, and ensuring a better future for all Joburgers.

Now is the time for government, business, and communities to come together to reclaim Johannesburg. Through strategic planning, operational excellence, and bold leadership, we will build a city that is safe, prosperous, and ready for the future.

Tshepo Makola
City Manager
City of Johannesburg

PART A: OVERVIEW OF THE 2025/26 IDP

1. Introduction to the 2025/26 IDP Review

The 2025/26 IDP review document is the culmination of a series of conversations by various communities throughout the Metropolitan City of Johannesburg. It brings together the people of Johannesburg's interests into a strategic framework that manages the City's resources to respond directly to these interests. It is more than just a planning document; it is a strategic guide that takes stock of the city's performance over five years.

The 2025/26 IDP therefore considers the contemporary history of Johannesburg. It addresses the imminent needs and challenges faced by the City's almost 6 million residents. Informed the Municipal System's Act, this IDP is driven by the core themes of a vibrant public participation process, a dynamic integrated development planning process as well as a performance management environment system that is not only about achieving targets but going over and above the expectations of the City's corporate scorecard.

The Johannesburg 2040 Growth and Development Strategy (GDS), also known as the Joburg 2040, is the City's north-star when it comes to Johannesburg's planning horizon. It takes into consideration global issues and gives them relevance to local needs. The Urban20 (U20) is an initiative facilitated by C40 Cities that brings together major cities from G20 countries. Its purpose is to elevate urban issues and strengthen the role of cities in the G20 agenda by developing collective messages. By convening international city leaders, policy experts, and innovators, hosting both the G20 and U20 in Johannesburg creates a platform for high-level dialogue and collaborative learning.

Hosting the U20 will strengthen local policy frameworks by drawing upon global best practices and helping to refine city-level strategies that speak directly to the social, economic, and environmental challenges facing Johannesburg. In turn, this can lead to more robust partnerships with stakeholders committed to shared progress, ensuring the development and implementation of innovative solutions that benefit local communities well beyond the summit itself.

The rejuvenation of the inner city has been elevated as a key priority and programme under this IDP review. This is one of the ways the city is responding to "Reimagining the City of Johannesburg through the Eyes of the Residents", by focusing on creating a vibrant, inclusive, and sustainable urban environment that reflects the needs and aspirations of its diverse communities. This involves addressing key issues such as affordable housing, urban regeneration, by-law enforcement and safety, and access to economic opportunities while preserving the unique character and heritage of the Inner-City.

By prioritising this programme, the City aims to foster a sense of ownership among residents, enhance the quality of life, and position Johannesburg as a leading African metropolis that is resilient, sustainable, liveable and globally competitive.

2. Who We Are

2.1. Introduction: Johannesburg in a Shifting Governance Terrain

The City of Johannesburg is in the midst of a deep and multifaceted crisis. While historically recognised as South Africa's commercial capital and a strategic metropolitan centre in the Gauteng City Region, the city is no longer functioning in line with the constitutional aspirations of developmental local government. Institutional dysfunction, deteriorating infrastructure, and public frustration are converging into a legitimacy crisis. Service delivery failures are no longer isolated incidents but systemic symptoms of a state unable to deliver on its basic mandate.

This is the uncomfortable truth that informed the outcomes of the Mayoral Lekgotla of November 2024 and shaped the May 2025 Turnaround Plan submitted to the Presidency. These were not business-as-usual engagements. Rather, they marked a political and administrative acknowledgment that Johannesburg is on a knife's edge, and that deliberate, outcome-based recovery must be integrated into the City's IDP to ensure real change.

The Turnaround Plan is therefore not an annexure or an external policy,it is the City's recovery framework. This chapter provides the local government and institutional context that makes the Turnaround Plan not only necessary, but urgent. It outlines the conditions that necessitated decisive intervention, and frames Johannesburg's recovery as a constitutional and developmental imperative.

2.2. Johannesburg's Governance Challenges: A Multi-Dimensional Crisis

Local government in Johannesburg is no longer delivering consistently, predictably, or equitably. The depth of the crisis is measurable across six dimensions:

- **Financial instability:** The City's finances are in distress. The current cash on hand is below National Treasury's minimum norms. In the 2023/24 financial year, debtors exceeded R48 billion, while collection efficiency dropped to 84.3%. High levels of unauthorised, irregular, fruitless and wasteful (UIF&W) expenditure, coupled with material findings in audit outcomes, indicate a persistent breakdown in internal controls.
- **Infrastructure collapse:** Johannesburg is an aging city whose core infrastructure is on the verge of failure. Over 30% of bulk electricity and water infrastructure is past its design life. Water losses exceed 226.9 megalitres per day, and electricity technical and non-technical losses are above 31%. Sewer spills, potholes, power outages, and service disruptions are daily realities for residents.
- **Weak service delivery capacity:** Critical departments and entities suffer from vacancy rates of over 30%, poor contract management, and institutional misalignment. This is compounded by politicised appointments, siloed planning, and underperforming entities that fail to deliver capital projects on time or within budget.
- **Erosion of accountability and oversight:** Political instability, weak consequence management, and limited interdepartmental integration have fostered a culture of impunity. Oversight bodies—including the Auditor-General, the Municipal Public Accounts Committee (MPAC), and civil society,have flagged repeated non-compliance with governance frameworks.

- **Social instability and public disillusionment:** The collapse in service reliability has coincided with a rise in community protests, which increased by 36% year-on-year. The growth of informal settlements, hijacked buildings, illegal dumping, and service bypasses is both a symptom and a cause of institutional breakdown. Public confidence in the City's ability to enforce by-laws, manage development, or deliver basic services is at a historic low.
- **Dysfunctional intergovernmental coordination:** National and provincial departments often operate in parallel rather than in alignment with the City. This has led to fragmented planning, inefficient duplication, and critical delays in projects such as housing delivery, safety interventions, and public transport integration.

These failures are not abstract, they are lived daily by millions of Johannesburg's residents. The legitimacy of local government itself is at stake. Without a profound reorientation of how the City plans, budgets, delivers, and governs, Johannesburg risks sliding into ungovernability.

The Turnaround Plan is Johannesburg's response to this crisis,a coordinated, measurable, and politically owned framework for recovery. Its integration into the IDP is both a practical step and a political signal that the City is serious about change.

2.3. The Presidential Johannesburg Working Group: A National Mandate for Reform

The Presidential Johannesburg Working Group (PWG) was established in early 2025 as a direct response to the escalating governance and service delivery crises in the metro. It represents a national-level recognition that Johannesburg's institutional failures are no longer a localised challenge, but a national risk. The Group, convened by the Presidency and comprising senior representatives from COGTA, National Treasury, the Department of Public Works and Infrastructure, the Department of Human Settlements, and key state-owned entities, sought to provide strategic, coordinated, and high-impact interventions to arrest the City's decline.

The Working Group identified **eight priority areas** for targeted support, which now anchor Johannesburg's Turnaround Plan:

1. **Governance and Financial Sustainability**
2. **Water and Sanitation**
3. **Electricity and Energy**
4. **Clean and Safe Public Spaces**
5. **Safety and Security**
6. **Human Settlements and Social Development**
7. **Inner City Rejuvenation**
8. **Cultural Institutions and Heritage Sites**

Each priority is aligned to tangible deliverables, underpinned by technical task teams, investment commitments, and outcome-based indicators. The Presidential Working Group has elevated Johannesburg's recovery into a whole-of-government mandate, with monthly reporting mechanisms and joint delivery compacts.

The IDP 2025/26 has absorbed this framework and localised its priorities within the City's governance model, spatial plans, and financial resource allocations. By rooting national priorities in local realities, the IDP becomes both a municipal roadmap and a national delivery instrument.

The stakes are clear: Johannesburg's recovery is not just about restoring services but restoring credibility to local democracy itself.

2.4. Demographics

The current population of the city of Joburg is estimated to be 5.8 million, making it the biggest metro by population size in South Africa.[1] Johannesburg's population constitutes about 37% of the Gauteng population and 9% of South Africa's overall population.[2]

The chart below compares the City of Johannesburg's population structure of 2013 and 2023.

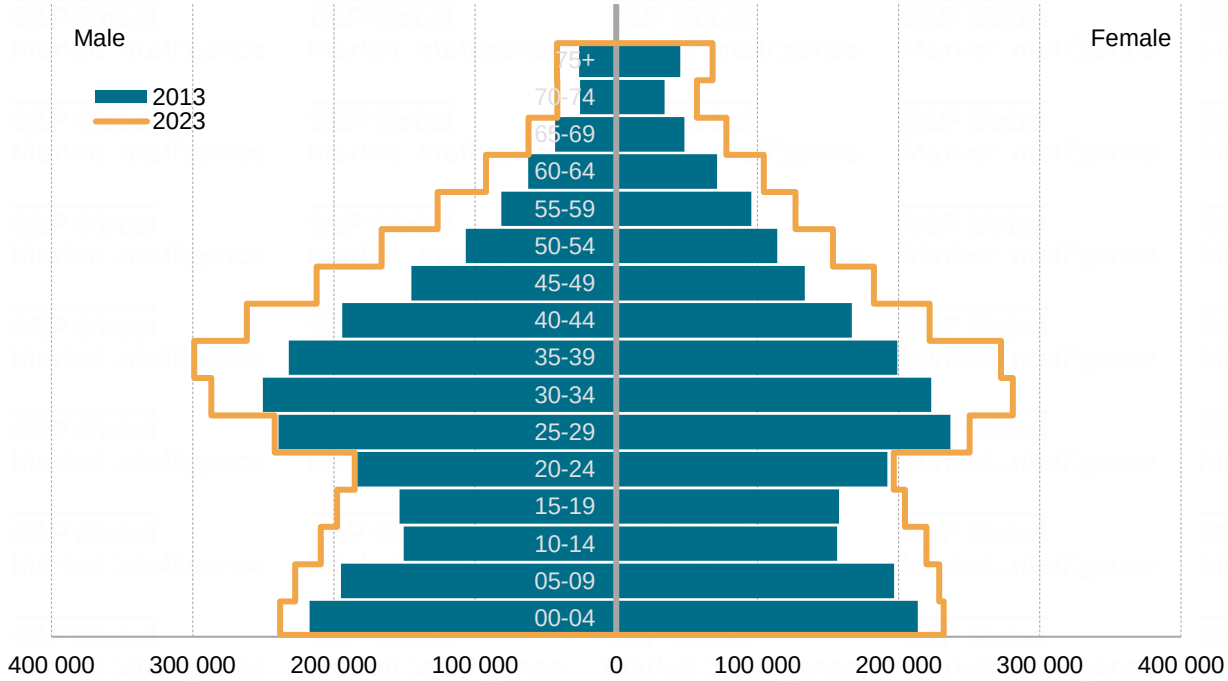


Figure 4 Johannesburg Population Pyramid, 2023. Source: South Africa Regional eXplorer v2473.

The most significant differences between the population pyramid of the city and the national age structure are the following:

- In 2013, there were a significantly larger share of young working age people - aged 20 to 34 (28.9%) - compared to 2023 (25%). The youth play a vital role in the development and prosperity of the city. They can advance social, economic, political, and cultural transformation and are a driving force for change.
- Fertility in 2013 was slightly higher compared to that of 2023.
- The share of children between the ages of 0 to 14 years is significantly larger in 2013 (24.6%) compared to 2023 (23.5%).
- Life expectancy in the city is increasing.

[1] Stats SA (2024) Mid-year Population Estimates 2024 (MYPE).
[2] South Africa Regional eXplorer v2473. 2024 S&P Global.

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 33% are born in South Africa but in another province, and 13% are from another country.[3]

It is estimated that currently, there are 2.28 million households in Johannesburg, up from 1.4 million in 2011.4 Black Africans remain the dominant population group at 80%, followed by the White population at 9%. The Coloured and Indian/Asian population both comprise only 5% of the Joburg population.

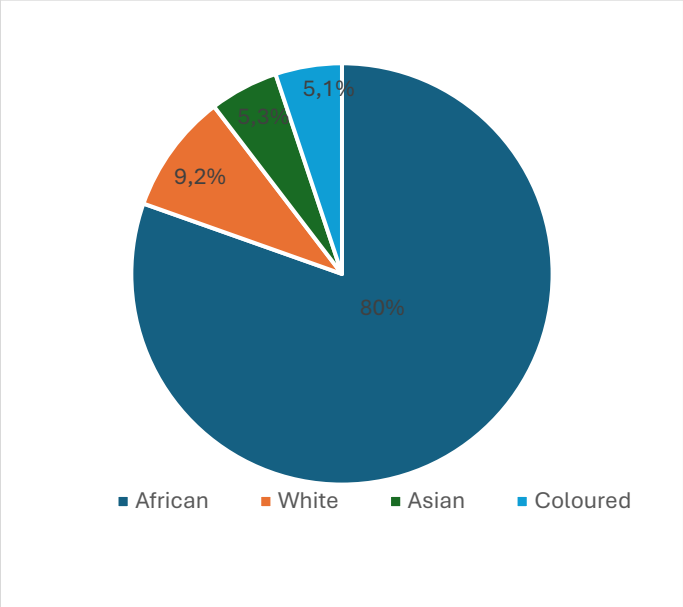


Figure 5 Distribution of CoJ population, by population group. Census 2022. Source: Stats SA, 2023

2.5. Social Opportunities and Challenges

Poverty, Inequality and Unemployment

Poverty alleviation and the elimination of inequalities lie at the centre of development policy in post-apartheid South Africa. In 2023, 51% of the Joburg population lived below the poverty line[5] compared to 42% in 2013.[6] The worsening poverty trend is *inter alia* a consequence of rapid urbanisation and slow economic development. 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 (68%).[7]

[3] GCRO. 2024. Quality of Life Survey 7 2023/24. Johannesburg: Gauteng City-Region Observatory
[4] Stats SA (2024) GHS Metros 2023.
[5] 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.
[6] South Africa Regional eXplorer v2473. 2024 S&P Global.
[7] Ibid

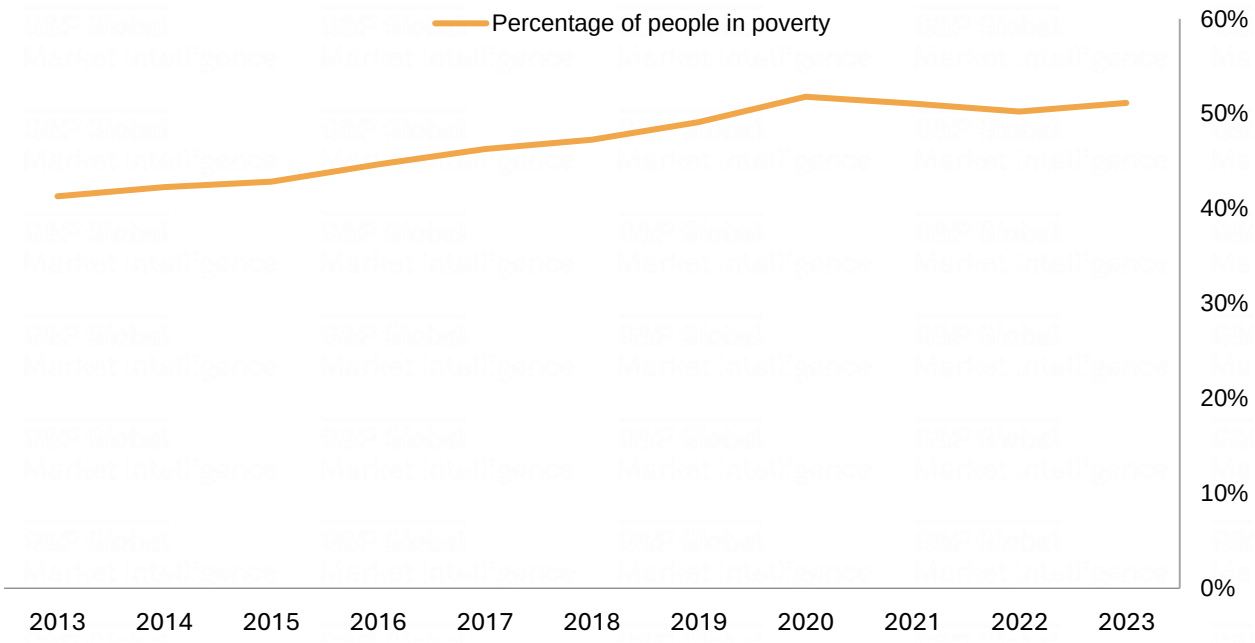


Figure 6 CoJ poverty overview, 2013-2023. Source: South Africa Regional eXplorer v2473. 2024 S&P Global.

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,[8] has reduced since 2013, it is still high in comparison to other metropolitan cities in the world. In 2023, the Gini coefficient in city of Joburg was 0.59, an improvement from 0.64 in 2013.[9]

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 marginalisation and exclusion. Addressing these issues 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)

Human Development Index (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.

[8] 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 low-income 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.
[9] South Africa Regional eXplorer v2473. 2024 S&P Global.

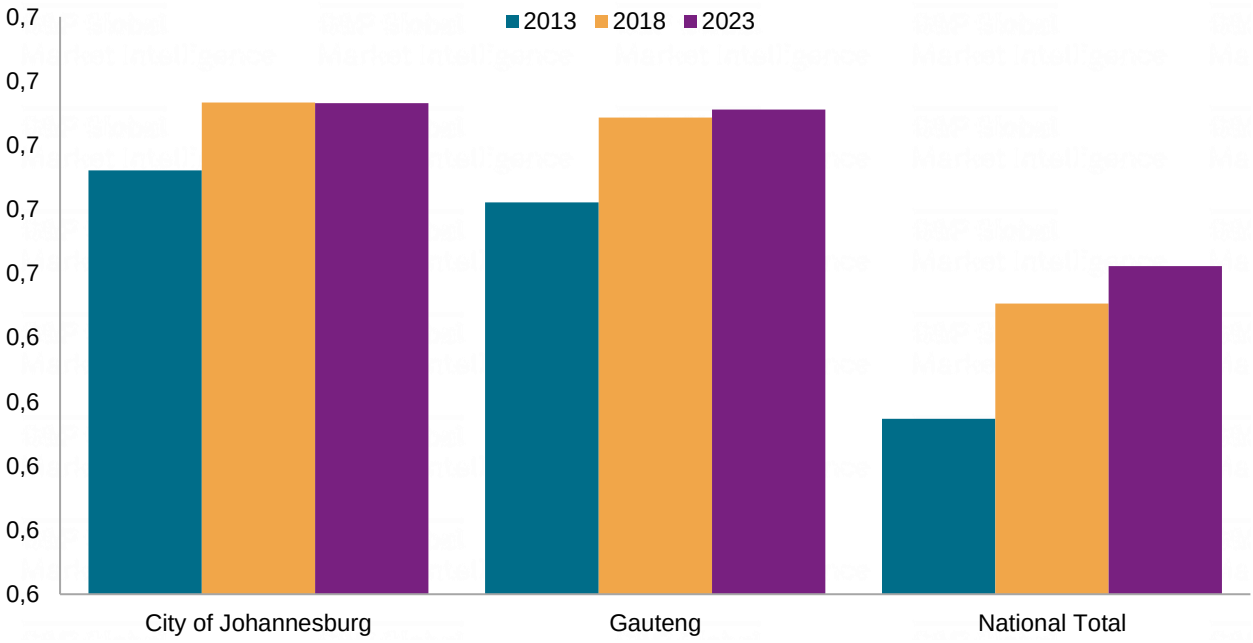


Figure 7 Human Development Index - National, Gauteng and City of Joburg. Source: South Africa Regional eXplorer v2473. 2024 S&P Global.

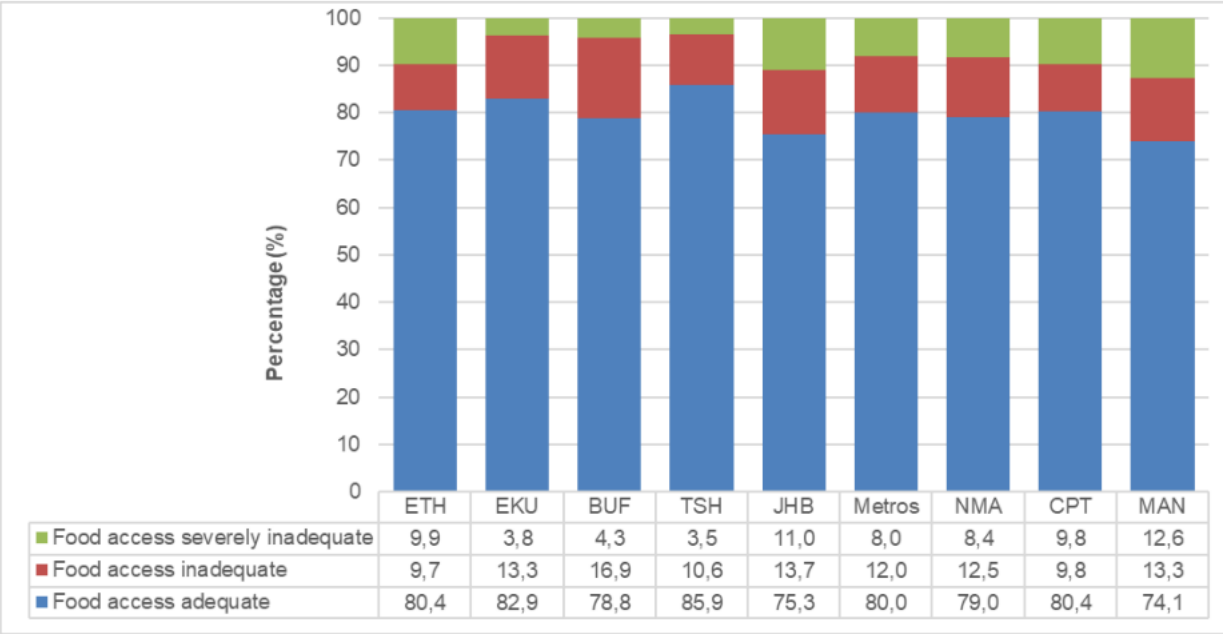
The HDI of Johannesburg is 0.713, which is slightly higher than the HDI of South Africa (0.662). Region B has the highest HDI value of 0.785, while Region G has the lowest HDI value of 0.627, indicating a significant regional disparity in human development within Johannesburg. This analysis suggests 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 2023, 24.7% of Joburg residents had inadequate or severely inadequate food access.[10] Access to nutritious food also remains a key challenge for the City, a trend that was amplified by the COVID-19 economic restrictions.

[10] Stats SA. 2024. General Household Survey 2023. Pretoria: Statistics South Africa.



	ETH	EKU	BUF	TSH	JHB	Metros	NMA	CPT	MAN
Food access severely inadequate	9,9	3,8	4,3	3,5	11,0	8,0	8,4	9,8	12,6
Food access inadequate	9,7	13,3	16,9	10,6	13,7	12,0	12,5	9,8	13,3
Food access adequate	80,4	82,9	78,8	85,9	75,3	80,0	79,0	80,4	74,1

Figure 8 % Food access, all Metros, Source: Stats SA. 2024. General Household Survey 2023.

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.[11] Early detection and initiation of interventions (medical and non-medical) for these conditions, as well as 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 2012 and 2022, 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 20404 in 2013 compared to 10266 in 2023).[12]

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 67 years in 2022.[13]

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 2022, approximately 44% of the Joburg population had a Grade 12/Matric qualification while 15% had a Higher Education certificate.[14]

[11] Stats SA. 2018. Mortality and Causes of Death in South Africa report. Pretoria: Statistic South Africa.
[12] South Africa Regional eXplorer v2473. 2024 S&P Global.
[13] RSA Standardised Regional Development Indicators. Quantec, 2023.
[14] Stats SA. 2023. Census 2022.

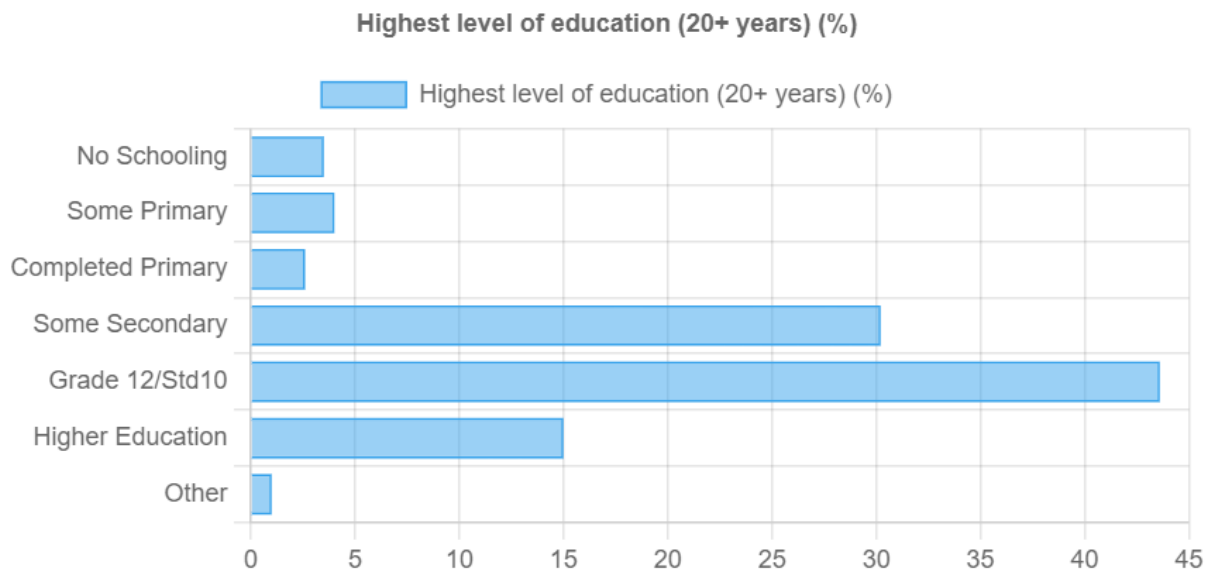


Figure 9 Highest level of education in Johannesburg. Census 2022. Source: StatsSA, 2023.

Although education is not a primary competency of local government, the City of Johannesburg (CoJ) recognises its strategic role in facilitating lifelong learning by providing free Wi-Fi access in community libraries, and connecting residents to opportunities and educational resources. Over the past five years, more than 150,000 residents have participated in e-learning programmes through these libraries. To further enhance these efforts, the City aims to leverage partnerships with provincial and national governments, specifically by collaborating with the Gauteng Department of Education and the Department of Higher Education and Training.

Such partnerships will provide additional resources, digital infrastructure, and targeted educational content to expand the reach and effectiveness of e-learning initiatives. By aligning its objectives with national education frameworks, the CoJ will also access broader funding opportunities, technical support, and expertise, ensuring a more integrated and impactful approach to lifelong learning and digital inclusivity.

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 over the past ten years. Violent crime decreased by 0.76% since 2012/2013, while property crimes decreased by 5.23% between the 2012/13 and 2022/23 financial years.[15] However, according to the 2023/24 QoL survey, nearly half of all residents (49.5%) felt that crime had gotten worse in the past year and only 22.4% reported being satisfied with the safety and security services provided by the government in the area they live.[16] 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.

2.6. Economic Challenges and Opportunities

[15] South Africa Regional eXplorer v2473. 2024 S&P Global.
[16] GCRO. 2024. Quality of Life Survey 7 2023/24. Johannesburg: Gauteng City-Region Observatory.

Johannesburg's economy is made up of various industries. The finance sector is the largest accounting for R 325 billion or 34.7% of the total GVA in the city.[17] The sector that contributes the second most to the GVA of Johannesburg is the community services sector at 18.6%, followed by the manufacturing sector with 16.3%. The sector that contributes the least to the economy is the agriculture sector with a contribution of R 3.2 billion or 0.34% of the total GVA.

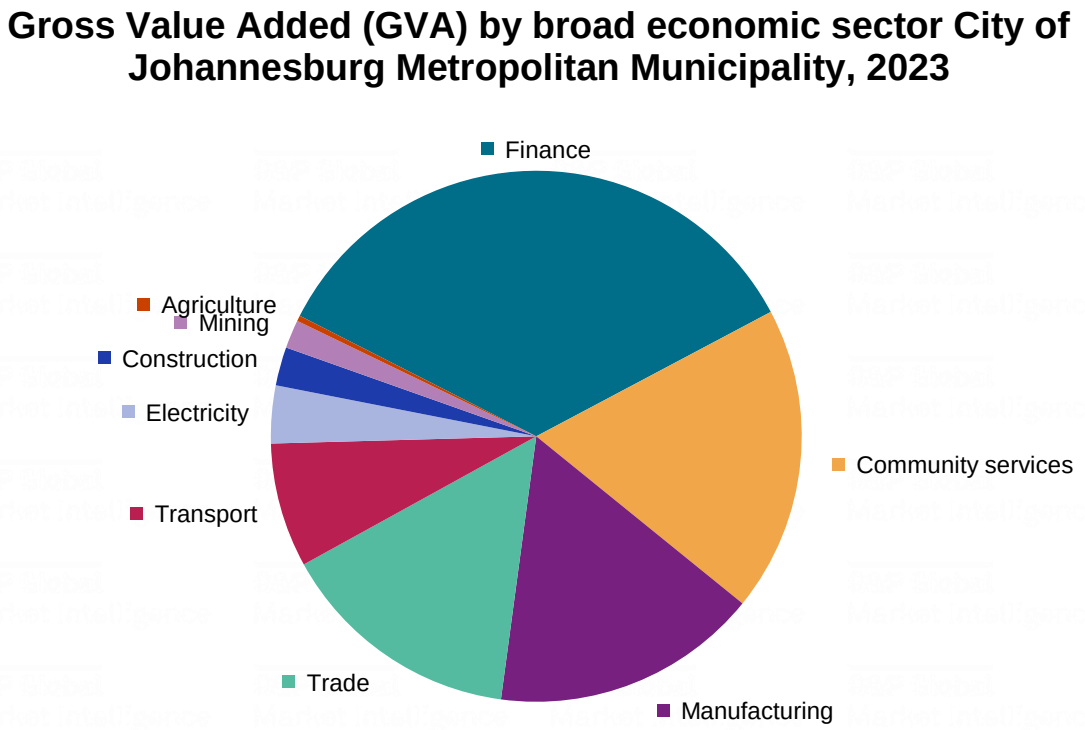


Figure 10 GVA per sector breakdown in Johannesburg. Source South Africa Regional eXplorer v2473. 2024 S&P Global.

Between 2013 and 2023, the agricultural sector in Johannesburg experienced the strongest average annual growth, with a rate of 3.44%. The industry with the second highest average annual growth rate is the finance sector averaging at 2.57% per year. On the other hand, the mining sector faced a decline, averaging an annual growth rate of -2.51%. The construction sector recorded the weakest average annual growth at -3.16%. Despite these varied performances, overall positive growth existed for all the industries in 2023 with an annual growth rate of 2.85% since 2022.[18]

Unemployment remains stubbornly high and continues to rise, particularly among the youth. In Q1 2024 the unemployment rate in the city was 32.5%.[19] Youth unemployment was even higher at 46.97%.

The elevated levels of youth unemployment are partially linked to the labour market's inclination towards higher-skilled workers. Johannesburg's urban economy is heavily influenced by the tertiary sector, including industries like finance, ICT, community services, and trade. These sectors not only dominate the economic landscape but also highlight Johannesburg's areas of competitive strength and high productivity.

Opportunities for lower-skilled workers in the formal economy are quite limited. Recognising the informal sector's contribution to the GDP is crucial. Efforts should be made to ease the challenges

[17] South Africa Regional eXplorer v2473. 2024 S&P Global.
[18] South Africa Regional eXplorer v2473. 2024 S&P Global.
[19] Stats SA. 2024. Quarterly Labour Force Survey (QLFS), 1st Quarter 2024

faced by small entrepreneurs. Additionally, fostering a stronger integration between the formal and informal economies in Johannesburg is essential for balanced economic development.

The trajectory of Johannesburg's employment landscape will be significantly influenced by the fourth industrial revolution (4IR), advancements in digital services, and the burgeoning green economy. These sectors demand a workforce with specialised skills and knowledge. Thus, it's critically important to provide our communities with opportunities for re-skilling and up-skilling, enabling them to actively engage in the workforce.

Economic growth forecast

It is expected that City of Johannesburg Metropolitan Municipality will grow at an average annual rate of 2.26% from 2023 to 2028. The average annual growth rate of Gauteng Province and South Africa is expected to grow at 2% and 1.8% respectively.[20]

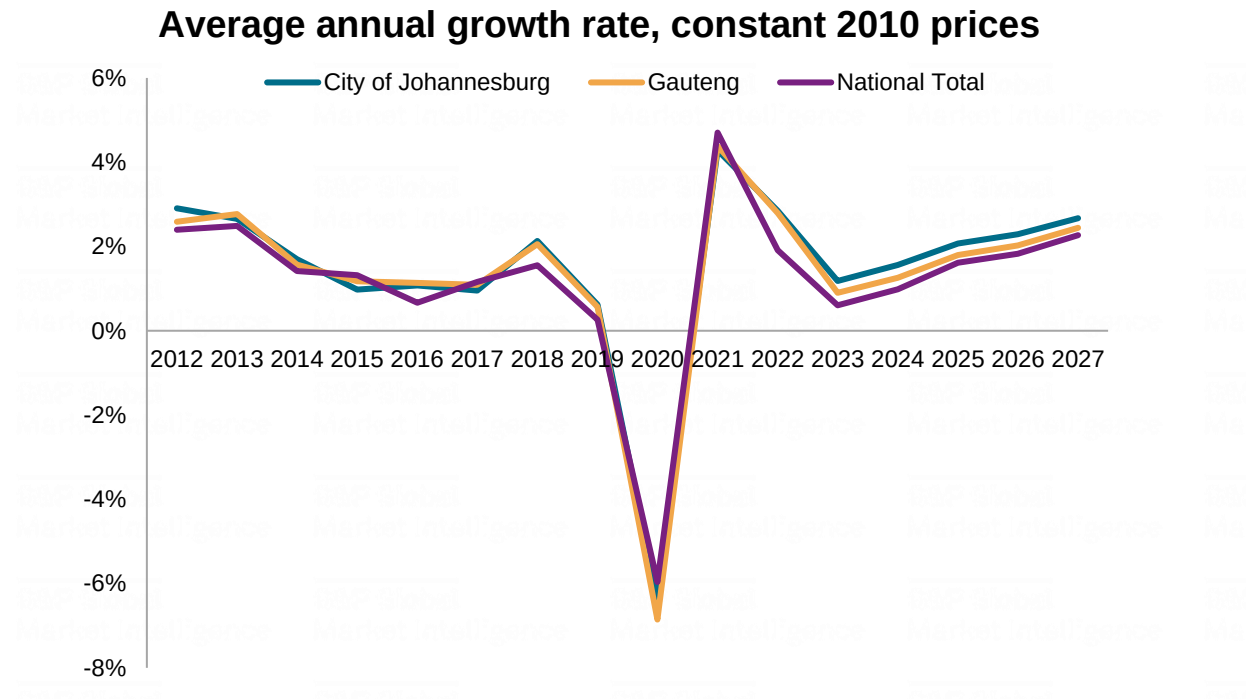


Figure 11 Gross domestic product (GDP) - City of Johannesburg, Gauteng and National Total, 2012-2027

Johannesburg's economic dominance is projected to continue, with its GDP reaching an estimated R784 billion (constant 2010 prices) by 2028. This represents 44.8% of the province's total GDP, maintaining Johannesburg's position as the leading regional economy. The city's robust growth, averaging 2.26% annually between 2023 and 2028, surpasses that of the other regional economies.

In Johannesburg the socioeconomic response actions to mitigate the effects economic shocks on the businesses and residents of the city have been 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.

[20] South Africa Regional eXplorer v2473. 2024 S&P Global.

Among the core challenges shaping the department led programmes and projects in support of the GDS and the priorities of the current administration are:

- **High levels of poverty and inequality** in Johannesburg with 51% of the population living below the upper poverty income line.[21] Income inequality in South Africa is among the highest in the world and in Johannesburg there are stark contrasts between rich and poor in income levels, living conditions and access to services, resources, and opportunities.
- **High levels of unemployment** with the official rate of unemployment in the city at 32.5% in the first quarter of 2024.[22] 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 tertiary sector, which includes trade, transport, finance, and community services contributes the most to the GVA of the City of Joburg at 75.8%. This is slightly higher than the national economy (69.9%). In 2023, the secondary sector contributed a total of 22.1%, while the primary sector contributed the least at 2.1%.
- **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.

In 2023, the GDP of the City of Johannesburg Metropolitan Municipality was R 1.04 trillion, a significant rise from R 572 billion in 2013. This accounted for 43.99% of Gauteng Province's GDP, which totalled R 2.37 trillion in 2023. This is a slight increase in its share within Gauteng from 43.87% in 2013. Furthermore, the City of Johannesburg Metropolitan Municipality contributed 14.97% to the GDP of South Africa, which had a total GDP of R 6.97 trillion in 2023(measured at nominal or current prices). Joburg’s contribution to the national economy remained relatively similar since 2013 when it contributed 14.78% to South Africa's GDP.[23]

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

[21] South Africa Regional eXplorer v2473. 2024 S&P Global.
[22] Stats SA (2024) QLFS 2024 Q1.
[23] South Africa Regional eXplorer v2473. 2024 S&P Global.

- Hundred percent implementation of the Green Economy programme

2.7. 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 tonnes of CO2e (56%), followed by the transport sector with 9.3 million tonnes CO2e (39%). Moreover, climate change exacerbates other challenges facing the City, such as:

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

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 prioritise evidence-based transformational actions, to transition the City towards an emission neutral, climate resilience city by 2050. The CAP is a city-wide action plan to be actioned by the City administration (including the city's Municipal Entities), private sector, civil society, youth etc. To achieve the Deadline 2020 scenario, the city is required to reduce its overall emissions by a target of 27,376,255 tons of carbon dioxide equivalent (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.

2.8. Service Delivery and Infrastructure Challenges and Opportunities

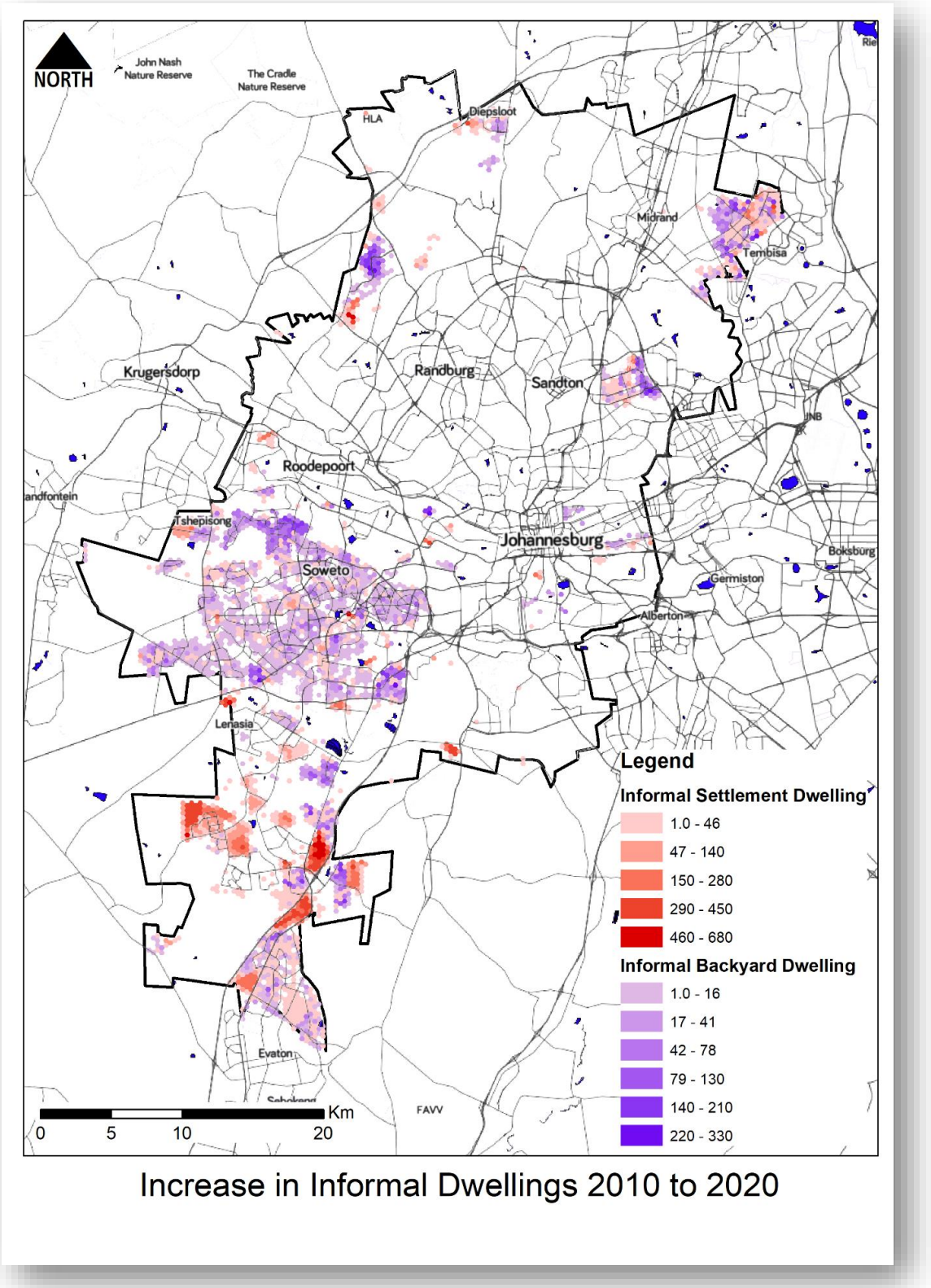
The CoJ will work to connect the city through enhanced integrated human settlements, public transit, ICT, and social mixing via protected green open space. We will direct infrastructure investment to nodes with highest potential to positively impact the development trajectory and spatial transformation 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 431,214.[24] 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.

[24] Calculated based on Stats SA (2024) GHS 2023. Pretoria: Statistics South Africa. https://www.statssa.gov.za/?page_id=1854&PPN=P0318&SCH=73897



Increase in Informal Dwellings 2010 to 2020

Figure 12 Increase in Informal Dwellings 2010 to 2022 per 400m Hexagon (Source: GeoTerraImage 2021)

In Joburg, more than half all of households 58%[25] spend more than 10% of their income on transport per month. This figure shows a 6 percentage points increase from 52%[26] in 2022 meaning more households are spending more than 10% of their income on transport per month and this may be due to high fuel prices. 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, 10.2 million trips are made in the city via minibus/taxis, accounting for 91% of all public transport trips in Johannesburg.[27] 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. Positively, only 18.1% of households reported having no access to internet in Gauteng and 91% of households own a cellphone.[28] 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.[29] 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.[30] 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.

2.9. Governance Challenges and Opportunities

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.

Institutions are presented with an opportunity to overcome outdated and inefficient systems, paving the way for enhanced productivity and improved 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

[25] Stats SA. 2024. General Household Survey, Selected development indicators, Metros 2023. Pretoria: Statistics South Africa
[26] Stats SA. 2024. General Household Survey, Selected development indicators, Metros 2023. Pretoria: Statistics South Africa
[27] Stats SA. 2024. General Household Survey, Selected development indicators, Metros 2023. Pretoria: Statistics South Africa
[28] Stats SA. 2024. General Household Survey, Selected development indicators, Metros 2023. Pretoria: Statistics South Africa
[29] 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
[30] Ibid

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

- **Enhancing Oversight and Accountability:** The City will enhance the role of the Ombudsman to focus on service delivery complaints and maladministration, while anti-corruption and fraud investigations will be led by the Group Forensic and Investigation Services (GFIS). This ensures clear accountability, faster resolution of complaints, and reduced duplication of efforts.
- **Revamping Service Delivery Mechanisms:** The City is launching a more structured infrastructure maintenance plan, addressing water leaks, electricity failures, and potholes beyond ad-hoc repairs. The waste collection system will be restructured to improve efficiency, reduce illegal dumping, and enhance recycling partnerships.
- **Increasing Transparency Through Data-Driven Decision-Making:** Transparency will move beyond publishing KPIs—the City will introduce real-time dashboards for public tracking of service delivery performance, ensuring residents can monitor and hold the City accountable. Public participation platforms will also be expanded beyond traditional meetings to include digital engagement and ward-level reporting structures.
- **Ensuring Leadership Stability for Long-Term Planning:** Recognizing that governance instability has undermined service delivery, the City will institutionalize stability through leadership continuity plans, succession strategies, and performance-linked contracts for senior executives. This ensures that leadership transitions do not derail service delivery or financial planning.

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 stabilising 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[31] 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 imperative. 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.

[31] information and communications technology (ICT)

2.10. 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 of Johannesburg is comparatively high with most households (both formal and informal) enjoying water supply infrastructure of RDP standard or higher (99.3%), access to a functioning basic sanitation facility (94.6%), access to electricity for lighting (89.5%), and have their refuse removed at least once a week (85.7%).[32]

Service[33]	% Households Serviced	% Backlog	Backlog No. Household
Housing (Formal dwelling)	81.8%	18.2%	431,214
Water	99.3%	0.7%	16,671
Sanitation	94.6%	5.4%	122,671
Electricity for lighting[34]	89.5%	10.5%	231,692
Refuse Removal	85.7%	14.3%	325,896

Figure 13: Existing level of development

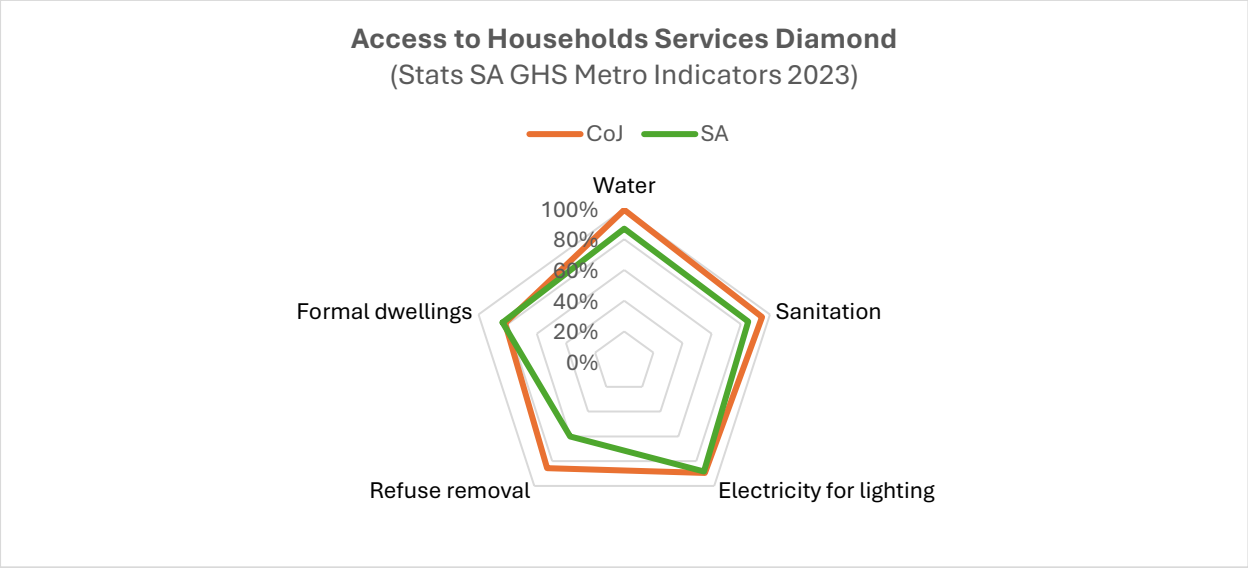


Figure 14 Access to Households Services Diamond: level of development in Johannesburg relative to national levels. Source: Stats SA. 2024. GHS metros, 2023

Figure 12 below shows access to basic services during 2023 within Johannesburg compared to national levels. The three lowest performing areas are: 1) formal dwellings (81.8%), 2) refuse removal (85.7%) and 3) electricity for lighting (89.5%). The stable, sustainable supply of electricity

[32] Stats SA. 2024. General Household Survey, Selected development indicators, Metros 2023 (GHS metros, 2023). Pretoria: Statistics South Africa
[33] Ibid
[34] Stats SA. 2024. SuperWEB2. Pretoria: Statistics South Africa: https://superweb.statssa.gov.za/webapi/jsf/dataCatalogueExplorer.xhtml

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 access slightly increased from 81.3% in 2022 to 81.8% in 2023. The level of access to weekly refuse collection has decreased by 1.5 percentage points from 87.2% to 85.7% between 2022 and 2023.

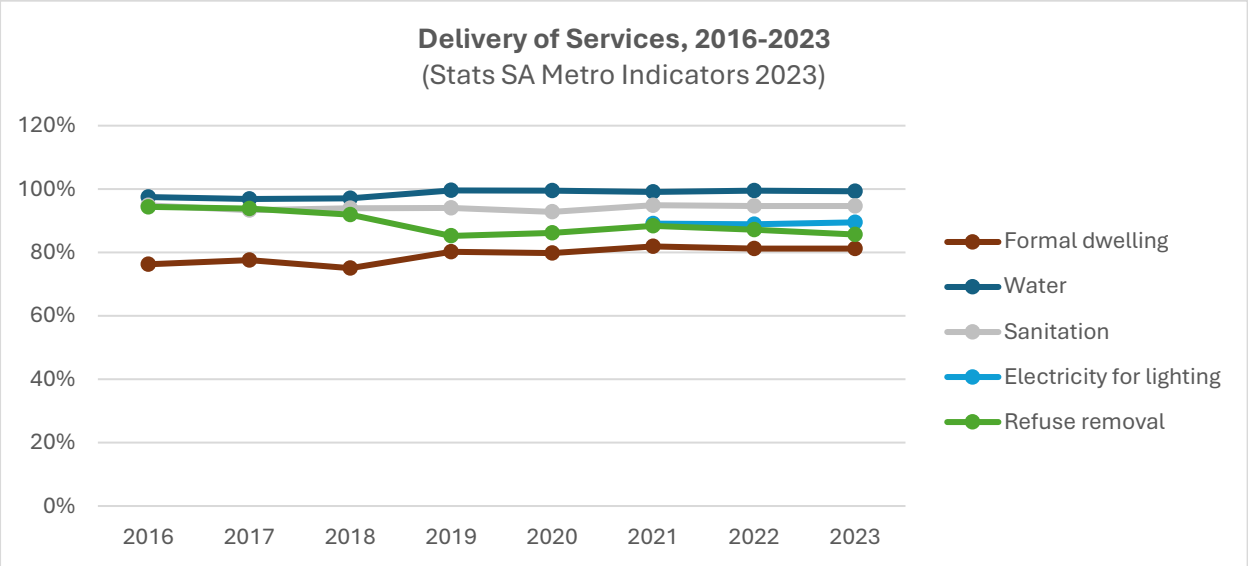


Figure 15 Delivery of Services %, 2016-2023. Source: Stats SA. 2024. GHS metros, 2023,

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.

Human Settlements

Approximately 1.8 million households or 81.8% of the city live in formal dwellings.[35] The formal dwelling backlog (number of households not living in a formal dwelling) is currently estimated at 18.2%. Johannesburg's housing backlog is estimated at over 431,214 households. The housing backlog is a major concern for the CoJ and has been a major focus of the City.

[35] Stats SA. 2024. GHS metros, 2023. Pretoria: Statistics South Africa

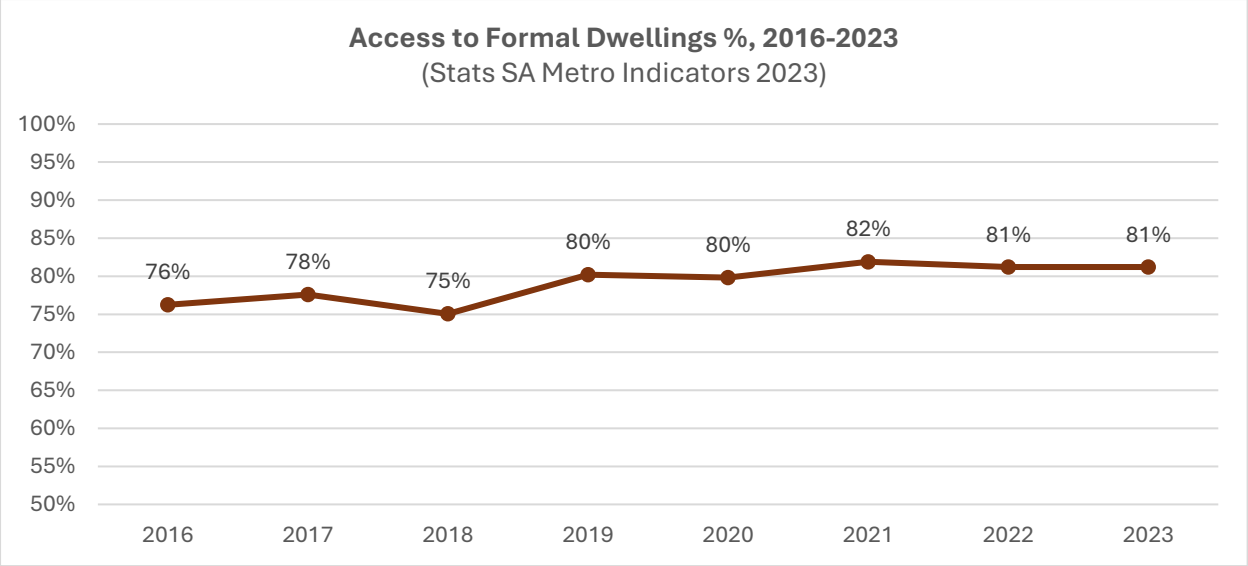


Figure 16 Access to Formal Dwellings %, 2016-2023. Source: Stats SA. 2024. GHS metros, 2023

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 relatively stagnant over the past 5 years.

Water

A total of 2.2 million (99.3%) 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.[36] 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.

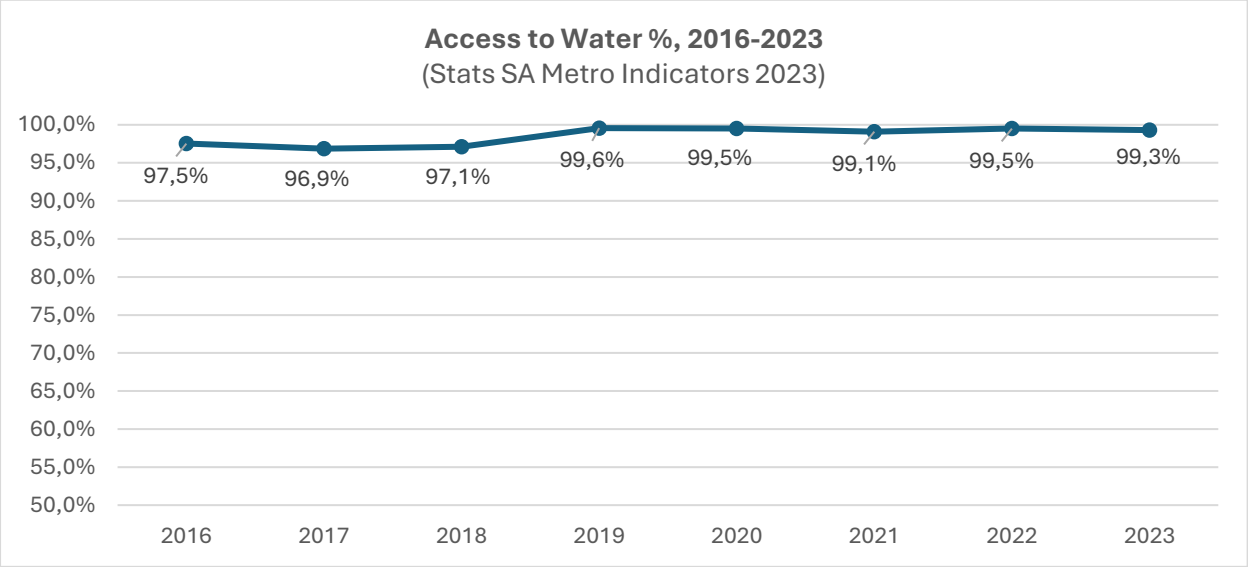


Figure 17 Access to Water %, 2016-2023. Source: Stats SA. 2024. GHS metros, 2023

[36] Stats SA. 2024. GHS metros, 2023. Pretoria: Statistics South Africa

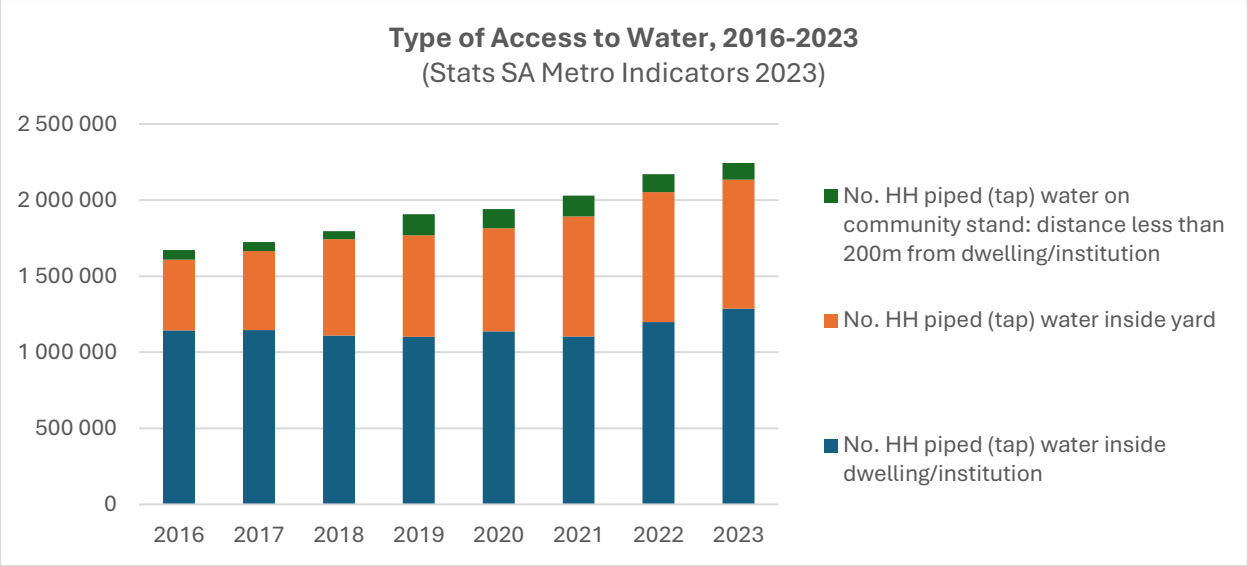


Figure 18 Types of Access to Water, 2016-2023. Source: Stats SA. 2024. GHS metros, 2023

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.[37] 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 2.1 million households (94.6%) in the City of Johannesburg have access to sanitation through individual sewer connections to properties. Given the increased number of households in the city because of urbanisation, it is positive that the sanitation backlog (number of households without hygienic toilets) has been decreasing over the past ten years.

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

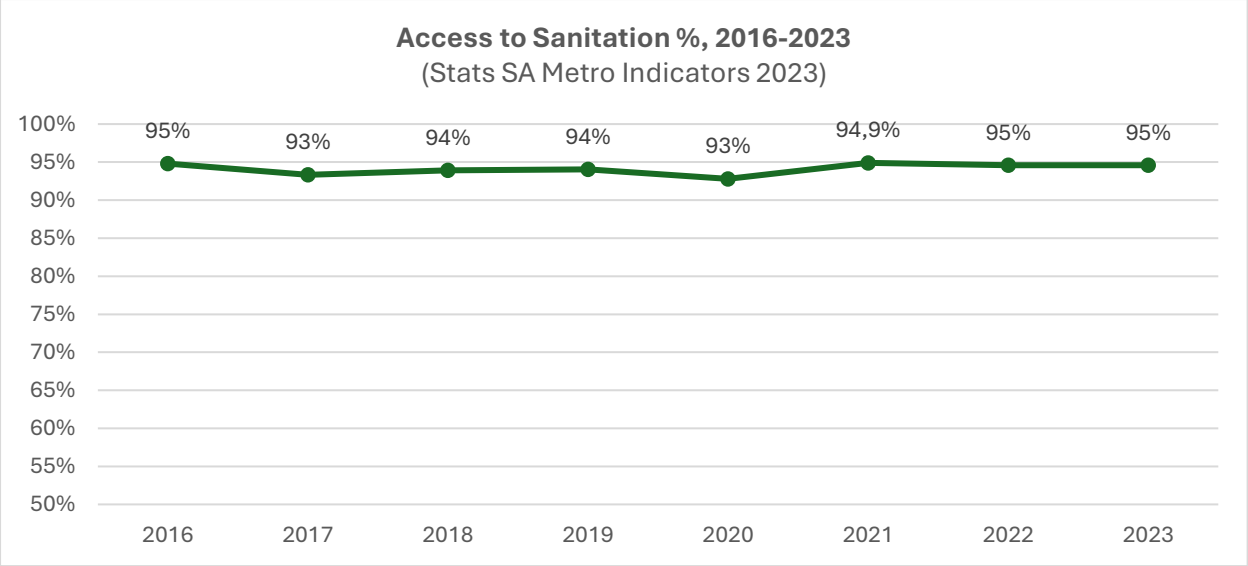


Figure 19 Access to Sanitation %, 2016-2023. Source: Stats SA. 2024. GHS metros, 2023

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.[38] Both of the above negatively impact the environmental health of the City and its residents.

Electricity

2 million households (89.5%)[39] in the City of Johannesburg use electricity for lighting and of those, 1.8 million households (78.4%)[40] have access to electricity from a public supplier. At 10.5%, the electricity for lighting backlog 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. Taking over Eskom supply areas presents financial risks, aging infrastructure, and high non-payment rates, requiring significant investment in upgrades and revenue collection systems. However, it offers opportunities for smart metering, renewable energy expansion, and improved service control, provided the City secures funding and adopts a phased, well-governed approach.

[38] GCRO. 2019. Water Security Perspective for the Gauteng City-Region Securing water for continued growth and well-being. Johannesburg: Gauteng City Region Observatory.
[39] Stats SA. 2024. SuperWEB2. Pretoria: Statistics South Africa: https://superweb.statssa.gov.za/webapi/jsf/dataCatalogueExplorer.xhtml
[40] Stats SA. 2024. GHS metros, 2023. Pretoria: Statistics South Africa.

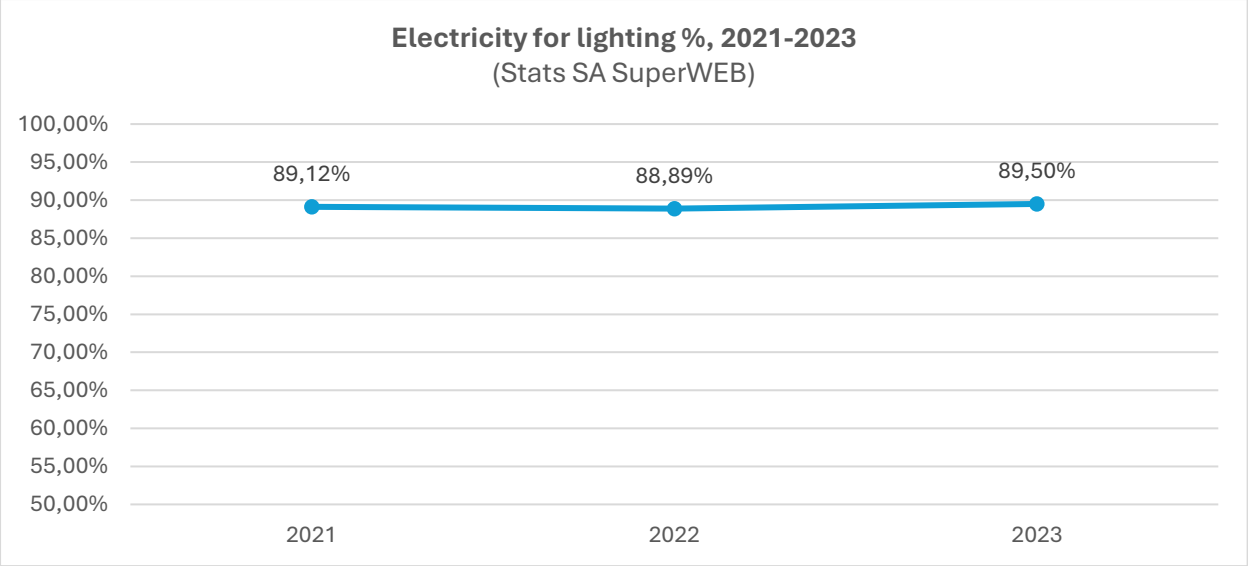


Figure 20 Usage of Electricity for lighting %, 2021-2023. Source: Stats SA. 2024. SuperWEB: https://superweb.statssa.gov.za/webapi/jsf/dataCatalogueExplorer.xhtml

In Gauteng, 76.6% of households made use of electricity for cooking.[41] Most households in Johannesburg have in-house pre-paid meters (52.8%).[42] 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%[43], however there has been a significant improvement during 2023/24 with a figure of 63%.[44] The level of satisfaction with energy sources that respondents have access to, has continued to decrease significantly in the last Three QoL surveys, currently at 38% of residents in 2023/24 from 64% of residents in 2020/21 and 77% in 2017/18.[45]

Waste management

1.9 million Households across Johannesburg (85.7%) have their refuse collected at least once a week.[46] 14.3% of households experienced backlogs (below formal once weekly collection, including less frequent collection; personal removal (own dump), or no refuse collection). Over the period between 2016 and 2023, waste management has decreased considerably compared to other services.

[41] Stats SA. 2024. GHS metros, 2023. Pretoria: Statistics South Africa
[42] Ibid
[43] GCRO. 2021. Quality of Life 6 Survey 2020/21: Presentation to COJ Executive Management Team. 8 November 2021
[44] GCRO. 2024. Quality of Life 7 Survey 2023/24. Johannesburg: Gauteng City-Region Observatory: Launched 22 October 2024
[45] GCRO. 2021. Quality of Life Survey 6 2020/21. Johannesburg: Gauteng City-Region Observatory
[46] Stats SA. 2024. GHS metros, 2023. Pretoria: Statistics South Africa

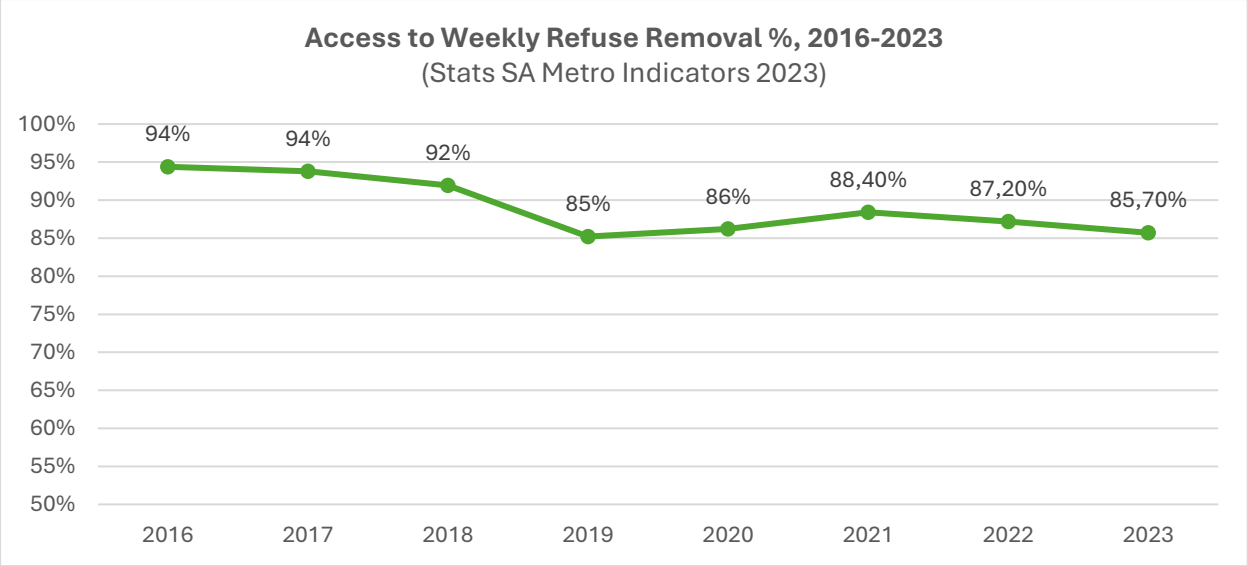


Figure 21 Access to Refuse Removal %, 2016-2023. Source: Stats SA. 2024.GHS metros, 2023

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 waste reclaimers into the waste value chain and participation in the green economy.

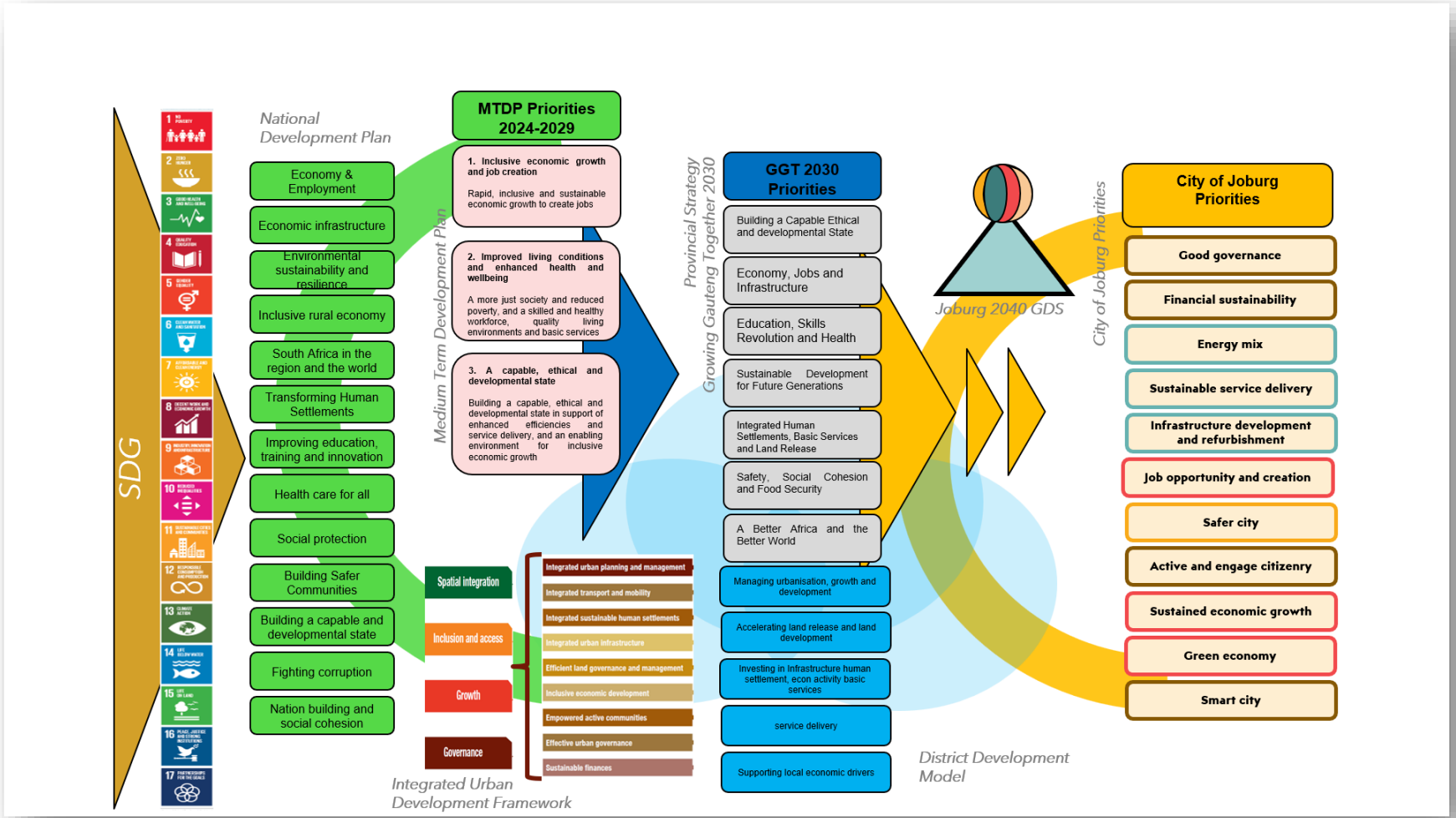
3. Joburg's Strategic Framework

The Integrated Development Plan (IDP), alongside the annual Service Delivery and Budget Implementation Plan (SDBIP) and departmental Business Plans, outlines key strategic initiatives and operational plans to address the developmental needs of Johannesburg's residents. In an era of rapid change, our planning processes must remain adaptable to potential poly-crises while maintaining a long-term vision.

The 2025/26 IDP embodies this balance by bridging the City's long-term aspirations—articulated in the GDS—with immediate interventions required to address current challenges. This ensures that while Johannesburg remains committed to its long-term development trajectory, it is also responsive to present-day realities and the pressing needs of its residents.

Figure 22 Overview of the hierarchy of strategic plans

Additionally, the City of Johannesburg aligns its strategic objectives with global frameworks like the Sustainable Development Goals (SDGs), cascading through national priorities outlined in the National Development Plan (NDP) and Medium-Term Development Plan (MTDP), as well as provincial plans. This alignment is integrated into the GDS and the IDP strategic priorities, enabling Johannesburg to play a leading role in sustainable development. As the government level closest to residents, the City of Johannesburg is uniquely positioned to drive progress and bring these goals to life in local communities.


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
Medium Term Development Plan
MTDP Priorities 2024-2029
1. Inclusive economic growth and job creation
Rapid, inclusive and sustainable economic growth to create jobs
2. Improved living conditions and enhanced health and wellbeing
A more just society and reduced poverty, and a skilled and healthy workforce, quality living environments and basic services
3. A capable, ethical and developmental state
Building a capable, ethical and developmental state in support of enhanced efficiencies and service delivery, and an enabling environment for inclusive economic growth
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 Joburg 2040 Growth and Development Strategy (GDS) serves as the City's long-term strategic guide, shaping all planning efforts. Historically aspirational, the GDS now requires active implementation to transform Johannesburg into the city envisioned for 2040. It is a key decision-making tool, continuously refined to ensure progress.

The latest GDS draft introduces a structured roadmap with phased milestones and SMART goals to link vision with action. It champions outcomes-led planning and strategy-driven budgeting, positioning the IDP as the execution arm for medium-term activities. Departmental and entity business plans detail the resources needed to operationalise the GDS, ensuring alignment between strategic intent and day-to-day governance.

GDS outcomes

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

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

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

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

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

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

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

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

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

3.2. GDS Roadmap to 2040: From Vision to Action

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 23: Implementation framework for the Joburg 2040

The City's focus on GDS – IDP – Business Plan alignment reflects an outcomes-based model and defines long-term outcomes and key intervention areas, while the IDP and business plans drive daily operations and programmes, ensuring strategic budget allocation. This integrated roadmap guides implementation toward the City's vision. The next section outlines the decade-long action plan and key indicators to track progress.

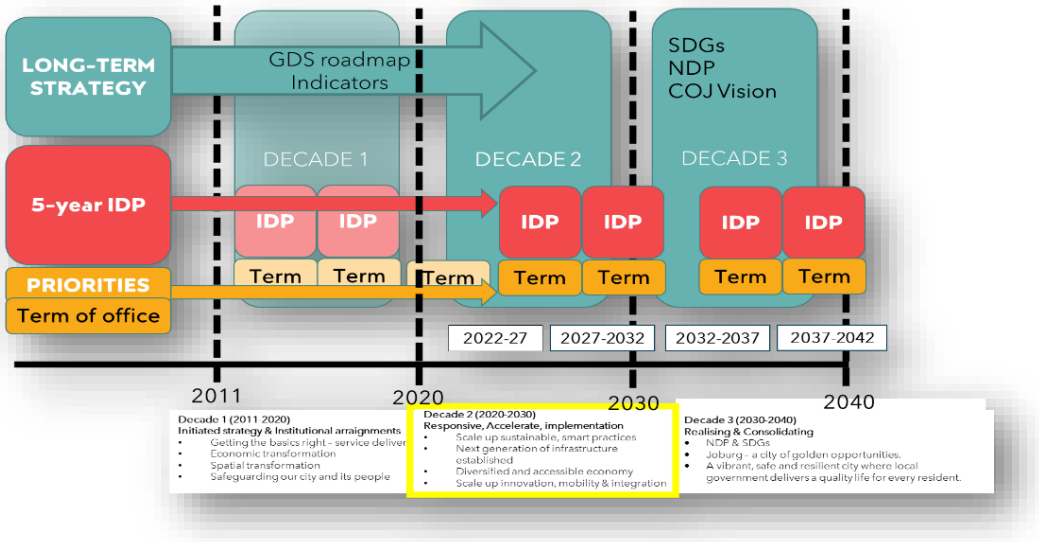


Figure 24: GDS Roadmap Overview

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 the 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 and 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.

3.3. City of Joburg Strategic Priorities

The City has adopted a comprehensive approach to achieving the four Growth and Development Strategy (GDS) outcomes, identifying eleven strategic priorities as a roadmap for the medium to short term. These priorities enhance service delivery, economic growth, urban liveability, and administrative resilience, ensuring alignment with long-term goals. They will guide decision-making and resource allocation, maximising impact on development. Implementation will be monitored and evaluated to keep the City on course.

The following section outlines these strategic priorities and their alignment with the City's long-term strategy.

Priority 1: 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 realising 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 prioritising 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 prioritise 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 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. As part of this, the City will provide an update on the status of the Sinking Fund and outline plans for new bond issuances to support infrastructure development and service delivery. These measures will ensure long-term financial resilience, improved liquidity, and enhanced investment in critical urban services. The City views the following principles as key to the achievement of this priority:

- Optimising the use of the City's resources
- Improving productivity and managing human resources efficiently
- Adopting a customer-centric approach
- Stabilising 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 realising the GDS 2040 vision.

Priority 2: Energy Mix

The City of Johannesburg recognises 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 prioritised the development of a sustainable energy mix as a strategic initiative in its efforts to improve energy efficiency.

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 prioritise 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 prioritise 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 residents 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 prioritising 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 3: Sustainable Service Delivery

Joburg 2040 prioritises 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 the 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 4: Job opportunities and creation

Economic development, job opportunity and creation stand as cornerstones of Johannesburg's priorities, underscoring the city's commitment to fostering sustainable growth and prosperity for its residents. Recognising the pivotal role that economic vitality plays in driving progress,

Johannesburg has identified three key priorities aimed at catalysing economic growth and development. Addressing unemployment is a critical aspect of the mayoral priority of job opportunity and creation in Johannesburg. High levels of unemployment not only strain social safety nets but also hinder economic growth and development. By creating job opportunities, the city can empower individuals to secure stable incomes, improve their quality of life, and contribute to the overall economic prosperity of the region. Moreover, reducing unemployment stimulates consumer spending, fosters demand for goods and services, and fuels economic expansion. By prioritising initiatives aimed at job creation, the city can build a more resilient and inclusive society where everyone could thrive and contribute positively to their communities, aligning with the overarching goal of the mayoral priority.

One such initiative involves the establishment of Urban Development Zones (UDZ) to incentivize private investment, harnessing tax incentives to spur economic activity and job creation within designated areas. Additionally, the city is actively promoting the establishment of Business Process Outsourcing Parks, leveraging its strategic location and skilled workforce to attract investment in the burgeoning outsourcing industry. Moreover, Johannesburg acknowledges the symbiotic relationship between service delivery and economic development, prioritizing essential service repairs and maintenance to bolster infrastructure and support economic activities. Embracing an inclusive approach, the city is committed to implementing projects through the Expanded Public Works Programme (EPWP), maximizing job creation opportunities, and fostering skills development among the unemployed. By strategically leveraging these initiatives, Johannesburg aims to cultivate a dynamic economic landscape that fosters innovation, empowers communities, and creates sustainable livelihoods for all its residents.

Priority 5: Good governance

The NDP recognises 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 emphasises 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 recognises 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 organisations that can hold government accountable.
4. Efficiency: The NDP recognises 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 realising 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 prioritise 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
- Optimising City resources and increasing productivity for improved service delivery
- Preserving shareholder value in Municipal Entities
- Professionalising local government to ensure that residents have a positive experience with the City and receive quality care in all facilities.

Priority 6: Infrastructure Development and Refurbishment

The Joburg 2040 Strategy recognises 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 prioritised 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 historic, discriminatory 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, transit-oriented, and sustainable city while reversing the effects of discriminatory 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 residents.

Priority 7: Safer City

The City of Joburg is determined to make its streets safer for all its residents. Recognising 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 minimise 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 city-wide crime prevention, by-law enforcement, road-traffic management and emergency management services.

To help residents 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 real-time 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 residents 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 8: 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 residents 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 recognises 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 emphasises the importance of collective responsibility and collaboration between citizens and the city to drive positive change.

The city is aware that active engagement by residents in local governance is critical for effective service delivery and the realisation of residents' needs and aspirations. To this end, the city provides several opportunities for citizen engagement, including public consultations, CBP meetings, and social media platforms. Residents 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 recognises that residents are not only consumers of services but also active agents in shaping the city's future.

Priority 9: 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 recognises 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 recognises the impact of service delivery and essential services infrastructure maintenance on economic development and has therefore prioritised basic service repairs and maintenance to further stimulate the economy.

To attract, retain, and expand investments, creating an environment that inspires 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 residents.

Priority 10: Green Economy

The City of Johannesburg recognises the need to transition towards a green economy, which aims to promote sustainable economic growth while reducing environmental impact. The GDS emphasises 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 emphasises 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 emphasises 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 minimise 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

While the chapters of this document go into detail of some of the challenges and responses faced in the City, this section succinctly outlines the strengths, and weaknesses (internal to the City and its administration) and the opportunities and threats (external) for the City of Johannesburg. This is done in two sets of tables that outline the high-level SWOT analysis and high-level responses in the IDP.

STRENGTHS • Established metropolitan governance structure. • High quality services enjoyed by many. • An established, dedicated and resilient administration with working processes and regulatory infrastructure. • Well-developed long-term strategic and spatial policy. • Strong evidence base for planning, generated by the city and supporting partner organisations. • Globally recognised city with active participation in global networks. • Skilled workforce and institutional knowledge. • Strong regulatory and policy frameworks. • Strategic partnerships supporting service delivery. • Institutional alignment with presidential intervention focus areas.	**WEAKNESSES** • Service delivery inefficiencies and slow response times. • Limited infrastructure maintenance and upgrade, including water, electricity, and roads. • Critical vacancies in the administration. • Slow / mixed uptake of new technologies across the organisation. • Aging infrastructure and inadequate maintenance planning. • Critical vacancies in key administrative and technical roles. • Procurement and supply chain inefficiencies delaying projects. • Weak internal controls affecting financial accountability. • Slow adoption of smart city technologies and modern management systems.
OPPORTUNITIES • Institutional reform to strengthen governance and oversight. • Financial innovation, including municipal bonds and alternative revenue models. • Implementation of digital technologies to enhance service delivery. • Strengthening internal coordination on presidential intervention areas. • Workforce upskilling and talent retention strategies. • Improved interdepartmental integration for service efficiency. • Expanding internal capacity for revenue collection and debt management.	**THREATS** • Governance instability affecting institutional stability. • Financial risks, including low revenue collection and rising operational costs. • Inefficiencies in capital expenditure execution impacting service delivery. • Weak internal controls exposing leading to increased weaknesses in audit outcomes. • Declining institutional trust and internal accountability gaps. • Non-compliance with regulatory and audit requirements.

5. Managing the People's contract

The City's community participation approach is informed by the Constitution of the Republic of South Africa, Act 108 of 1996. Chapter 7, section 152 (e) forces ad encourages the involvement of communities in matters affecting their municipality. The White Paper on Local Government sets the vision for developmental local government by encouraging political leaders to remain accountable, by working within their mandate and emphasis the need for municipalities to create an enabling environment for consumers of municipal services to have an input into how services are delivered. Section 152 encourages the involvement of communities and community organizations in the matters of local government, this promotes community participation in decision-making and ensures that local governments are accountable to the people they serve.

The Municipal System Act, which is the supporting legislation of the Constitution, and the White Paper on Local Government, advocates for the development of a culture of community participation. It is these guiding documents that shaped the City of Johannesburg's approach towards community participation.

Th Public Participation Process Plan

The CoJ recognises the complex nature of participation and thus adopts the following Participation Process Plan:

Figure 25: Public Participation Process Plan

Community-based Planning emphasises bottom-up planning and the building of informed 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 recognises 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. The approach further seeks to lessen the dependency and reliance of communities on the Government in that by its design it looks at the co-production of services. In essence it recognises people as assets and involves development from the inside-out, meaning that we build on existing capabilities. The approach centres around community-driven development initiatives and the creation of social capital.

The Process was initiated by capacitating political principals and community representatives through outlining related budget and planning processes, roles and responsibilities, the sharing of information as well as expected outcomes. Councillors, ward committees, and focussed groupings were provided with all the tools necessary to enable worthwhile contribution into the IDP and Budget.

The CoJ undertakes public engagement over 2 rounds namely the 1st and 2nd Rounds of Engagements. The 1st Round of Engagement is commonly referred to as CBP's (Community-based Planning Sessions). The Wards are grouped into 38 clusters. From this clustered arrangement, each Ward is then consulted individually. Each of the 135 CoJ Wards is given the space and time to exercise its voice and come up with its individual priorities. From this approach, each Ward conceptualizes and prioritise its own needs, giving effect to bottom-up approach to planning.

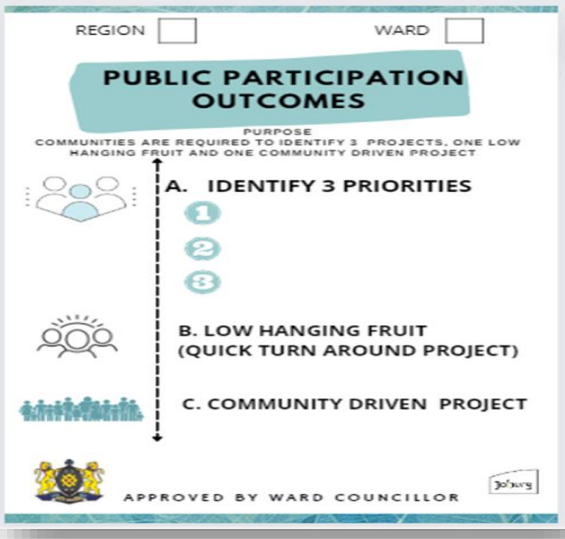


Figure 26: 1st Round of Public Participation Outcomes Poster

The Participation Process Plan illustrates that the 1st Round of Engagement was held between October 5 – November 16, 2024, and 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.

- Each ward was responsible for identifying and prioritizing its needs.

Each ward submission was endorsed by the attendees in the form of a signature by the Ward Councillor as depicted in the 1st Round of Public Participation Outcomes Poster. The method has proved to be impactful in that the plan is authored by the community itself and the City representatives merely guide the conversation which is initiated and community led. 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.

5.1. The First Round of Public Participation: The IDP Regional Summits

In its attempts of leaving no one behind, the City endeavours to expand reach and afford all Joburg citizens an opportunity to participate. This is done by following a comprehensive community participation approach that comprise of community public meetings across all 7 regions. This is further supplemented by sector specific conversations with targeted groupings during the second round of Public participation.

REGION A

Cluster	Date	Wards and number attended	Venue	Attendance
1	16/10/2024	80(75),92(A)(70),110(49), 111(81)	Rabie Ridge Community Hall	275
2	23/10/2024	77(41),78(59),79(40),133(42)	Lord Khanyile Community Hall	182
3	26/10/2024	95(49),96(50), 113(23)	Diepsloot Youth Centre	122
TOTAL				579

Table 1: Region A CBP Schedule and Attendance

REGION B

Cluster	Date	Wards and number attended	Venue	Attendance
1	26/10/2024	98(25), 102(B)(35)	Ferndale Recreation Centre	60
2	02/11/2024	68(42), 69(32), 82(46)	Danie Van Zyl Recreation Centre	120
TOTAL				180

Table 2: Region B CBP Schedule and Attendance

REGION C

Cluster	Date	Wards and number attended	Venue	Attendance
1	05/10/2024	44(201), 49(96),	Braamfischer Hall	297
2	12/10/2024	127(57),84(13),85(4),70(10),71(5)	Roodepoort Town Hall	89
3	19/10/2024 Wednesday	50(44), 128(89), 129(12)	Tshepisong MPCC	145
4	02/11/2024	100(78), 114(37),134(10)	Cosmo MPCC	125

TOTAL	656

Table 3: Region C CBP Schedule and Attendance

REGION D1

Cluster	Date	Wards and number attended	Venue	Attendance
1	12/10/2024	11(57),12(49),19(63)	Dlamini MPCC	169
2	26/10/2024	47(34),48(63),51(41), 53(51)	uMthombowolwazi MPCC	189
3	02/11/2024	34(65), 35(52), 46(38)	Jabulani Safe Hub	155
4	09/11/2024	20(54), 21(38), 52(30), 130(40)	Naledi Hall	162
5	10/11/2024 Sunday	13(48),14(65),135(28)	Protea MPCC	141
6	16/11/2024	15(123), 16(62), 33(90)	Dlamini Hall	275
TOTAL				1091

Table 4: Region D1 CBP Sessions Schedule and Attendance

REGION D2

Cluster	Date	Wards and number attended	Venue	Attendance
1	05/10/2024	26, 27, 28, 29, 30, 31	Orlando Communal Hall	26,27=116
2	12/10/2024	22(44),24(52),25(39)	Pimville CC	135
3	19/10/2024	39(18), 40(21), 41(33)	Phefeni RC	72
4	02/11/2024	42(39), 43(28), 45(33)	Phefeni RC	100
5	09/11/2024	36(22),37(20), 38(23)	Mofolo Arts Centre	65
TOTAL				488

Table 5: Region D2 CBP Schedule and Attendance

REGION E

Cluster	Date	Wards	Venue	Attendance
1	23/10/2024	105(129),107(37), 81,(1),116(1)	Altrek Sports	168
2	26/10/2024	103(11),109(B)(5),107(1),76(1)	Earnest Ullman	18

3	29/10/2024	109(A)(16), 116(50), 108(51)	Altrek Sports Centre	117
4	02/11/2024	32(11),115(64)	Norscott Manor	75
5	10/11/2024 Sunday	74(A)(37),81(B)(47),91(B)(40)	Jabula RC	124
6	16/11/2024	75(46),76(61),81(A)(52)	Eastbank Hall	159
TOTAL				661

Table 6: Region E CBP Schedule and Attendance

REGION F

Cluster	Date	Wards and number attended	Venue	Attendance
1	12/10/2024	56(16),57(53),124(13)	South Rand RC	82
2	19/10/2024	58(15), 59(15), 60(40), 123(32), 124(B)(4)	Braamfontein RC	118
3	26/10/2024	23(7), 54(25), 55(31), 125(5)	South Rand RC	68
4	09/11/2022	61(20), 65(12), 66(14), 118(27)	Bertha Solomon RC	73
5	16/11/2024	62(20), 63(32), 64(21), 67(5)	Braamfontein RC	78
TOTAL				419

Table 7: Region F CBP Schedule and Attendance

REGION G

Cluster	Date	Wards and number attended	Venue	Attendance
1	12/10/2024	6(84),7(92),120(23),121(47)	Fine town MPCC	246
2	19/10/2024	8(77), 9(44), 10(21), 122(19)	Lenasia CC	161
3	09/11/2024	17(110), 18(80), 119(30)	Don Mateman Hall	220
4	16/11/2024	1(46), 2(26), 3(24), 4(39), 5(38), 131(39)	Orange Farm MPCC	212
TOTAL				839

Table 8: Region G CBP Schedule and Attendance

ONLINE CBP SESSIONS

Region	Wards, Time, Attendees	Date
A	92(B),93,94,112,132 16h30 – 19h00 **74 Attendees**	FRI, 18 Oct
B	86,87,88,90,99,102(A) 104,117 18h00 – 20h00 **162 Attendees**	TUE, 22 Oct
C	83,85(B),89,97,101 126,134(A) 18h00 – 20h00 **112 Attendees**	WED, 09 Oct
E	91(A),106 15h00 – 17h00 **29 Attendees**	SAT, 02 Nov
E	72,73,74(A) 12h00 – 14h00 **52 Attendees**	SUN, 03 Nov

Table 9: CBP Online Schedule and Attendance

SUMMARY OF SESSIONS

Cluster	Wards	Sessions	Total	
A	15	4	579	
B	12	3	180	
C	18	5	656	
D1	20	6	1091	
D2	18	4	488	
E	16	5	661	
F	19	5	419	
G	17	4	839	
TOTAL			4913	

Table 10: Summary of CBP Sessions

ONLINE SESSIONS				
Reg	**Wards**	**Type**	**No**	**Date**
Reg C	83,85(B),89,97,101,126,134(A)	Virtual	112	WED, 09 Oct
Reg A	92(B),93,94,112,132	Virtual	74	FRI, 18 Oct
Reg B	86,87,88,90,99	Virtual	162	TUE, 22 Oct
Reg E	91(A),106	Virtual	29	SAT, 02 Nov
Reg E	72,73,74(A),	Virtual	52	SUN, 03 Nov

ALL	22 Wards		429	

Table 11: CBP Online Schedule and Attendance

Physical	4913
Virtual	429
TOTAL	**5342**

Table 12: Total attendance at the CBP Sessions

The above table shows progression in as far as numbers are concerned, the attendance was 5342 which has since doubled when compared with previous financial year numbers which stood at a total of 2060. There is room for improvement so that participation is maximized for a wider reach. This sentiment is understood by the City and is articulated in the institutional scorecard which projects numbers of 40,000 as a target public participation in the financial year 2025/26. This is a call for internal departments responsible for community mobilization and participation to actively and strategically include communities in the City's planning processes.

CBP Programme Actualization

The Johannesburg Development Agency (JDA) has shown commendable responsiveness in making provisions for the funding of the Community-Based Planning (CBP) Programme. This commitment is evidenced by the R17 million that was ring-fenced for this initiative. In light of the significant number of project requests received through the CBP process, it may be prudent to consider an increase in the current funding allocation to adequately respond to community needs or, better yet, incorporate the community requests into the mainstream departmental budgeting.

Furthermore, it is anticipated that other Municipal Entities and relevant departments will make similar financial provisions for CBP projects, particularly upon submission of the final Business Plans for inclusion in the City's SDBIP.

A total of eight CBP projects were assigned to the JDA for implementation, encompassing a range of community enhancements such as park upgrades and maintenance, the fencing of public open spaces and cemeteries, and the upgrading of soccer fields. It is important to note, however, that due to constrained resources, the City undertook a rebasing exercise, which has unfortunately impacted several CBP projects to their detriment.

CBP Programme Innovation

The CBP public participation saw the inaugural engagement of the Business Sector stakeholders in the planning phase of the public participation process. The City's business sector was engaged on the 28 January 2025. This has been a long-pending endeavour by the City which has equally been requested by the business community. The idea for the engagement is an appreciation that the business community is part and parcel of the City's planning mechanism which is key for impactful changes. These are the stakeholders who create employment and support the realisation of the City's development and developmental vision. This session was long overdue but holistically commended. It lays the pathway for the extension of the stakeholder-specific planning engagements. It is envisaged that the Youth sector will also be incorporated into the CBP sessions in the 2025/26 financial year.

The CBP matters were elevated to the City's political lekgotla. This is the Executive Mayor's political strategic session attended by special external guests including ministers, sector

experts and academics. The main participants are the Executive Mayor, Members of the Mayoral Committees (MMCs), heads of departments and chief executive officers, as well as all staff which are instrumental in the strategic operations of the City.

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

A total of seven Regional IDP Summits were successfully held across Regions A to G of the City, in line with the City's approved Budget/IDP Process Plan. These summits took place between March and May 2025.

Most summits consisted of three segments: A pre-meeting session, the main IDP summit, and a online session to the exclusion of Region D. The pre-meeting sessions at all physical IDP summits provided community members with an opportunity to interact directly with various service departments and municipal entities. This format was introduced as a strategic measure to redirect service delivery grievances away from the main IDP meeting, thereby allowing for a more focused engagement with the proposed IDP, budget, and tariff structures. The intent behind this approach is to ensure that communities derive maximum benefit from these sessions, with sufficient time allocated to resolve service-related concerns before the commencement of the main engagement.

During the pre-meeting session, departments and entities — along with affiliated development stakeholders — set up dedicated service delivery stalls, facilitating face-to-face interaction with residents. This portion of the summit took on a "Service Delivery Market Day" format, with two hours allocated per session prior to the commencement of the main IDP Summit.. The approach has been warmly received by communities and has significantly improved the quality of the engagements at the main event.

No	Reg	Date	Venue	Time of Meeting	Meeting Type	Total Att.
1	C	Sat, 29 Mar	Roodepoort Civic	12:00	Physical	**470**
2	C	Tue, 1 Apr	Online	18:00	Online	**330**
3	F	Wed, 2 Apr	Brixton MPCC	18:00	Physical	**287**
4	F	Thu, 3 Apr	Online	18:00	Online	**272**
5	G	Sat, 5 Apr	Lenasia South Civic	12:00	Physical	**308**
6	B	Tue, 8 Apr	Danie van Zyl Rec	18:00	Physical	**280**
7	B	Wed, 9 Apr	Online	18:00	Online	**315**
8	E	Thu, 10 Apr	Marlboro Hall	18:00	Physical	**348**
9	E	Wed, 16 Apr	Online	18:00	Online	**408**
10	D2	Sat, 12 Apr	Orlando Hall	12:00	Physical	**223**
11	A	Tue, 15 Apr	Midrand Fire Station	18:00	Physical	**217**
12	A	Thu, 8 May	Online	18:00	Online	**134**
13	Youth	Wed, 16 Apr	Online	10:00	Online	**108**
14	Women	Wed, 23 Apr	Online	10:00	Online	**160**
15	Business	Thu, 24 Apr	Online	17:00	Online	**150**
16	PWD	Tue, 6 May	Brixton MPCC	12:00	Physical	**393**
17	D1	Sat, 10 May	Dhlamini MPCC	12:00	Physical	**365**
TOTAL						**4768**

Table 13 Total Number of attendances at the IDP Regional Sessions and the Targeted Stakeholder Sessions

Targeted Stakeholder Sessions

In addition to the seven Regional Summits, four Targeted Stakeholder Sessions were convened to engage directly with specific stakeholder clusters within the City. These sessions aimed to deepen inclusion and ensure that the diverse needs of various communities are meaningfully addressed. The following clusters were engaged:

- Business Cluster
- Women's Cluster
- People with Disabilities Cluster
- Youth Cluster

These focused sessions provided a platform for tailored dialogue and collaboration, further reinforcing the City's commitment to inclusive and participatory governance.

It should be noted that the City has just concluded its IDP Regional Summits and as it stands, the number depicted above is tentative and is subject to change once the reported number is quality assured by the Department responsible for Public Participation.

Regional Community Issues

The seven administrative regions of Johannesburg are each spatially unique, yet across the city, communities face a set of interconnected, systemic challenges. In recent years, the rapid growth of informal settlements has emerged as a common thread linking regions — a phenomenon no longer confined to historically marginalised peripheries, but increasingly visible near economic nodes and affluent areas. These emerging patterns are shaped by a combination of inadequate public transport, economic hardship, weak enforcement of urban regulations, and gaps in land-use policy.

Johannesburg is experiencing deepening urban decay, manifesting in both high- and low-income areas. This is driven by a combination of ageing infrastructure, constrained resources, and fragmented planning. Despite ongoing efforts by departments and municipal entities, public sentiment reflects a persistent frustration with service delivery backlogs and the visible decline in public spaces and infrastructure.

Residents have made it clear: they want a city that listens, responds, and works for them.

This chapter captures and amplifies the collective voice of communities across all regions, highlighting both commonalities and region-specific concerns. Residents identified recurring issues such as:

- Illegal dumping and waste management failures
- Inconsistent access to water, electricity, and sanitation
- Inadequate housing and overcrowding
- Poor road infrastructure and unsafe transport environments
- Lack of social facilities (parks, clinics, community halls)
- Rising crime and poor visibility of law enforcement
- Limited job opportunities and youth development programmes
- Insufficient access to digital infrastructure and Wi-Fi
- Weak coordination between spheres of government

Community Participation: Reimagining Johannesburg Together

The 2025/26 IDP is informed by the resounding call from residents: *place people at the centre of development*. Across all wards, communities offered not only grievances but solutions — demonstrating the resilience, creativity, and agency of Johannesburg's people.

This IDP cycle was guided by the theme **"Reimagining Johannesburg Through the Eyes of Residents."** Public participation processes were designed not as symbolic exercises but

as foundational engagements to shape real change. Through these inputs, residents underscored six overarching priorities:

1. **Basic Infrastructure and Services**
2. **Inner-City Renewal and Spatial Justice**
3. **Public Safety and Social Cohesion**
4. **Economic Inclusion and Job Creation**
5. **Digital Access and Smart City Enablement**
6. **Partnerships and Co-Governance**

The alignment of these concerns with the City's projects and budgets is outlined in the table below. Each issue raised is matched with tangible, evidence-based actions and resource allocations to demonstrate how public input informs planning decisions and drives delivery.

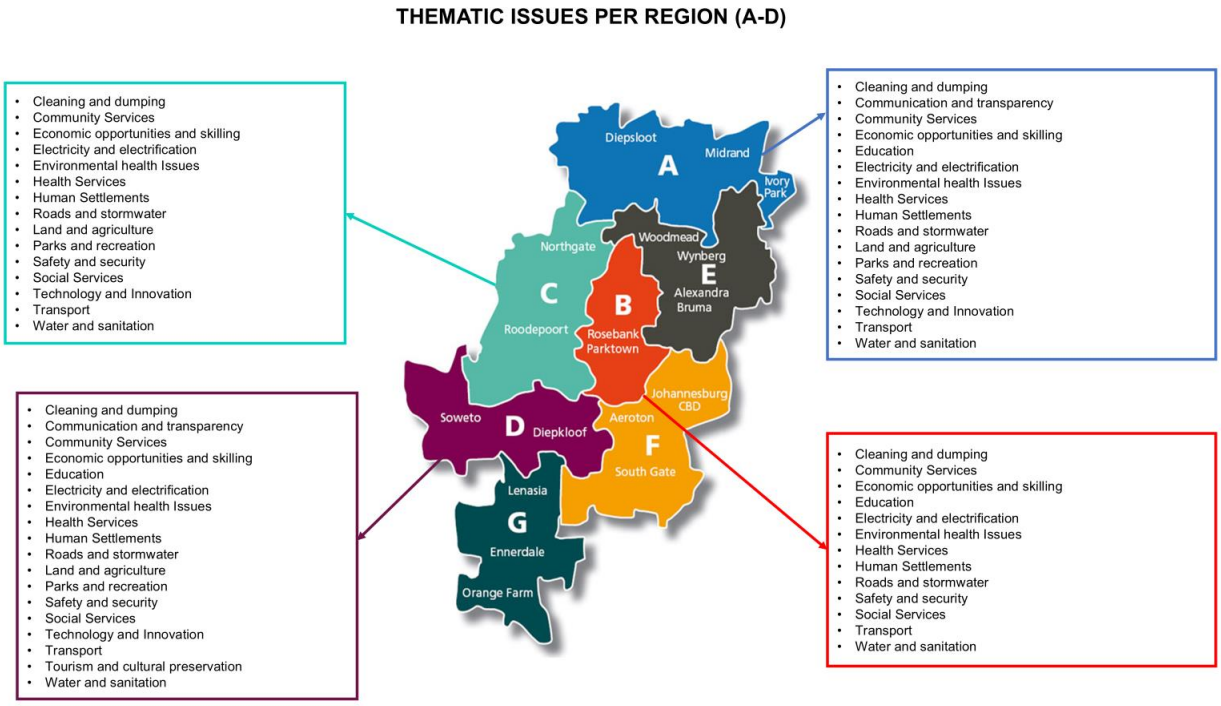


Figure 27: Thematic issues Per Region; Region A-D

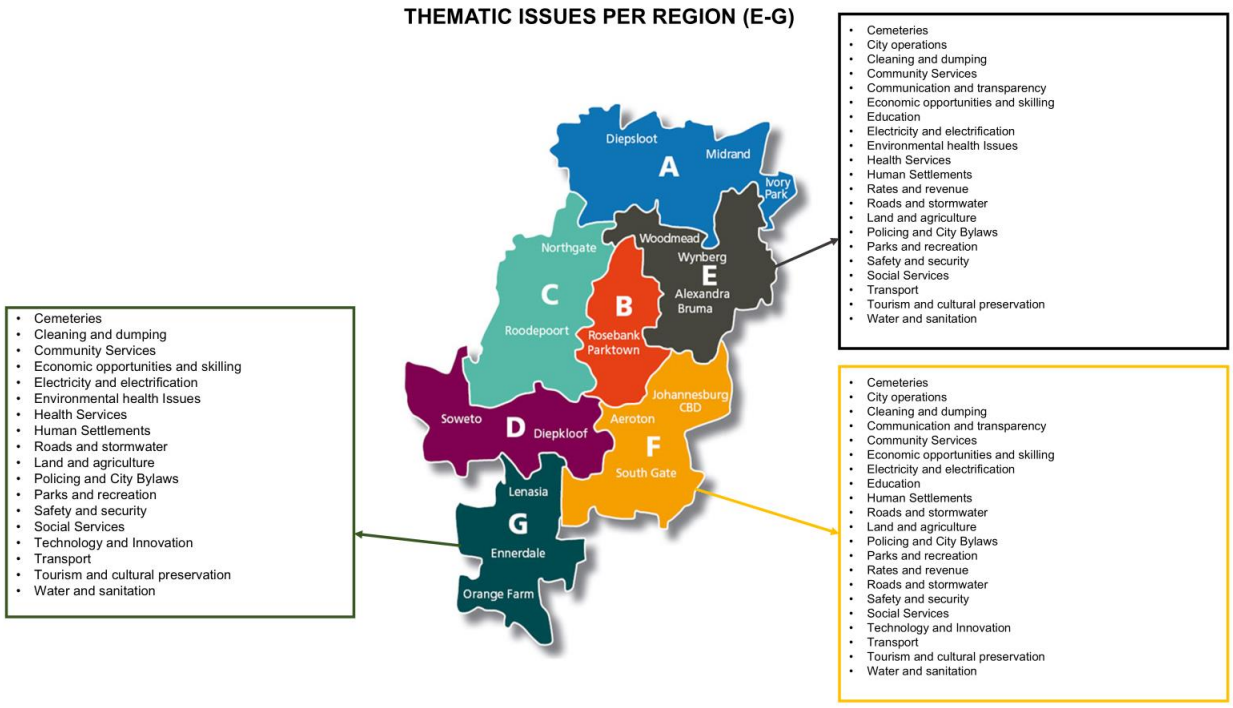


Figure 28: Thematic per Regions; Region E-G

A detailed account of the overall participation process including the actual issues raised is contained in the 2025/26 Public Participation Outcomes Report.

Johannesburg's residents have voiced a clear message through the 2025/26 IDP public participation process: they want a city that works for them. Across all regions and wards, communities identified persistent challenges and suggested solutions, reflecting the IDP theme of "reimagining Johannesburg through the eyes of residents." This chapter distills those emerging issues and outlines how the City plans to place people at the center of development by addressing community needs. The analysis is citywide in scope and emphasizes six key areas raised by participants: infrastructure, inner-city development, public safety, economic growth, the digital economy, and strategic partnerships. Evidence-based actions and aligned budgeted projects are highlighted to demonstrate the City's commitment to turning residents' priorities into tangible outcomes.

5.3. Aligning Community Needs with Projects and Budgets

The following table summarises the emerging issues identified by residents, proposed resolutions to address these issues, and how specific projects and budget allocations (from the 2025/26 capital plan) align with meeting these needs across various wards. This highlights the direct link between community voices and the City's resource allocation:

Emerging Issue (Residents' Concern)	Proposed Resolution / City Action	Aligned Projects & Budget (Wards)
Frequent electricity outages and high tariffs*(Widespread: e.g., Region C Ward 126 complaints of weekly blackouts and costly bills)*	- Accelerate maintenance of power infrastructure (fix faults, upgrade substations)- Implement fair tariff policies (limit increases, no penalties for solar users)- Expand access in under-served areas (electrify informal settlements)	- Substation Upgrades – e.g. Allandale Substation upgrade (Ward 110) to improve network capacity- Prepaid Meter Rollout – citywide replacement of old meters with smart prepaid units (budgeted citywide)- Informal Settlement Electrification – Klipspruit (Ward 22) and other informal areas provided new electricity connections
Water supply interruptions and aging pipes*(Multiple wards in Regions A, D, G reporting week-long water cuts)*	- Invest in water network upgrades (replace old pipes, valves)- Improve reservoir storage and pressure management- Provide interim water (tankers) during outages and protect free basic water provision	- Water Mains Replacement Program – e.g. replacement of old water pipes in Soweto (Ward 16) and Sandton/Alexandra (Wards 106, 97)- New Reservoirs and Towers – construction of reservoirs in high-demand areas (e.g. Diepsloot) to improve water supply reliability- Backup Water Supply – procurement of water tankers (operational budget) to serve during outages (citywide)
Poor road conditions and potholes*(Numerous complaints across all regions; e.g., Ward 89 residents resorting to self-fix)*	- Scale up road resurfacing and pothole patching teams- Rehabilitate critical bridges and improve stormwater drainage- Install traffic calming measures where needed for safety	- Road Resurfacing Initiative – hundreds of kilometers of roads to be resurfaced (e.g., M1/M2 highways in Wards 67, 124; local roads citywide)- Bridge Rehabilitation Program – renewal of key bridges (citywide allocation) to ensure safety and longevity- Stormwater Upgrades – new and widened drains in flood-prone wards (e.g., Ivory Park Ward 77) to prevent flooding
Inner-city urban decay (dirty streets, crime, derelict buildings)*(Focused in inner-city Wards 59, 60; residents urge cleaning Berea and reclaiming hijacked buildings)*	- Intensify inner-city cleaning and by-law enforcement (dedicated teams for CBD)- Refurbish abandoned buildings into affordable housing- Upgrade inner-city public spaces (lighting, parks, sidewalks) to encourage business and safe use	- Inner City Public Environment Upgrades – improvements to pavements, lighting, and open spaces in CBD (Ward 59)- Transitional Housing Projects – e.g. conversion of a derelict building (38 Rissik Street, Ward 60) into social housing units- Inner City Partnership Fund – public-private co-funding to revitalize derelict

Emerging Issue (Residents' Concern)	Proposed Resolution / City Action	Aligned Projects & Budget (Wards)
		buildings and stimulate investment (multi-ward inner-city area)
Lack of housing and homelessness*(Citywide concern; e.g., inner-city informal dwellings and overcrowded settlements)*	- Accelerate construction of RDP and social housing units- Provide temporary shelter and support for homeless individuals- Partner with provincial and private entities for mixed-income housing developments	- Mixed Housing Developments – new social housing by JOSHCO in inner city (Wards 59, 60) and rental housing projects in townships (e.g., Lufhereng in Ward 53)- Homeless Shelters – upgrade of existing shelters and funding for a new safe space in the inner city (operational support and capital upgrades)- Serviced Sites Programme – provision of serviced land for housing in peripheral wards (budgeted in Human Settlements)
High crime and lack of police presence*(Raised in many wards; e.g., drug hotspots in Region E and township areas)*	- Increase JMPD patrols and visibility in hotspots- Work in joint operations with SAPS to tackle serious crime (drug houses, gangs)- Support community policing forums and street patrol initiatives	- JMPD Recruitment & Training – new Police Academy construction (administrative HQ) to train more officers, enabling additional deployments citywide- CCTV Surveillance Expansion – installation of CCTV cameras and control rooms at crime hotspots (capital projects under Public Safety and JRA's ITS program)- Community Safety Program – funding for equipment and training to CPF/street patrollers (operational budget, citywide)
Unsafe public spaces (dark streets, speeding traffic)*(E.g., wards reporting broken streetlights and accidents near schools)*	- Repair and install streetlights in all affected areas- Implement traffic calming (speed humps, signage) around schools and busy streets- Ensure regular maintenance of traffic signals and street infrastructure	- Street Lighting Installation – new or repaired public lights in poorly-lit areas (e.g., ongoing installations in Regions F and G townships)- Traffic Calming Projects – JRA program to construct speed humps (prioritized near schools/play areas in multiple wards)- Traffic Signal Upgrade – citywide replacement of aging traffic lights with more reliable, LED units (capital project under Transport)
Limited economic opportunities locally *(Township residents in Regions D and G seeking jobs and investment)*	- Promote labor-intensive projects and local hiring in City works- Provide skills training centers and support entrepreneurship programs- Attract investment to underdeveloped areas through incentives (enterprise zones)	- Extended Public Works Programme (EPWP) – scaled-up citywide job placements in infrastructure projects (target: ~50,000 short-term jobs, funded in operational budget)- SMME Hubs and Skills Centres – new business incubators in townships (e.g., Diepsloot Enterprise Hub in Ward 95) and training facilities at renovated multi-purpose centers (capital upgrades in Community Development)- Economic Incentive Zones – designation of areas like

Emerging Issue (Residents' Concern)	Proposed Resolution / City Action	Aligned Projects & Budget (Wards)
		Orlando and Alexandra for tax incentives to factories/businesses (policy initiative in Economic Development)
Need for markets and trading facilities *(Informal traders in various wards request proper stalls and market spaces)*	- Build or upgrade local markets, trading stalls, and taxi ranks to support small traders- Simplify trading permits and provide basic services (water, electricity) at trading sites- Revitalize secondary CBDs (Roodepoort, Orange Farm, etc.) to boost commerce	- Informal Trading Stalls Revamp – project providing new market stalls in inner city and township high streets (e.g., Ward 59; Ennerdale Ward 11)- New Taxi/Bus Ranks – e.g. Sandton Gautrain station taxi facility (Ward 103) and planned transport interchanges in Soweto (capital projects in Transport budget)- Roodepoort CBD Renewal – targeted investment in Roodepoort city centre (Ward 84) through JDA to upgrade sidewalks, lighting and vendor areas (aligning with community requests)
Digital divide and limited internet access*(Youths in several wards desire free Wi-Fi and better connectivity)*	- Expand the city fiber network to reach more communities- Provide free Wi-Fi hotspots at public facilities and busy nodes- Support digital literacy programs to help residents make use of online services	- Broadband Network Expansion – MTC project extending fiber optics across the metro (whole city), enabling connectivity in underserviced wards- Free Wi-Fi Hotspots – installation of Wi-Fi at libraries, clinics and transport hubs (e.g., 50 new hotspots citywide, funded under Smart City initiatives)- Library ICT Upgrades – equipping libraries with computer labs (e.g., new computers at a Region A library, Ward 132, via Community Development capex)
Need for joint solutions (cross-cutting issues)*(Residents call for City to partner on health, education, security)*	- Strengthen partnerships with Provincial/National government for clinics, schools, policing- Engage private sector in service delivery (PPPs for infrastructure, corporate social investment)- Empower community organizations through co-production of services (joint facility management, volunteer programs)	- Intergovernmental Task Teams – e.g., Joint Inner City Safety initiative with SAPS (integrated operations; not a capital item but a key strategy)- Public-Private Partnership Projects – e.g., partnership for a new clinic in Diepsloot with provincial health (land by City, building by province), and exploring a PPP for water pipe replacement (planning stage)- Community Co-production Agreements – Adopt-a-Park program and volunteer maintenance teams (formalized via Mayor's Office with small operational budgets for tools)

This alignment table illustrates that the community's concerns directly inform the City's projects and spending. Each issue raised – whether it's a burst pipe in a suburb or a lack of jobs in a

township – is being met with a concrete action or project in the IDP and budget. Critically, many projects span multiple wards or have metro-wide impact, ensuring equitable development. By tracking these linkages, the City can also monitor how well public participation is translated into outcomes on the ground.

5.4. Analysis of Community Issues, City Responses, and Project Alignment

The alignment table presented in this chapter provides critical evidence of how community inputs have shaped the 2025/26 IDP. It links **resident-raised issues** with **concrete municipal actions and budgeted projects**, showing how planning is becoming more grounded in lived realities. The table also reveals systemic trends, policy gaps, and opportunities for stronger coordination across departments and regions.

Cross-Cutting Patterns and Citywide Priorities

Several issues were raised consistently across all regions, indicating systemic challenges that require metro-wide responses. These include:

- **Electricity reliability and cost:** Frequent outages and high tariffs are a universal concern. Residents are not only demanding maintenance but structural reform — including fair tariffs and solar incentives.
- **Water interruptions and infrastructure failure:** Reported in both historically marginalised and affluent areas, signalling widespread vulnerability in the water network.
- **Poor roads and mobility constraints:** Road conditions, potholes, and stormwater management failures are prevalent citywide, affecting economic activity and quality of life.

These widespread concerns demonstrate that basic infrastructure has become the defining issue of urban governance in Johannesburg. They also reflect a declining trust in service delivery systems and demand accelerated investment in core infrastructure renewal.

Spatial Inequities and Regional Targeting

The table reflects some attempts to spatially rebalance investments. For example:

- **Inner-city projects** focus on reclaiming derelict buildings, transitional housing, and lighting upgrades.
- **Peripheral regions** (e.g., Wards 22, 84, 132) are targeted for electrification, digital inclusion, and new community facilities.
- **Townships** like Diepsloot and Lufhereng receive economic infrastructure and skills development interventions.

However, the **scale of intervention in underserved areas remains limited** compared to the severity of need. There is a risk of fragmentation if projects are not bundled or sequenced to ensure systemic change. Coordination across departments must ensure that investments in housing, public transport, safety, and economic hubs are not delivered in isolation.

5.5. Sector-Specific Observations

Infrastructure and Utilities

- The City is taking meaningful steps in upgrading substations, water mains, and stormwater systems.
- However, these upgrades must be accompanied by **smart maintenance**, better data management, and community reporting tools to prevent the recurrence of service failures.

Housing and Shelter

- The table indicates an increase in **social housing, transitional units**, and **serviced sites** – a positive shift.
- Yet, the housing backlog remains immense. Coordination with national and provincial spheres is crucial for large-scale delivery. Informal settlements near economic nodes also require urgent upgrading strategies.

Safety and Law Enforcement

- Deployment of JMPD, CCTV systems, and CPF support reflect a renewed commitment to community safety.
- Still, efforts appear **project-focused rather than systemic**. Long-term safety requires place-making, lighting, urban design, and strengthened social development programmes.

Economic Development

- Initiatives such as SMME hubs, EPWP jobs, and township incentives are commendable, but need stronger **outcomes tracking** – e.g., how many jobs sustained, how many businesses formalised.

Digital Inclusion

- MTC's fibre rollout and free Wi-Fi points are foundational for a Smart City.
- The gap remains in **digital literacy** and access to devices. Libraries and multipurpose centres are an opportunity to bridge this divide through programming and support.

Governance and Partnerships

- The inclusion of PPPs and intergovernmental collaborations is a strength of this IDP.
- However, these initiatives must be formalised with clear **delivery contracts, shared outcomes**, and resident oversight to ensure they are more than symbolic.

5.6. Community-Centered Governance: From Input to Impact

The table affirms a growing culture of **people-centered planning**. Yet for participation to translate into transformation, three imperatives must guide implementation:

1. **Accountability to Communities:** Each project linked to a community issue should include timelines, ward-based feedback loops, and progress dashboards accessible to residents.
2. **Integrated Delivery:** Where possible, projects should be delivered as **packages** – e.g., housing with roads, lighting, and economic activity – to enhance impact and value.
3. **Sustained Engagement:** Engagement should not stop after the IDP hearings. Continuous dialogue platforms, local forums, and partnerships with civil society are essential for adaptive governance.

5.7. Conclusion: Planning That Starts – and Ends – With People

The alignment between community concerns and budgeted interventions in the 2025/26 IDP reflects a turning point in how Johannesburg approaches public participation. The table reveals a shift away from token consultation toward responsive governance – where the voices of residents directly shape projects, spending, and outcomes.

To build on this, the City must institutionalise mechanisms that track delivery, respond to changing community needs, and embed co-production into all stages of planning. Only then will Johannesburg move beyond promises to become a truly inclusive, liveable, and resident-shaped city.

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

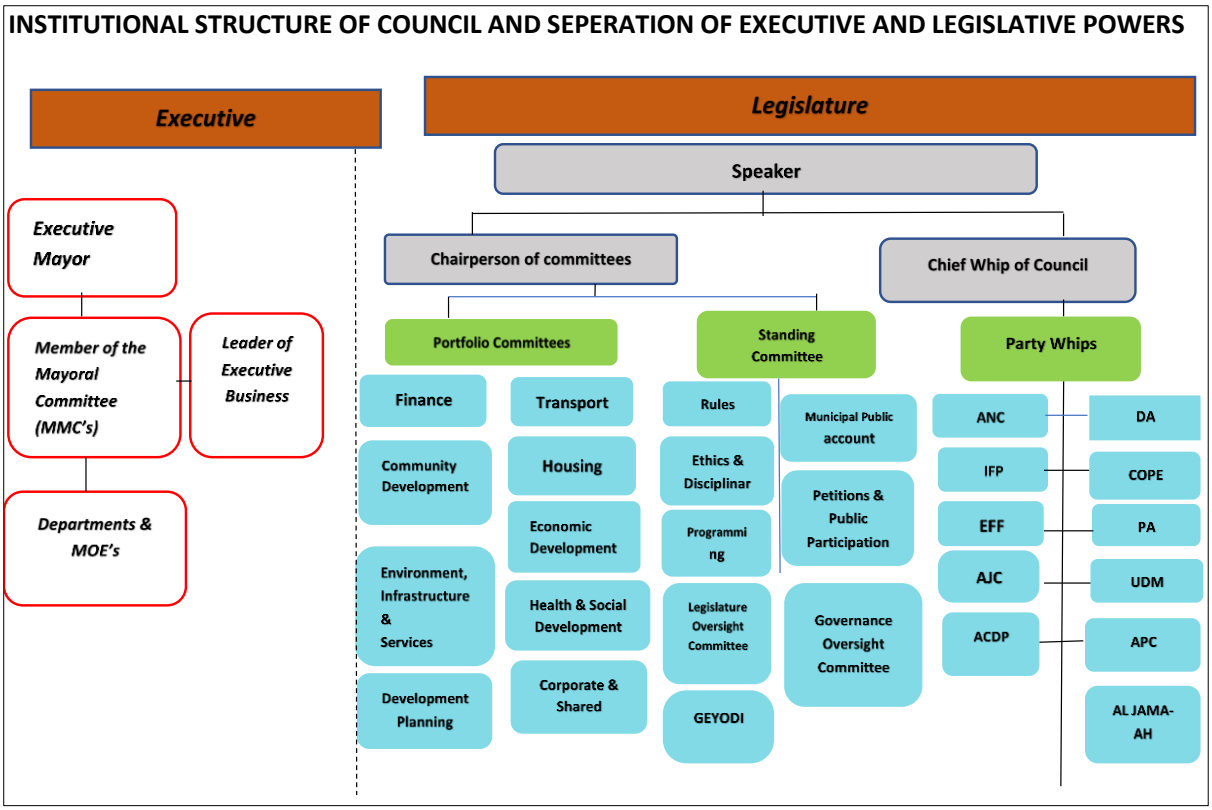


Figure 29: Structure of Council

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:

	SURNAME AND INITIALS	NAMES	PORTFOLIO
1.	Cllr Marema A.	Adolph	Chair Of Chairs
2.	Cllr Ndlela M.C.	Makhosazana Cynthia	Transport
3.	Cllr Mpholobosho M.M	Michael Moloko	Human Settlement
4.	Cllr Kaldine J.	Juwairiya	Development Planning
5.	Cllr Ahmad T.	Thapelo	Health & Social Development
6.	Cllr Wissler S.	Sarah	Public Safety
7.	Cllr Mnyameni M.	Mongameli	Ethics And Disciplinary
8.	Cllr Mhlongo T.A.	Temba Aubrey	Economic Development
9.	Cllr Ponsolby.	Dwain	OCOL
10.	Cllr Edwards M.	Mpumi	Finance
11.	Cllr Raphadu A.T.	Albert Tefo	Corporate And Shared Services
12.	Cllr Dammie B.H.	Brenda Happy	Rules
13.	Cllr Sepetlele R.	Rasiruthe	MPAC
14.	Cllr Mabuke T. A	Thambulo Abraham	Petitions
15.	Cllr Mokome J.	Jonny	Community Development
16.	Cllr Magwentshu L. C.	Lubabalo	Governance
17.	Cllr Munyai V.	Vhengani	EISD
18	Cllr Mthembu	Nobuhle	Programming
19.	Cllr Zigebe Y.	Yongama	GEYODI

Figure 30: 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 unauthorised, 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 Councillors).
- 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 Sello Enock Dada Morero	Executive Mayor
Cllr Margaret Arnolds	Finance
Cllr Loyiso Masuku	Corporate and Shared Services
Cllr Nomoya Daphney Mnisi	Economic Development
Cllr Kenny Kunene	Transport
Cllr Eunice Mgcina	Development Planning
Cllr Tebogo Nkokou	Community Development
Cllr Mgcini Tshwaku	Public Safety
Cllr Ennie Makhafola	Health and Social Development
Cllr Mlungisi Mabaso	Human Settlements
Cllr Jack Sekwaila	Environment, Infrastructure and Services

Figure 31: 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.

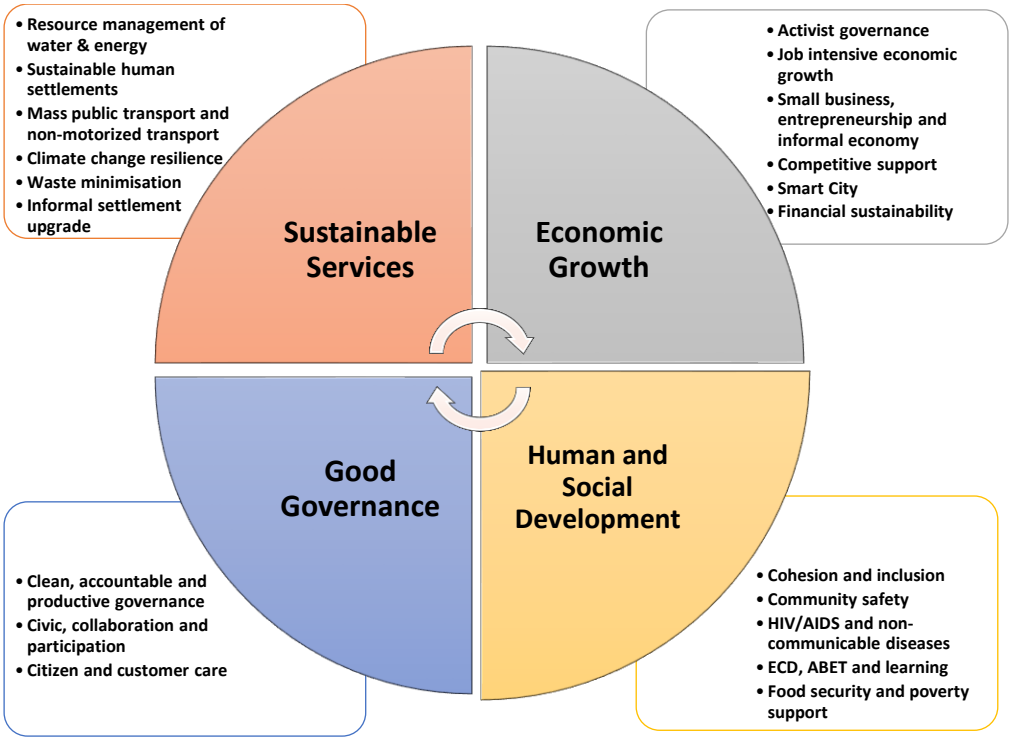


Figure 32 The City's Cluster System

At the helm of each cluster are Cluster Chairpersons, tasked with overseeing and coordinating initiatives within their respective domains. By fostering cohesion and ensuring alignment with long-term objectives, the cluster system facilitates developmental continuity and enhances the City's capacity to achieve its strategic goals. The Cluster Chairpersons are existing Heads of Departments, appointed to lead and coordinate efforts within their respective clusters.

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 Chief Operations Officer (COO) ensures efficient, sustainable, and customer-focused service delivery across key municipal functions, including water, electricity, waste management, transport, and public safety. By driving operational efficiency and interdepartmental coordination, the COO

strengthens service delivery, aligns with presidential intervention priorities, and integrates smart city innovations to modernize municipal management.

The COO also plays a critical role in service delivery optimization, crisis response, and public engagement, ensuring budget efficiency, infrastructure resilience, and transparent governance. By enhancing customer feedback mechanisms and service accountability, the COO helps transform Johannesburg into a future-ready, well-managed metropolitan city.

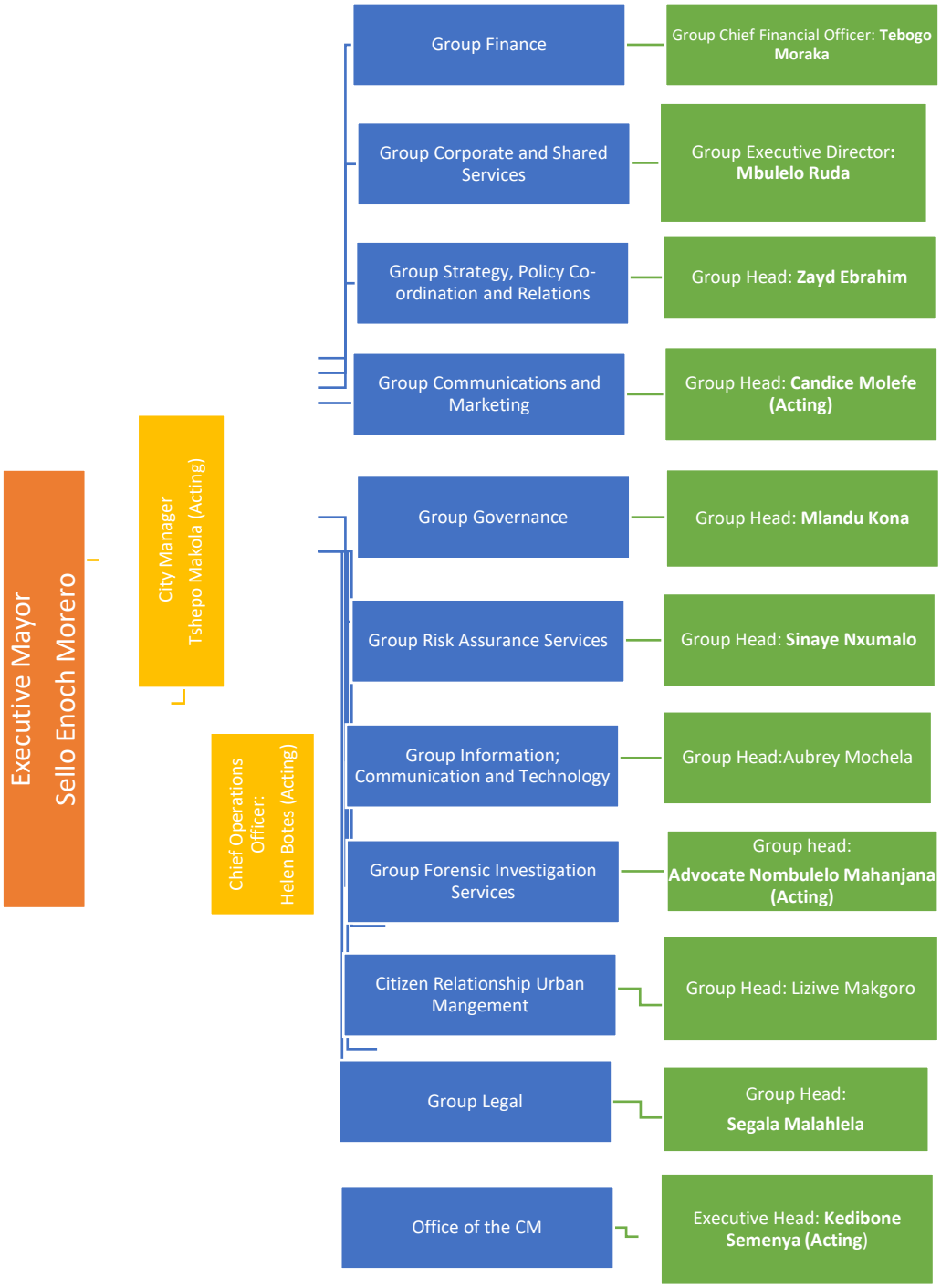


Figure 33: Group Functions reporting to the City Manager

The Johannesburg Ombudsman

The Office of the Joburg Ombudsman is an independent and impartial facilitator that ensures all complaints of alleged maladministration and human rights violations lodged against the City of Johannesburg are resolved through a fair investigative process. However, the Joburg Ombudsman will only act if the dispute or complaint remains unresolved after the complainant has exhausted all the official channels prescribed by the City of Johannesburg.

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.

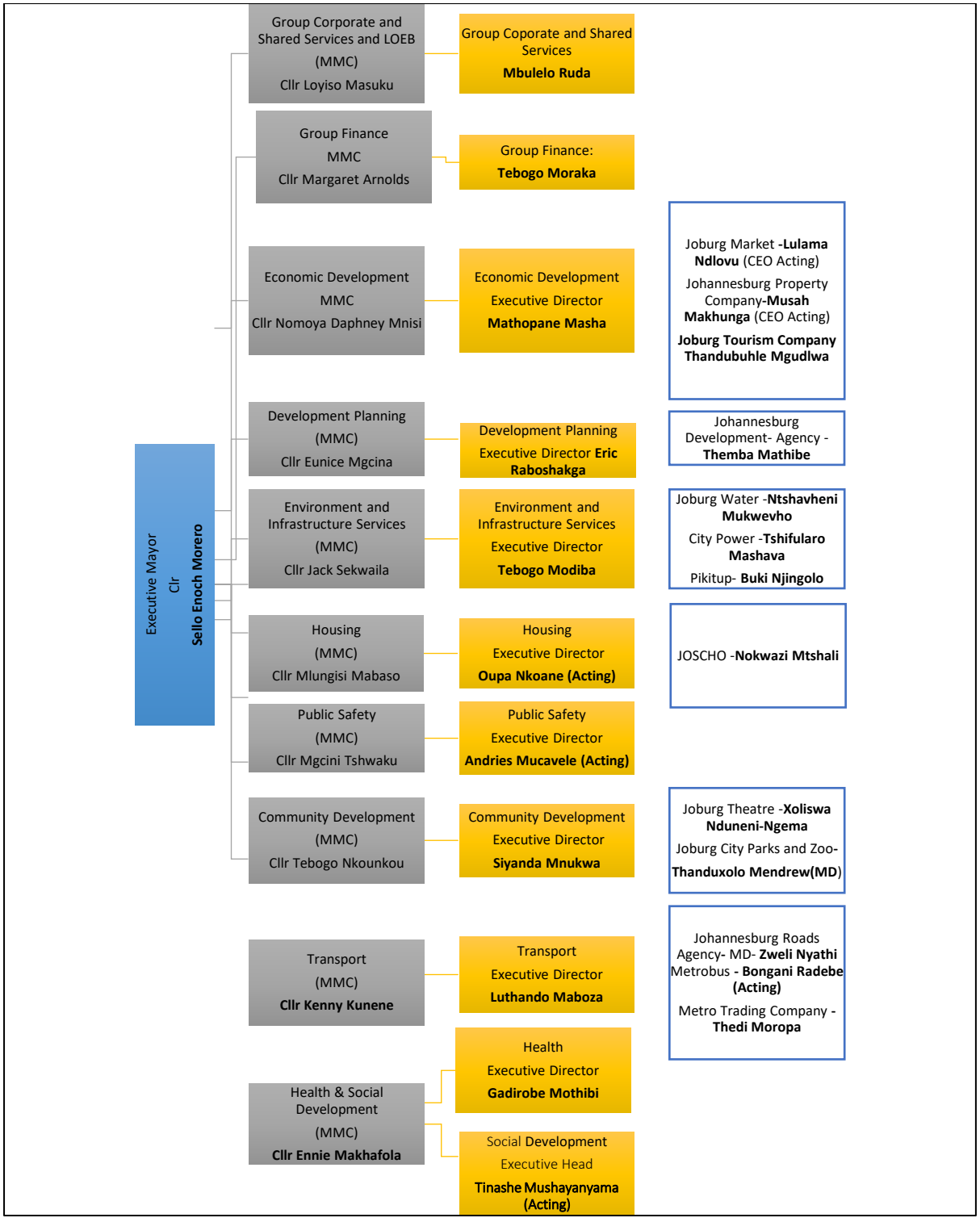


Figure 34: Departments and Entities linkage to Mayoral Committee portfolios

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 Human Settlements	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. All 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
Hlobogang Gamede (Acting)	A	300, 15TH Road, Randjiespark Halfway House 1685
Sello Lemao	B	Floor -1, ACA Krans Building, 35 Symons Road, Auckland Park, Johannesburg
Mlamleli Belot	C	100 Christiaan De Wet Road, Florida Park 1709
Justice Ngalonkulu	D	1 Koma Road, Jabulani, Soweto 1868
Makgafela Thaba	E	Building 2, 137 Daisy Street, Sandown, Sandton
Irene Mafune	F	80 City Hall Street (Loveday), Johannesburg
Mickey Padiachee	G	Ground Floor, K43 Highway Road, Old Corobrick Building, Lenasia Southeast

7. Customer Perception from Quality-of-Life Survey 7 (2023/24)

The Gauteng City-Region Observatory's (GCRO) Quality of Life Survey (QoL) survey provides a detailed view of life in Gauteng and Johannesburg, identifying both positive trends and significant challenges, guided by an understanding that quality of life is multidimensional, reflecting both material and subjective factors. Data collection for GCRO's QoL survey took place from 11 September 2023 to 16 April 2024. The weighted Johannesburg subsample consists of 4,436 respondents. The results below are based solely on the responses of City of Johannesburg residents. The main purpose of utilising the findings by the City of Johannesburg (CoJ) is to identify areas requiring intervention and take necessary actions to enhance service delivery and customer satisfaction within the city.

Service delivery and infrastructure, generally, are notable areas of concern. The data reveals a marked decline in satisfaction (average decline of 10%) across all service areas, including growing concerns about water quality and reliability in the city. The biggest causes of concern, according to the low proportion of residents reporting being satisfied, are the cost and billing of municipal services (22% and 26% satisfied respectively), safety and security (25%), electricity (38%), roads (41%) and streetlights (44%). The upside here, is that the CoJ is well aware of these persistent challenges and is actively working towards successful responses aligned to the City's priorities: Financial Sustainability, Safer City, Energy Mix and Infrastructure Development.

City of Johannesburg related findings regarding satisfaction with services:

Service Delivery Areas	QoL 6 2020/21	QoL 7 2023/24	% change
Housing	73%	**68%**	-5%
Water	87%	**77%**	-10%
Sanitation	74%	**63%**	-11%
Refuse collection	82%	**80%**	-2%
Energy	64%	**38%**	-26%
Roads	50%	**41%**	-9%
Streetlights	48%	**44%**	-4%
Safety & security	27%	**25%**	-2%
Cost of municipal services	32%	**22%**	-10%
Quality of Life Index	**62**	**61**	**-1**

Figure 35: Satisfaction with services

The Quality of Life Survey 7 results indicate a broad decline in public satisfaction across key service delivery areas, with energy (-26%), sanitation (-11%), sanitation (-11%), and water (-10%) experiencing the most significant drops. The cost of municipal services (-10%) further highlights growing affordability concerns. These trends suggest worsening service reliability, aging infrastructure, and financial strain on residents, impacting the overall quality of life (-1%) in Johannesburg. Addressing these issues requires urgent interventions to restore public confidence and improve service efficiency.

To respond to these challenges, the City must prioritize energy security by expanding municipal renewable energy projects, introducing smart metering systems, and strengthening public-private partnerships to stabilize electricity supply. Water and sanitation services require urgent infrastructure upgrades, including AI-driven leak detection, improved wastewater management, and increased investment in sanitation facilities. Additionally, streetlights and roads must be better maintained, with stronger measures to prevent vandalism and theft, and the adoption of smart streetlighting technology to improve safety. The affordability crisis in municipal services calls for

targeted subsidies, transparent billing systems, and improved revenue collection strategies to balance costs while ensuring financial sustainability.

Beyond infrastructure improvements, the City must strengthen safety and security efforts, including enhancing law enforcement visibility, expanding CCTV surveillance, and supporting community safety initiatives. Service delivery oversight should be intensified, with real-time public feedback mechanisms to track and address concerns proactively. By integrating smart city innovations, governance reforms, and citizen engagement strategies, Johannesburg can reverse the decline in service satisfaction and ensure a more sustainable, affordable, and reliable urban environment for all residents.

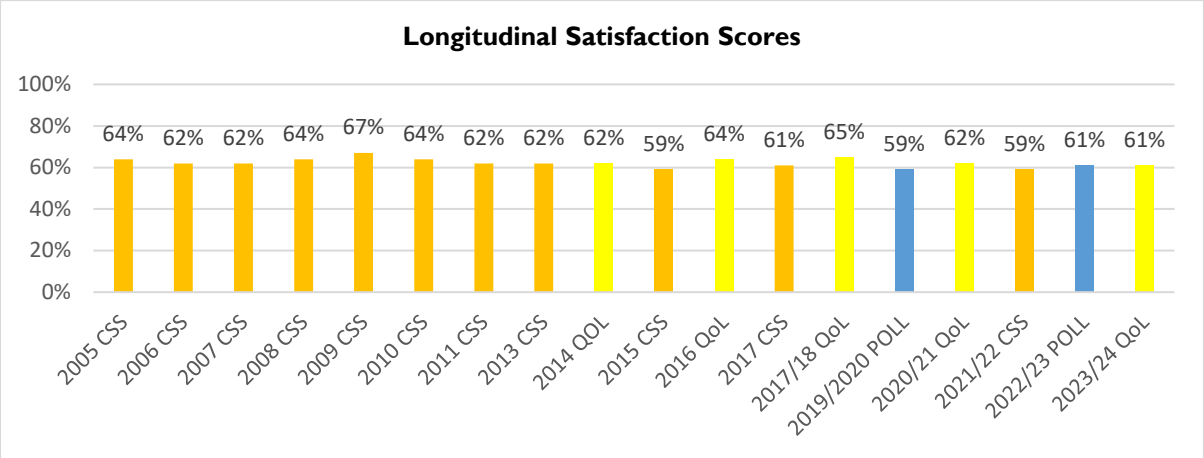


Figure 36: Customer Satisfaction Survey Longitudinal Results from 2005-2024

8. Spatial Development Framework (SDF)

The Johannesburg SDF 2040 (2024) review was approved by the Council on 27th November 2024, following completion by the Development Planning Department. This review builds on the SDF 2016, which modelled three growth scenarios, projecting Johannesburg's population increase from 4.3 million to 7 million by 2040. The updated SDF 2040 integrates key policies, including the Inclusionary Housing Incentives, Regulations, and Mechanisms (2019) and the Nodal Review Policy (2020), while refining implementation clarity and incorporating the latest data and sectoral policy shifts. The link to the document can be found here:

https://joburg.org.za/documents_/Documents/Johannesburg-Spatial-Development-Framework-2040_APPROVED.pdf

The Johannesburg Spatial Development Framework (SDF) serves as a city-wide spatial policy, identifying challenges and opportunities, defining a long-term vision, and outlining strategies for achieving it. As a legislative requirement under the Municipal Systems Act (Act 32 of 2000) and the Spatial Planning and Land Use Management Act (SPLUMA, Act 16 of 2013), the SDF is a core component of the IDP. It provides strategic direction for future growth, land use, and infrastructure planning to support sustainable urban development.

This chapter of the IDP highlights the major additional contributions in the recent SDF 2040 (2024) document, which include but are not limited to: -

- The City's commitment to Spatial Transformation in Johannesburg;
- Incorporation of the Nodal Review 2020 as an Annexure to the SDF;
- Reinforcing the importance of the Transit-Oriented Development (TOD) Corridors;
- The Annual Town Planning Development Trends;
- Inclusionary Housing Progress since 2019;
- Social Infrastructure Analysis;
- The delineation of the Restructuring Zones and Priority Housing Development Areas (PHDAs)
- The recognition and support of the informal housing options: informal settlements, backyard housing, and subsidiary dwelling units

8.1. Transformation Agenda: Towards a Spatially Just City

The SDF 2040 identifies strategic spatial areas for the Johannesburg Strategic Infrastructure Platform (JSIP), ensuring capital investment is prioritised where it will have the greatest developmental impact. Its core objective is to create a spatially just city, grounded in the principles of equity, justice, resilience, sustainability, and urban efficiency, translating these into a practical development policy. As a dynamic planning model, the SDF undergoes cyclical reviews, allowing it to adapt to ongoing urban transformation and evolving city needs while being committed to the long-term vision of a compact polycentric city form.

8.2. Spatial Vision: A Compact Polycentric City

The City is striving for a compact polycentric city as the preferred development model. 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.

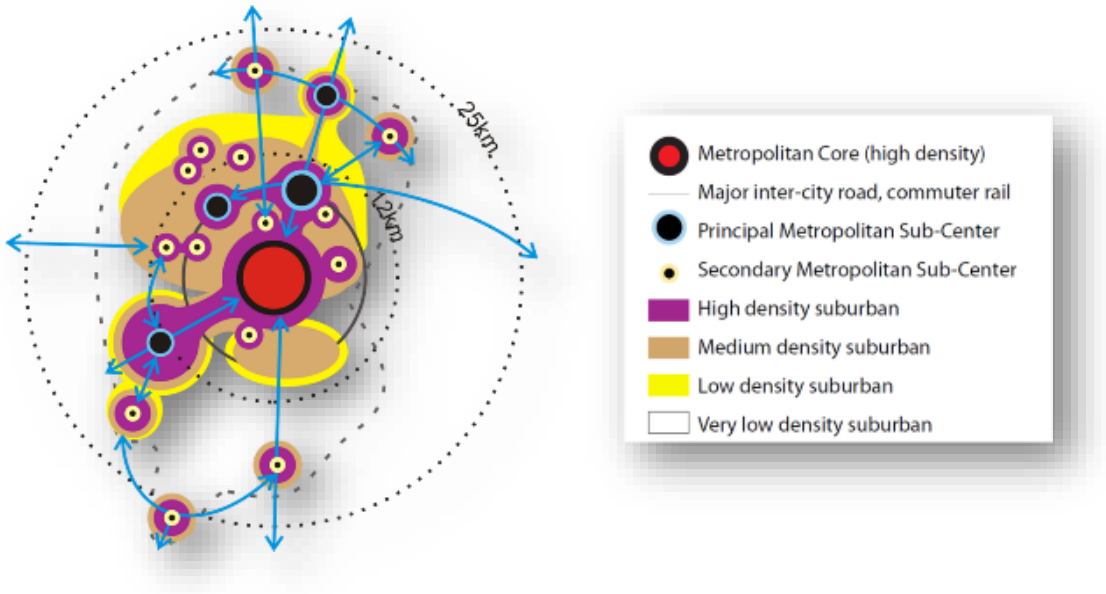


Figure 37: Johannesburg Future City Model: Compact Polycentric urban form

The model is based on five broad strategies: 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. The 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.

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 are efficiently connected by public transport. It will bridge spatial and social barriers and build a framework for a spatially just city. The map below shows the final Spatial Development Framework that expresses the spatial vision underpinned by the Nodal Review Policy 2020.

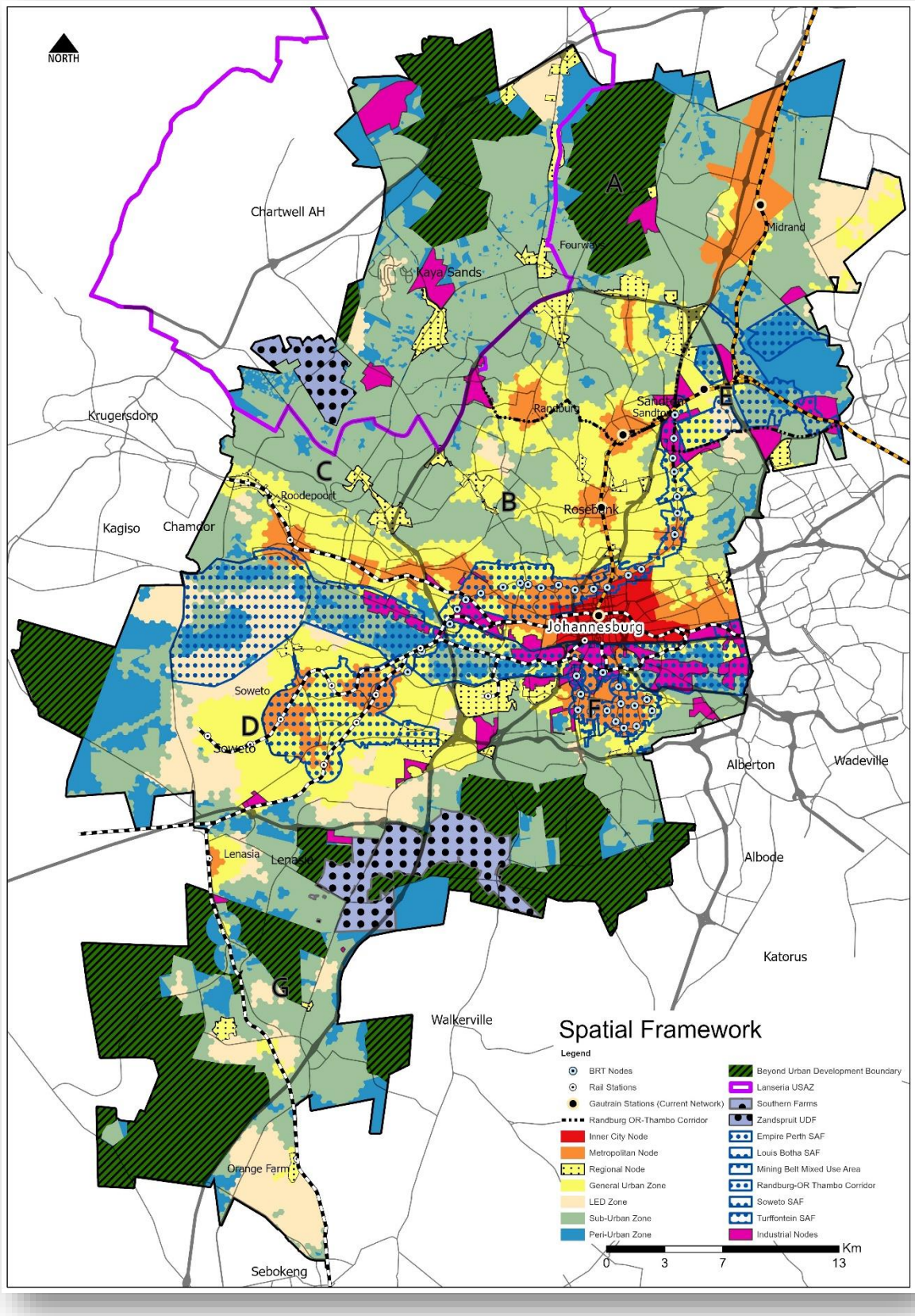


Figure 38: Final Spatial Development Framework 2040 *(2024)*

8.3. Existing Spatial Shortcomings

Spatial inequality, job-housing mismatch, and limited economic opportunities continue to define Johannesburg's urban landscape, particularly in marginalised areas with high-density, low-rise residential developments located far from economic hubs. The SDF 2040 addresses these challenges by targeting:

- Environmental strain on green infrastructure.
- Urban sprawl and fragmentation.
- Spatial inequalities and job-housing mismatches.
- Underutilised high-potential areas (e.g., the mining belt and Modderfontein).
- Gated developments and disconnected street networks.
- Inefficient land use and low residential densities.

Addressing these challenges requires a comprehensive urban development strategy that invests in equitable housing, infrastructure, and public transit to connect marginalised areas with economic opportunities. Coordinated efforts between government, private stakeholders, and communities are crucial to overcoming Johannesburg's structural spatial inequalities. A focus on integrated and sustainable urban planning will be key to building a more inclusive and liveable city.

8.4. Nodal Review Policy 2020

The Nodal Review Policy was approved as an annexure to the SDF 2040 by the council on 27 February 2020. 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; and
- 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. 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 well-located parts of the city. For this reason, and 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 redevelopment.

The transect approach describes different nodes and development zones of the city, which 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. The transect 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.

The nodes and development zones depicted in the Nodal Review policy relate to the transect approach as well as direct goals from the SDF 2040. The nodes and development zones 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 are 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
5. Local Economic Development (LED) Zone
6. Suburban Zone
7. Peri-urban Zone
8. Beyond the Urban Development Boundary

8.5. Residential Densities

The residential density has been updated in the SDF 2040 for better alignment with the residential density reflected in the Nodal Review policy. As a part of the 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**

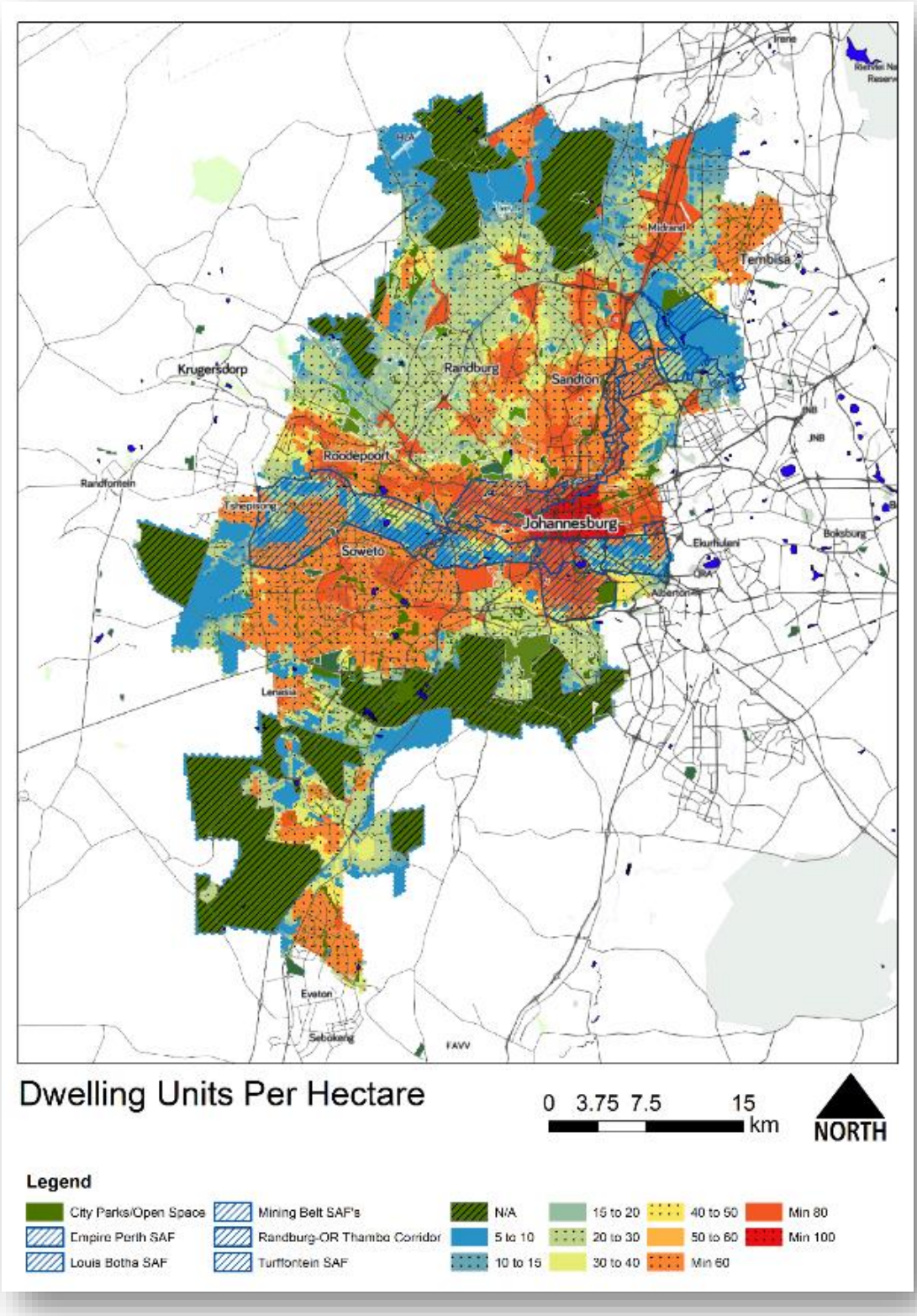


Figure 39: Residential Densities for Nodes and Development Zones

8.6. Transit-Oriented Development (TOD) Corridors

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

The 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 TOD Corridors' initiative is a key urban development strategy aimed at addressing the spatial inequalities that have long characterized Johannesburg.

The TOD Corridor' 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 TOD Corridors' 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 TOD Corridors' 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.

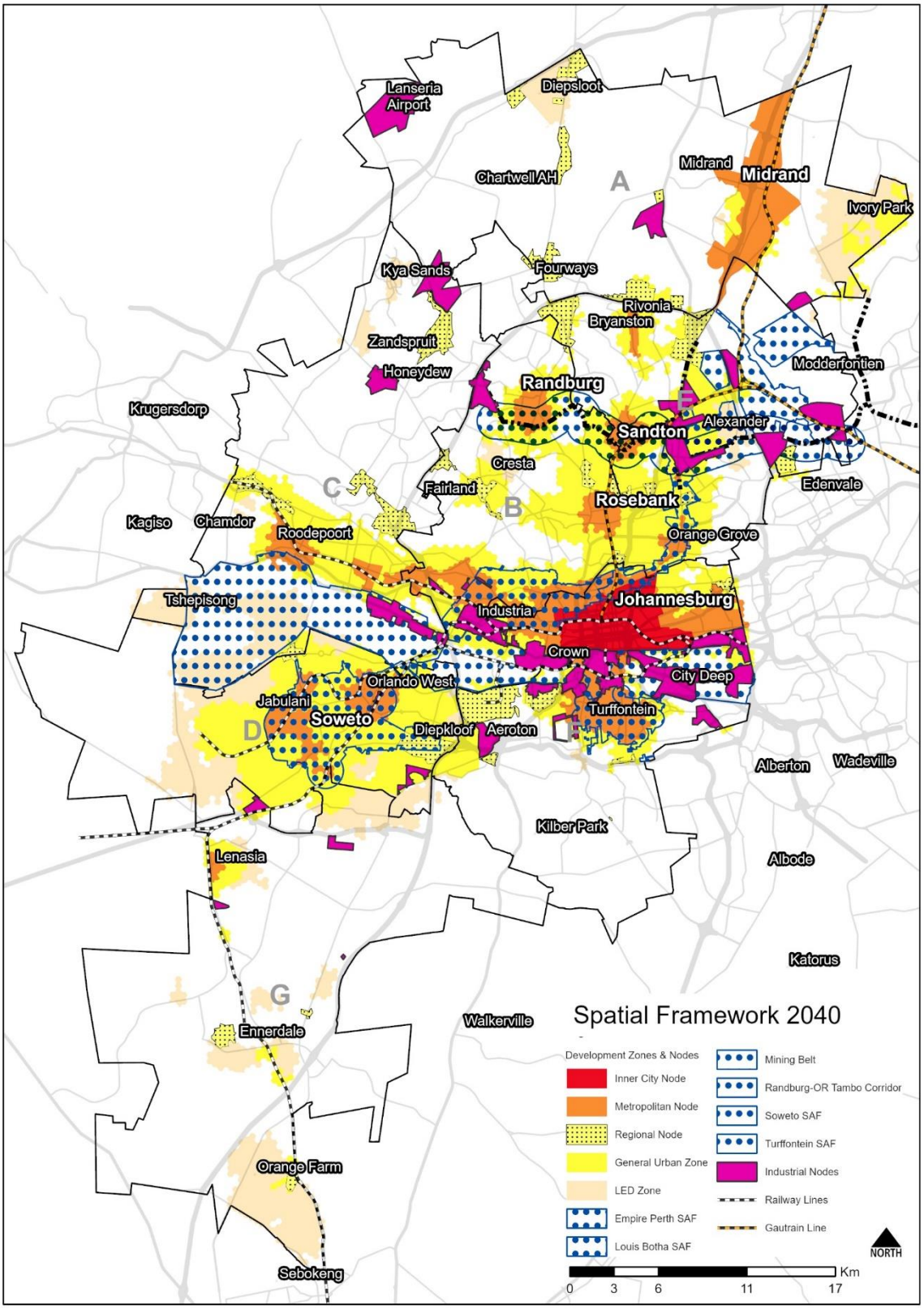


Figure 40: TOD Corridors and Nodes

8.7. Development Trends

While this document notes that the broad approach adopted in the 2016 SDF, including the Nodal Review policy (2020) and Inclusionary Housing Policies (2019), does not change, reflecting on the development trajectory in Johannesburg since the 2016 SDF was adopted is beneficial. This

section looks at development trends data from the Town Planning Application System (TAS) to assess the progress of the SDF 2040 to date and broader trends over time.

Since 2006, the city has used the TAS to capture and manage land development applications through their life cycles. While not designed for this purpose, TAS can be used to analyses how the market is taking up and implementing development. An interactive report that includes in-depth information has been developed and can be accessed via a [47]link.

Overall, the number of land development applications has steadily increased over time, as shown in Figure 39.

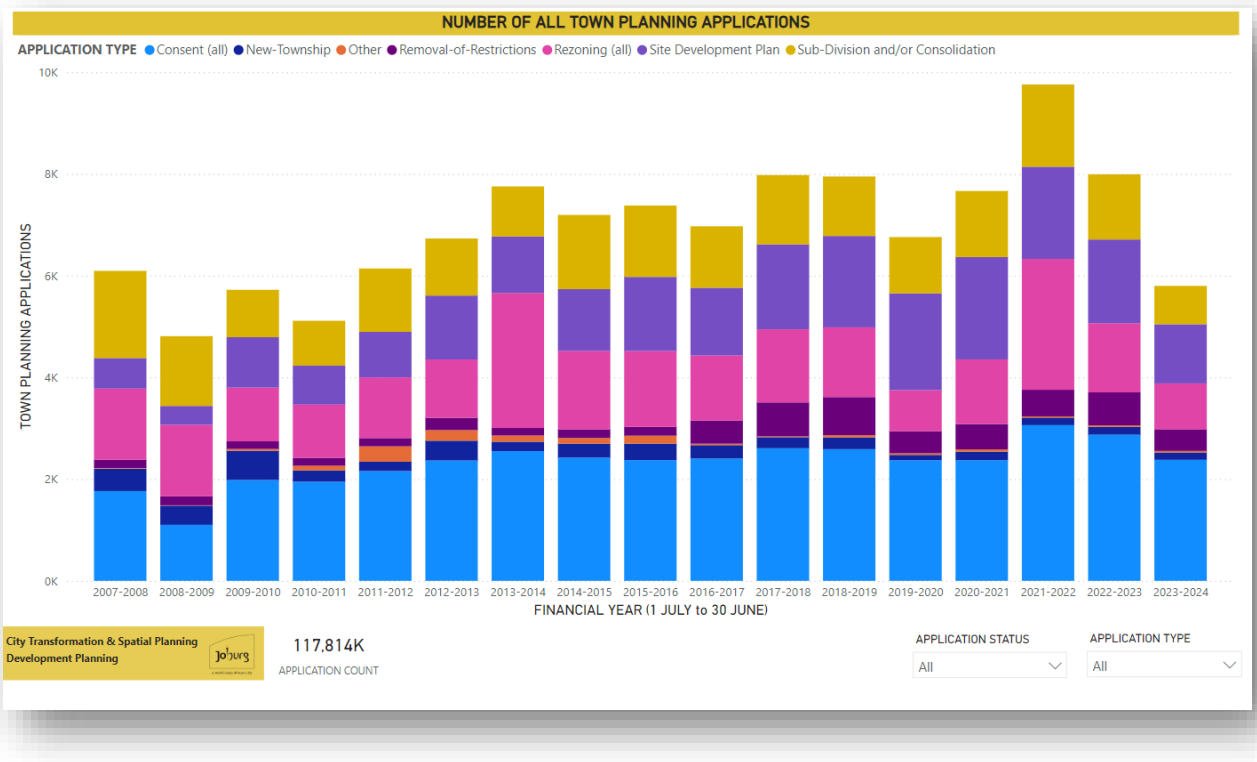


Figure 41: Land Development Applications in the CoJ: 2007-08 to 2023-24

The graph shows a growth trend, most notably in the number of consent and rezoning applications. However, some exceptions to this trend can be noted. The first was in 2008/09, which can be attributed to the financial crisis. The second exception corresponds to the COVID-19 pandemic, which has seen application reductions 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. In addition, the application count includes all the application statuses, such as approved, abandoned, proclaimed, etc. These are generally all the applications received by the City.

The type of application the City is receiving also shows 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 40 shows the general trend of Township Establishments decreasing over time, while the sum of Rezoning applications and Site Development Plans (SDP) has steadily increased over time.

[47] Development Trends Report Link

Broadly, this is the first indicator showing that infill is gradually becoming the prominent form of development in the City and that the market is taking up the ideals of the SDF. It must be noted that site development plans generally follow township establishments or rezonings, so some of the SDPs 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). The applications captured in Figure 30 include only the approved applications.

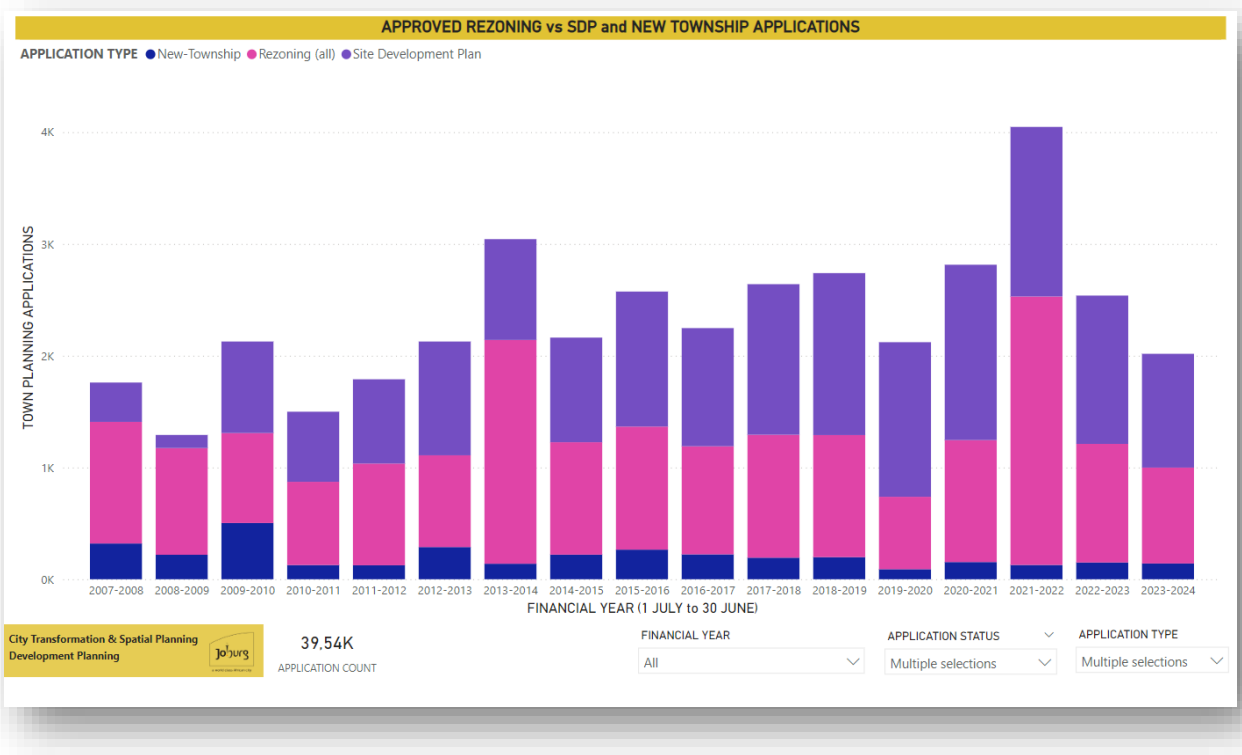


Figure 42: Rezoning, Site Development Plans and Township Establishments Comparison 2007-08 to 2023-24

In terms of rezoning applications, the City has not seen the level of growth it had hoped for, and the numbers have not yet consistently bounced back to pre-COVID-19 levels. There was a delayed drop in rezoning applications following the 2007/08 financial crisis, which continued to 2009/10 and 2010/11. A similar pattern can be seen in 2019/20, showing the most significant decrease due to paused applications during the lockdown and the economic impact of the COVID-19 pandemic.

8.8. Inclusionary Housing Progress

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, the Council approved the framework mentioned 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[48] it is summarized below.

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

Option 1 encompasses the Finance Linked Individual Subsidy Programme (FLISP) housing. Meanwhile, Options 2 and 3 introduce smaller residential unit choices, which are the central focus of this initiative. Option 2 entails inclusionary units ranging between 18 and 30 square meters, with an average size of 24 square meters. Option 3 offers units that are half the size of the average market units within the same development, capped at a maximum of 150 square meters. In both size-limited options, there are no price restrictions associated with the units, whether for sale or rental; the only factor affecting the price is the unit's size. The table below reflects the four Inclusionary housing options.

[48] 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		

Figure 43: Summary of Inclusionary Housing Options

The City of Johannesburg has made significant progress in implementing its inclusionary housing policy. The adoption of the Inclusionary Housing (IH) policy has encouraged developers to provide more affordable housing options in well-located areas across the city. The Development Planning Department is continuously working on the analysis report of the Inclusionary Housing implementation using the formal land use applications that include Inclusionary housing units from 2019. The analysis indicates a strong uptake of inclusionary housing provisions in rezoning and township applications, especially in the strategic nodes and priority development areas aligned with the city's SDF.

The latest inclusionary housing analysis report covers the formal land use application approvals from 2019 to the second quarter of the 2024/25 FY. The cumulative inclusionary housing uptake accounts for 13,523 inclusionary housing units. There’s a general growth trend, peaking in 2022/23 with 4,849 units, then dropping slightly in 2023/24 as shown on the figures below. Limiting unit sizes rather than pricing allows for ‘inclusion’ and spatial integration relative to market conditions. Despite initially experiencing delays due to COVID-19 conditions. The progression is visually depicted in the graphics below.

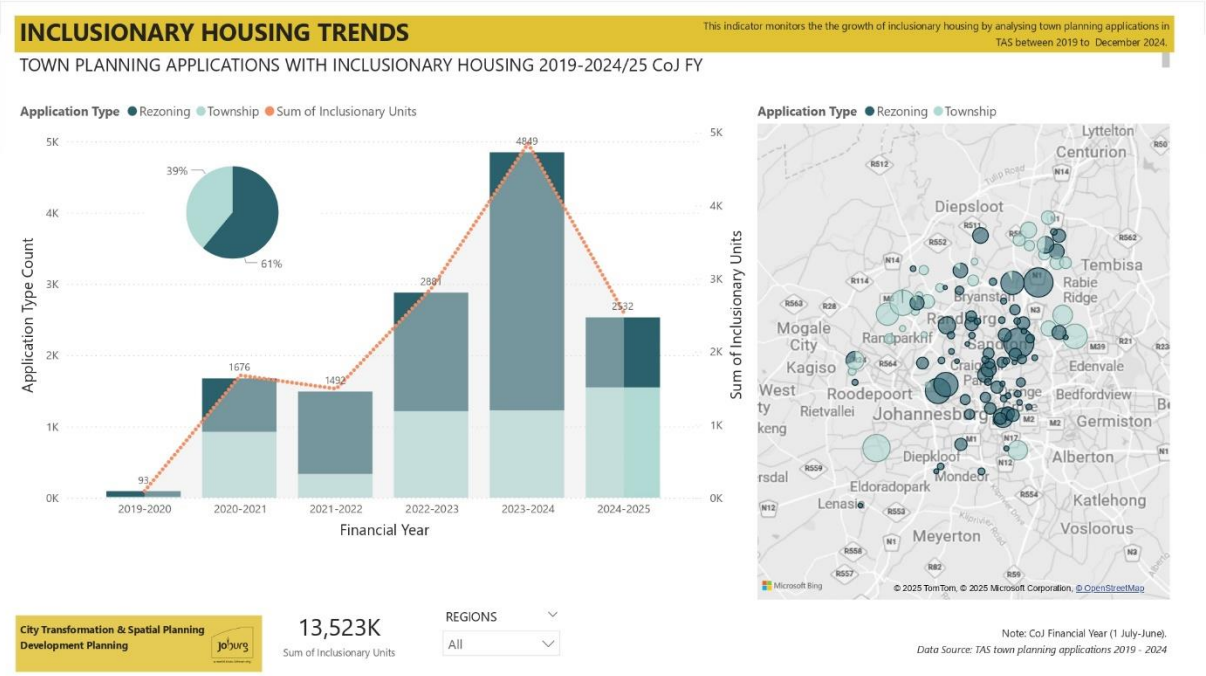


Figure 44: Inclusionary Housing Applications 2019-Q2 2024/25 FY

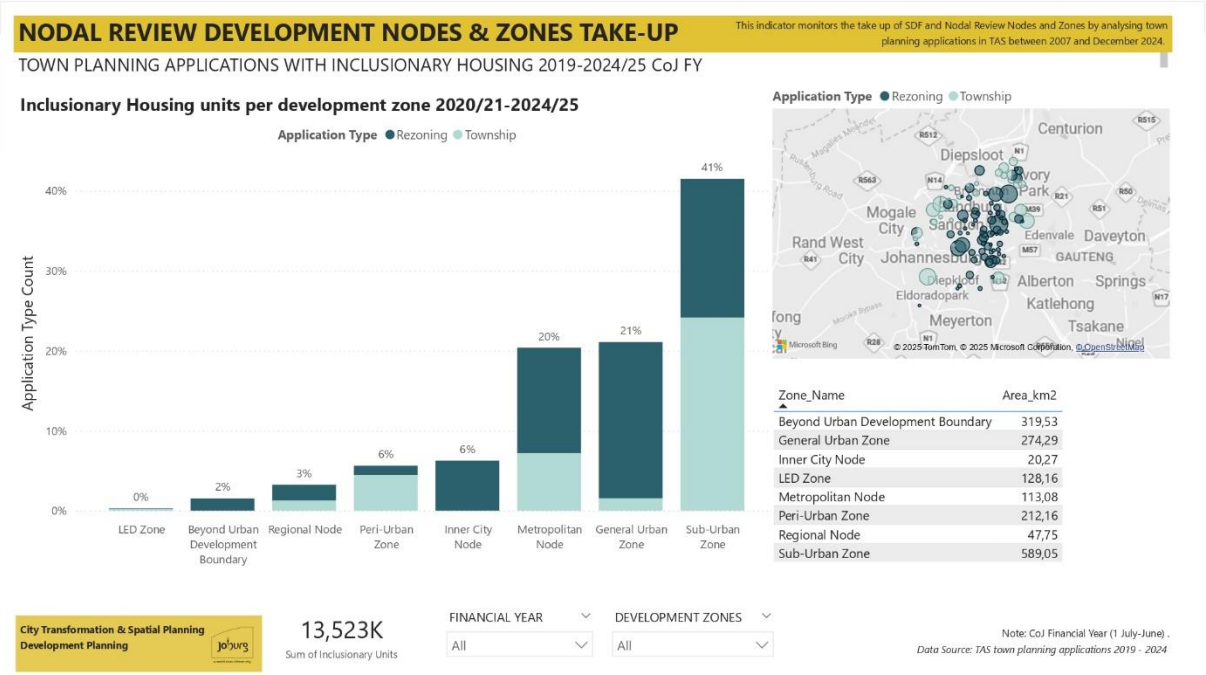


Figure 45: SDF and Nodal Review Development Nodes Uptake

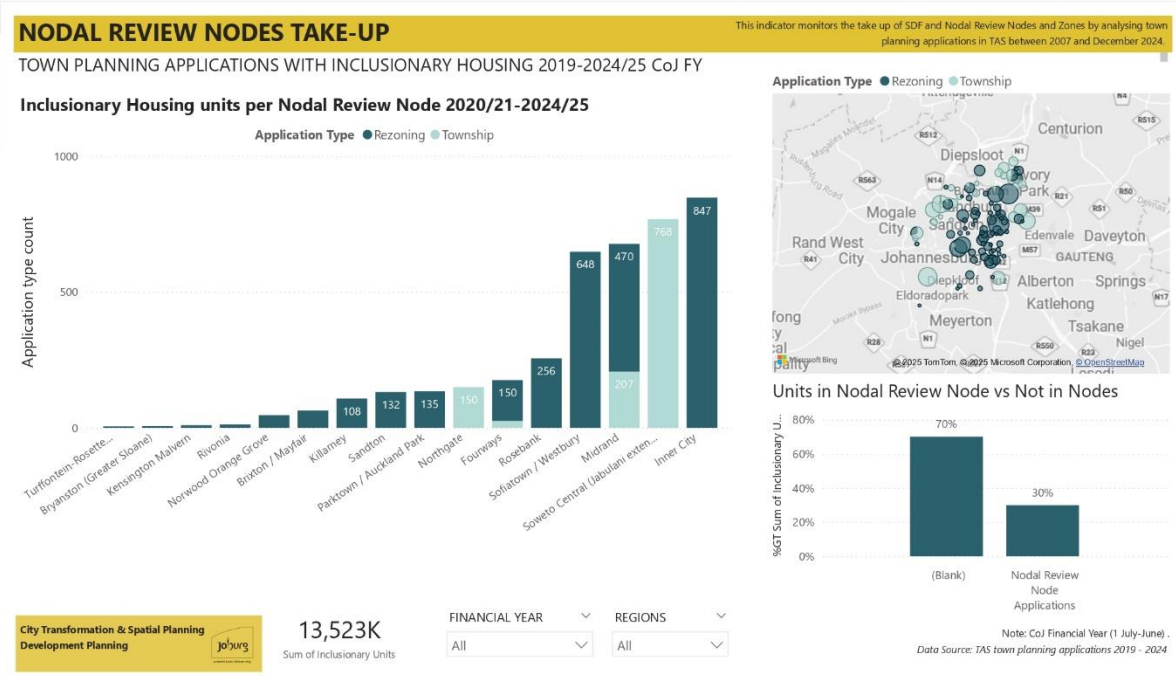


Figure 44: IH units per various nodes

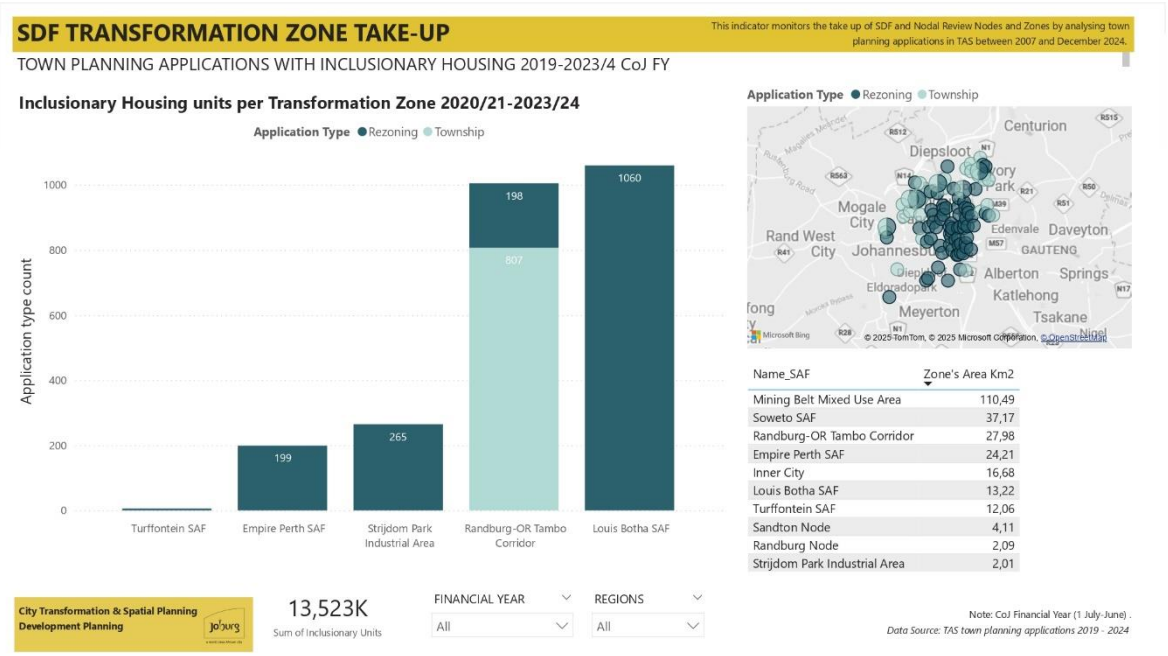


Figure 44: IH units per TOD Corridors

8.9. Restructuring Zones

The SDF 2040 (2024) provides a spatial layer for a City's Restructuring Zones for more strategic social housing supply. The Restructuring Zone identifies strategic locations for social housing in the City, close to jobs, infrastructure, and public transport, and development nodes.

Social housing is a state-subsidised rental housing programme defined in the Social Housing Act (Act 16 of 2008). It is spatially targeted, meaning that developments are directed towards well-located urban areas with good access to jobs, transport, and social amenities. For a development to qualify for a social housing subsidy, the property must fall within a Restructuring Zone—an area formally designated for social housing delivery.

The Social Housing Act defines a restructuring zone as:

"…a geographic area which has been (a) identified by the municipality, with the concurrence of the provincial government, for purposes of social housing; and (b) designated by the minister in the Gazette for approved projects."

In Johannesburg, restructuring zones that were approved prior to this SDF included a wide range of areas across the city, such as City Deep, Eldorado Park, Greater Alexandra, Soweto, and others. While these areas were approved as restructuring zones, two major challenges have since emerged:

1. Outdated Listings: The gazetted list reflects policy from over a decade ago, with no consideration of more recent spatial planning instruments, such as the Spatial Development Framework 2040 (2016) and the Nodal Review (2020). These newer policies reflect the city's evolving urban form and the growing demand for well-located, affordable housing.
2. Lack of Clear Geographic Boundaries: Many of the areas listed—such as "Greater Diepsloot"—lack officially defined boundaries. This creates ambiguity in determining whether a particular property falls within a restructuring zone, thereby complicating eligibility assessments for social housing developments.

To address these issues, a revised and expanded set of restructuring zones is proposed. This updated proposal retains the previously listed areas but supplements them with clearly demarcated geographic boundaries. It also includes additional areas identified in the Nodal Review policy as having high potential for residential densification. The updated restructuring zones are shown below.

To operationalize the revised proposal, the City's Development Planning Department must initiate a formal request to the National Department of Human Settlements for the updated areas to be gazetted in accordance with the Social Housing Act.

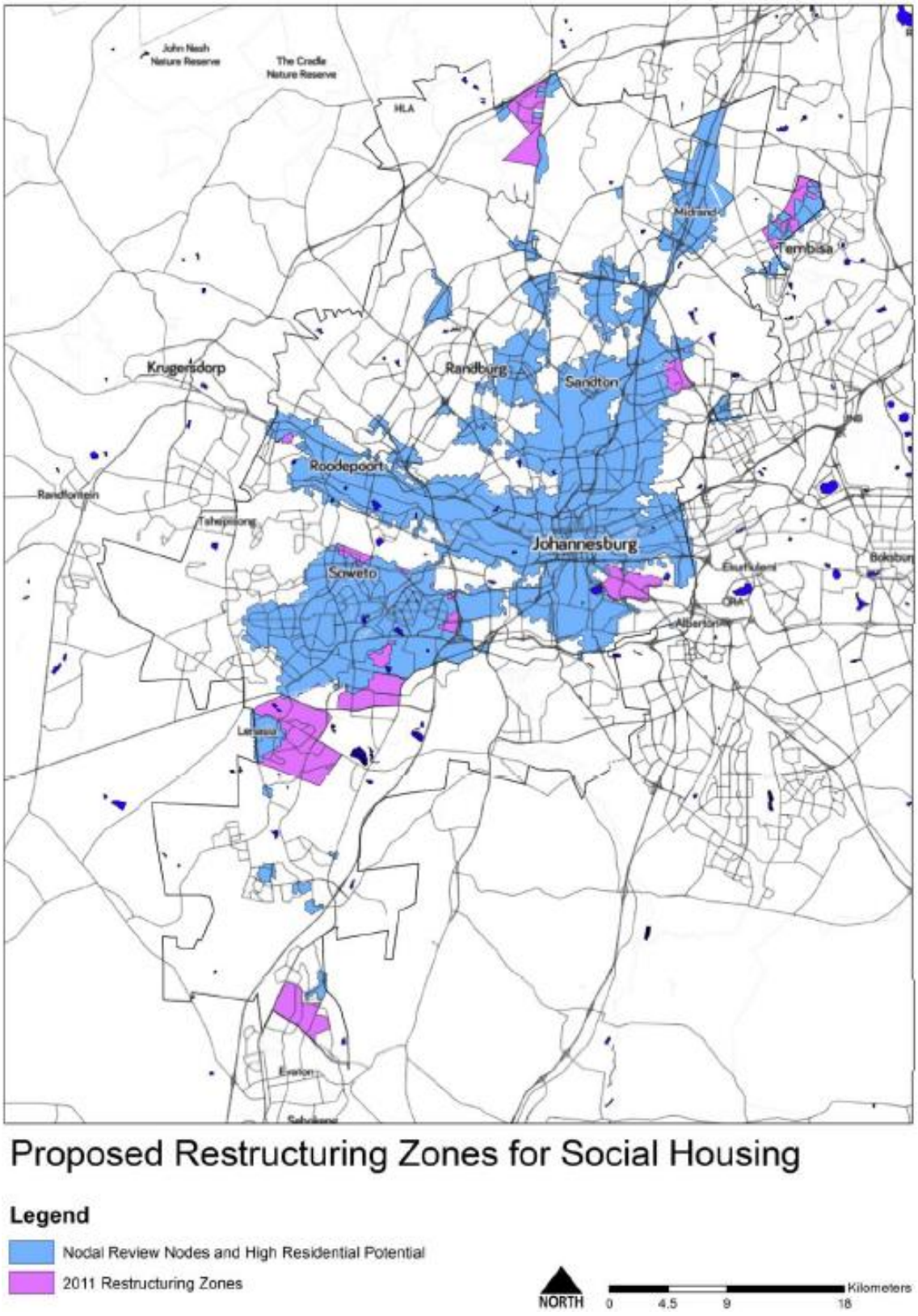


Figure 46: Restructuring Zones for social housing

8.10. Priority Housing Development Areas (PHDA)

In line with the Housing Development Agency Act (2008), the City of Johannesburg has provided a clear delineation of these areas, informed by strategic considerations, including access to the Human Settlements Development Grant (HSDG) in Spatial Development Framework (SDF) 2040 (2024). According to the City's 2019 Human Settlements Strategy, these PHDAs will be the focus of public housing investment over the next decade, as shown in Figure below. The first three PHDAs—Johannesburg Inner City, Ebony Park/Ivory Park/Austin View, and the Greater Alexandra Development Area—are illustrated in yellow and are broadly aligned with the SDF 2040. These are prioritised for short- to medium-term housing development, with their selection based on current infrastructure capacity and service availability. The remaining two PHDAs, Johannesburg South and the Lanseria-Diepsloot Corridor, are depicted in brown. While not yet fully aligned to the SDF 2040, they are earmarked for phased prioritisation and service delivery over the next ten years. These areas will be reviewed on a five-year cycle to assess progress and inform future planning.

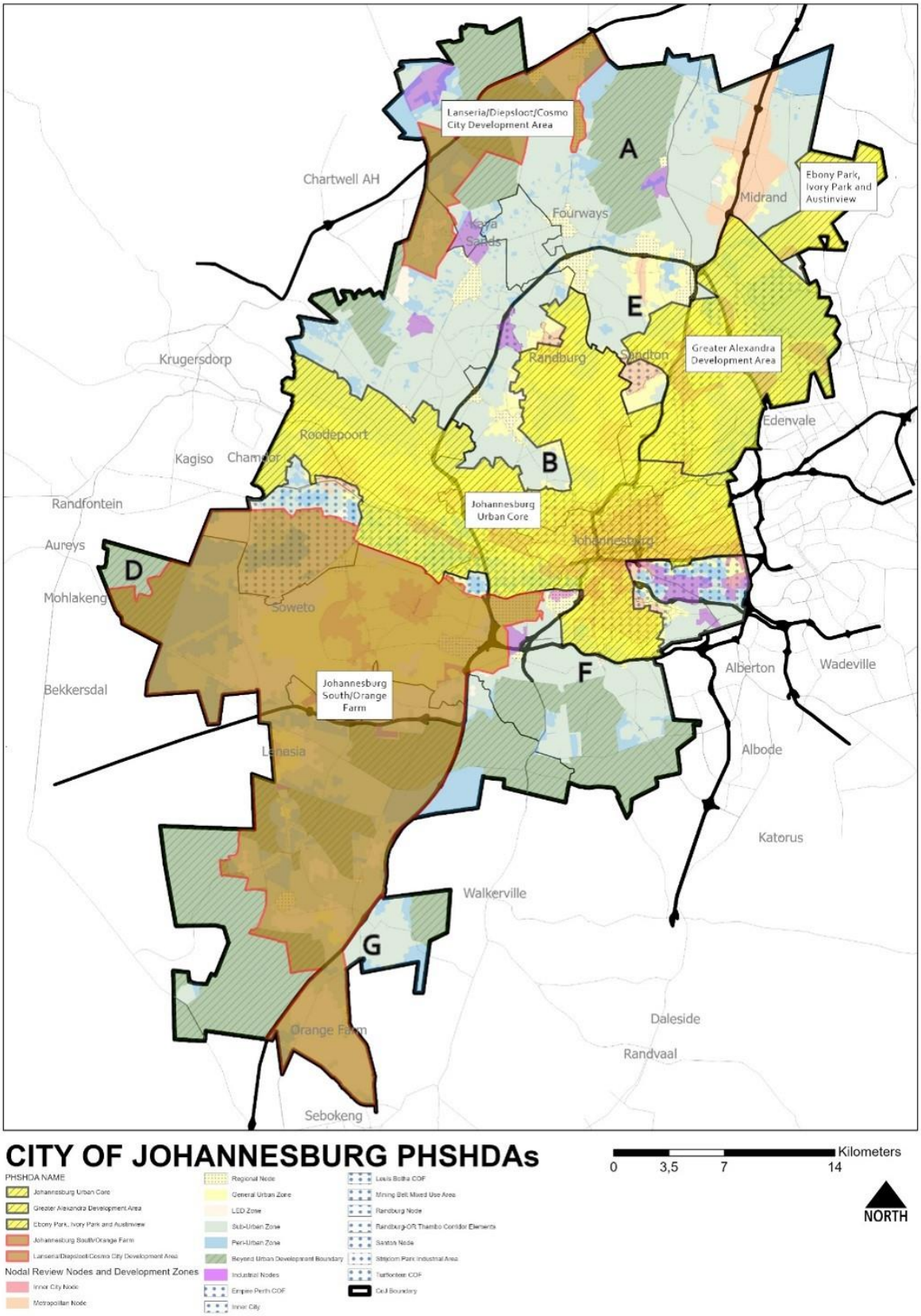


Figure 47: COJ's PHDAs

8.11. Informal Settlements, Backyarding and Subsidiary Dwelling Units

The SDF aligns with national housing policy directives and the National Upgrading Support Programme (NUSP)—as well as local policy frameworks such as the City's Sustainable Human Settlements Urbanisation Plan (SHSUP) and the Informal Settlement Regularization Policy. These collectively affirm that in-situ upgrading is the preferred intervention approach for informal settlements. Relocation should only be considered where upgrading is not feasible or desirable, particularly where settlements lack adequate access to public transport, economic opportunities, social amenities (such as schools and clinics), or bulk infrastructure.

The SDF takes into consideration the current efforts underway that seek to better support the existing informal housing trends. The City's Housing Department is currently drafting a dedicated Informal Settlements Policy aimed at comprehensively understanding and addressing the diverse challenges of informal settlements. This policy will enable service delivery in a manner that affirms citizenship, promotes inclusion, and encourages community participation in the design, planning, and implementation of upgrading initiatives.

To strengthen tenure security, the City will implement the Amendment Scheme Annexure 9999, which formalises informal settlements through basic layout planning, household surveys, spatial referencing of structures, and the establishment of a land-use register. This forms part of the broader strategy to integrate these areas into the municipal framework.

Additionally, the Development Planning Department will revise the Town Planning Scheme (2018) to include provisions for transitional informal settlements. This will support incremental upgrading and define the process for identifying such settlements, issuing development permissions, and applying relevant guidelines from Annexure 9999. The SDF emphasizes the importance of interdepartmental collaboration in implementing in-situ upgrades citywide.

Backyard Housing also remains a critical component of the urban housing ecosystem. While informal backyard dwellings can result in substandard living conditions, the solution is not to eliminate them, but rather to improve them through regulation and support. Recognised as a viable housing option in the SHSUP (2012), backyard rental units offer vital income for homeowners, provide affordable housing for low-income residents, and contribute to urban densification.

Furthermore, the addition of formal subsidiary dwelling units on existing residential erven is supported where infrastructure capacity allows. These units can expand affordable rental options, particularly in established areas. While properties in Transformation Zones should be intensified beyond what subsidiary units allow, such incremental densification offers a short-term mechanism for addressing housing demand. The SDF thus reaffirms that backyard housing, when compliant with the City's Land Use Scheme (2018), contributes meaningfully to improved living conditions, economic opportunity, and sustainable urban development.

9. 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.

9.1. Managing International Relations

The City of Johannesburg (CoJ) recognises the importance of strong international relations as a means to drive economic development, social progress, and environmental sustainability within the city and beyond. As such, CoJ adopted its first International Relations (IR) Policy in 2001 (relations mostly ceremonial between 2001 and 2012). The first IR Strategy was approved in 2012 and was later reviewed in 2016 and approved in May 2017. In October 2023, City's Mayoral Committee approved a revised International Relations (IR) Strategy (2021-2026), which aims to ensure that IR activities benefit the city and its citizens while promoting Johannesburg's leadership role regionally and globally.

In delivering its 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 Networks 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 residents and to ensure that no one is left behind.

Global networks

Global networks refer to 'interconnected groups, organizations, and institutions that facilitate cooperation, communication, and coordination among actors on a global scale'. These networks play a crucial role in shaping the dynamics of international politics, promoting collaboration, and addressing common challenges and greatly serve as a core enabler of internationalisation. As such, 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, U20
- Finance/development cluster - FMDV
- Environmental cluster – C40, ICLEI

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

Metropolis: This World Association of the Major Metropolises, is the leading global voice on strengthening metropolitan governance and the metropolitan section of United Cities and Local Governments (UCLG).The City of Johannesburg continues to be active in Metropolis::

- The City participated in the board of director's meetings held in June 2024 led by the MMC of Finance for CoJ's delegation. In addition to City being elected as a member of the Metropolis 2024-2026 Board of Directors (where Executive Mayor Dada Sello Morero will represent the CoJ), Metropolis will be chaired by an African President for the period 2024-2026.
- Continue to participate in technical activities.
- Continue to nominate officials to attend training at Metropolis Training Institutes

***The Global Fund for Cities Development* (*FMDV*):** FMDV is a global network that is dedicated to issues of local finance, and it develops solutions to support the entire value chain of urban development financing. The City has been a member of FMDV since 2013. In October 2024, the City's Executive Mayor was selected as the President of FMDV, solidifying the Mayor's efforts in

promoting innovative financing solutions for urban development and local economies. Additionally, the City's Group Finance Department participates as technical representative in FMDV. The City also plans to participate in other activities organised by FMDV.

***United Cities and Local Governments* (*UCLG*)**: UCLG as a global network is committed to representing, defending, and amplifying the voices of local and regional governments to leave no-one and no place behind. The City of Johannesburg holds key positions in the decision-making structures of UCLG[49]. As part of the City's approach to assert itself in the international space and to influence debates and dialogues, the City endeavours to have an explicit presence in UCLG. The MMC of Finance to be a political representative and get involved in the activities of one of the 5 policy councils. Further to this, the Executive Mayor is a Board member of the UCLG World Council (through the Metropolis Section).

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. Despite the City no longer holding any political positions in C40, the City continues to make extensive strides in ensuring that participation in C40 is valuable and visible. For example, the City will ensure the Executive Mayor's attendance (or alternative political representation) and participation at C40 events. This is in addition to ensuring that relevant 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.

The Executive Mayor and the new Regional Director of C40, Ms. Dorah Modise have engaged bilaterally to explore mutual realignment and enhancement of the City's participation in C40, with the aim to continue to make the City's role more impactful and bolder within the C40 network.

International Council for Local Environmental Initiatives **(ICLEI)**: This network operates as a Non-Profit Company (NPC) in compliance with the South African Companies Act of 2008 (Act 71 of 2008) and holds registration as a Public Benefit Organization (PBO). The focus of iClei is primarily on biodiversity issues – an area where the City needs capacity given that the City's IDP identifies the preservation of our natural resources as a key priority. 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):** Despite involvement in this network being limited, the City of Johannesburg will continue to attend ad hoc events (Ethics, TechNet, etc.) and training as scheduled by UCLGA.

Urban20 **(U20):** The Urban 20 (U20) is an initiative facilitated by C40 Cities. It brings together major cities from G20 countries to raise the profile of urban issues and enhance the role of cities in the G20 agenda, to develop collective messages and solutions for global issues such as climate action, the future of work, and social integration. The G20 collaborates with a broad range of organizations to provide diverse perspectives on financial and socio-economic challenges. As the G20 will be hosted by national government in Joburg in November 2025, the CoJ has lobbied to co-host the U20 in 2025 and preparations are underway. The hosting of this prestigious event will provide several opportunities for Johannesburg to establish itself as a leading city in Africa as well as to the world. This event will also be an opportune moment for Johannesburg to direct global messages from an urban perspective to the Heads of National Governments. For U20, The City

[49] (Board member of the Metropolis Section of the World Council), Metropolis (Board member) and FMDV (President) as well as membership of U20

of Johannesburg has nominated a Sherpa[50] and a sous-Sherpa to continue representing it in the network.

It remains important that Johannesburg stays active in global networks, that it carefully selects involvement in relevant networks, while ensuring that it is represented in decision-making structures to optimise involvement.

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), Windhoek and Ramallah (solidarity relationship). A MOU with Shanghai and Copenhagen is envisaged soon.

Friendship agreements.

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

Project/programme collaboration agreements.

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

9.2. Intergovernmental Relations (IGR)

The Constitution of South Africa (1996) establishes a cooperative governance framework across national, provincial, and local spheres, ensuring integrated planning and service delivery. The principles of cooperative governance and intergovernmental relations are outlined in Section 41 which mandates government entities to work collaboratively, respecting each other's functions to optimize efficiency and resource allocation. This is done for government departments and entities to respect one another and avoid encroaching on each other's integrity.

The City of Johannesburg aligns its Integrated Development Plan (IDP) with key national and provincial policies, such as the National Development Plan (NDP), Back-to-Basics Programme, Integrated Urban Development Framework (IUDF), the District Development Model (DDM) and the Growing Gauteng Together 2030 strategy. These frameworks serve as a foundation for fostering a robust understanding and implementation of cooperative governance. By integrating these strategic programmes, the City ensures a coordinated approach to governance and planning,

[50] "Sherpa" refers to a representative appointed to prepare, coordinate, and facilitate preliminary negotiations and policy alignment in preparation for high-level summits or meetings, often within international or diplomatic contexts.

enhancing alignment across all spheres of government to deliver on developmental priorities within the City.

To further support cooperation between the tiers of government, the Intergovernmental Relations Framework Act of 2005 was enacted. The Intergovernmental Relations (IGR) Framework Act of 2005 ensures alignment across all government levels, promoting policy integration, financial sustainability, and coordinated urban governance. This act provides that all levels of government, whilst unique, work together effectively to coordinate, communicate, align, ensure resource efficiency, and integrate service delivery for the benefit of citizens. This facilitates an effective response to Johannesburg's development challenges, ensuring cooperation among national, provincial, and municipal entities.

9.3. Presidential Working Group Alignment to DDM

The Presidential Working Group drives transformation by prioritizing inner-city rejuvenation, financial recovery, public safety, housing, energy security, and clean public spaces. Through targeted interventions in water and sanitation, electricity supply, law enforcement, and economic growth, the city fosters resilience, investment opportunities, and an improved quality of life. The above are achieve through the District Development Model (DDM) as a means to fast-track service delivery provision in priority precincts with central business districts, starting with the City of Johannesburg's Inner City.

By integrating these strategic priorities, Johannesburg is reimagined as a dynamic, inclusive, and sustainable metropolitan hub, ensuring that national priorities translate into tangible community urban development initiatives such as infrastructure development and high impact service delivery, led through partnerships between the spheres of government, business, civic society formations, and community leaders.

IGR in South Africa is guided by several legislative and policy frameworks. Whilst the IGR Framework Act (2005) will be salient in respective of the City of Johannesburg (CoJ) IDP, the City adheres to the legislative and policy imperatives of various legislation including the Constitution (1996), the IGR Framework Act (2005), the Municipal Systems Act (2000), the Municipal Structures Act (1998), the Municipal Financial Management Act (2003), the Division of Revenue Act, the Organised Local Government Act (1997), the Gauteng Provincial IGR Framework, the National Development Plan (NDP), provincial policies such as the Gauteng Growth and Development Strategy, and Growing Gauteng Together, Sustainable Development Goals (SDG), Cities Support Programme (CSP) and the District Development Model (DDM). This will therefore provide an appreciation of IGR in the City's administrative jurisdiction and beyond, as well as provide the requirements and responsibilities of the City in this regard.

The following table presents a structured approach to how the Presidential Working Group is facilitating a coordinated urban transformation aligned with the DDM (District Development Model):

Presidential Working Group Focus Areas	Key Objectives	How It Enables Reimagining Joburg	Alignment with DDM Implementation
Inner City Rejuvenation	Revitalizing the historic CBD, improving infrastructure, driving economic development, and enhancing urban management.	Inner city rejuvenation integrates multiple streams of intervention for a holistic urban renewal.	Acts as a catalytic project, aligning various interventions within the DDM framework.
Governance and Financial Sustainability	Stabilizing political and administrative leadership, strengthening institutional capacity, and restoring City's finances.	Restoring financial sustainability creates a foundation for sustainable urban transformation.	Supports the One Plan approach by ensuring coordinated financial recovery.
Safety and Security	Improving public safety through better coordination between law enforcement agencies and crime prevention efforts.	Enhanced safety fosters a conducive environment for investment and social cohesion.	Enhances law enforcement and urban governance, fostering a safer city.
Human Settlements and Social Development	Delivering adequate housing, upgrading informal settlements, and addressing homelessness.	Addressing housing challenges promotes inclusivity and reduces urban inequalities.	Integrates social and economic inclusion into city planning.
Water and Sanitation	Improving water and sanitation infrastructure, reducing non-revenue water losses, and enhancing maintenance response.	Reliable water and sanitation services ensure improved living conditions and economic viability.	Improves basic service delivery as per DDM's spatial transformation goals.
Electricity & Energy	Rehabilitating City Power's infrastructure, reducing losses, improving revenue collection, and ensuring alternative energy solutions.	Stable electricity supply is crucial for business continuity and investment attraction.	Addresses energy security to drive sustainable local economic development.
Clean and Safe Public Spaces	Enhancing municipal infrastructure including roads, waste management, and public space maintenance.	Better-maintained public spaces enhance quality of life and urban functionality.	Strengthens municipal services in line with DDM's integrated urban management vision.

Figure 48: Approach to how the Presidential Working Group will Facilitate Urban Transformation

City of Johannesburg Intergovernmental Relations Strategy

In September 2023, the City of Johannesburg formally adopted its revised Intergovernmental Relations Strategy, developed following a comprehensive review of the preceding framework. Anchored in the principles articulated in the Intergovernmental Relations Framework Act and other pertinent legislative and policy directives, the strategy underscores the City's commitment to fostering effective cooperative governance. Central to the review process was an in-depth assessment of the state of IGR within various City departments and municipal entities, an evaluation of existing intergovernmental partnerships, and identifying areas requiring enhanced support. These findings were instrumental in defining a coherent and forward-looking vision for the City's approach to IGR. Accompanied by a practical implementation plan, the strategy offers clear guidelines to embed IGR principles into the City's operations, ensuring alignment with broader governance objectives.

Figure 49: IGR Strategy - Strategic Focus Areas

The Intergovernmental Relations Strategy endeavours to establish a formalised IGR structure within the City of Johannesburg, designed to facilitate the effective identification, escalation, and resolution of critical intergovernmental issues. Such a structure is pivotal in promoting a coordinated and systematic approach to cooperative governance, ensuring that matters of strategic importance are addressed with the requisite urgency and rigour. By integrating key stakeholders—including the City Manager, Executive Mayor, departments, municipal entities, and intergovernmental partners—the structure enables streamlined communication, enhances decision-making processes, and fosters alignment between intergovernmental priorities and the City's broader developmental objectives. The institutionalisation of a robust IGR framework is imperative for reinforcing accountability, mitigating fragmentation, and delivering sustainable, cohesive responses to complex governance challenges.

9.4. National and Provincial Imperatives

National Development Plan (NDP)

The National Development Plan (NDP) 2030 provides a strategic framework for addressing South Africa's development challenges, including poverty, unemployment, inequality, and spatial transformation. As the country's economic and financial hub, Johannesburg plays a critical role in implementing the NDP's vision at a metropolitan level. The City's Integrated Development Plan (IDP) translates these national objectives into practical, localised strategies that address Johannesburg's unique urban realities.

The NDP calls for strengthening local government capacity in spatial planning, infrastructure investment, and service delivery, which are core pillars of the City's IDP. Johannesburg responds to these priorities by:

- **Economic Growth & Job Creation:** The IDP prioritises investment in key sectors, SME support, and urban regeneration projects to drive job creation and economic inclusion.
- **Infrastructure and Service Delivery:** Recognising urbanisation pressures, the IDP advances infrastructure upgrades, energy security measures, and sustainable urban development to meet growing demands.
- **Spatial Transformation:** The City aligns with the NDP's call for integrated, inclusive urban development by focusing on housing, transport accessibility, and equitable spatial planning to reverse apartheid-era fragmentation.
- **Governance and Institutional Efficiency:** The IDP strengthens municipal oversight, public accountability, and digital transformation to improve service delivery and financial sustainability.

By integrating these NDP priorities into Johannesburg's IDP, the City ensures that its local development strategies contribute to national economic resilience, spatial justice, and service delivery efficiency while addressing the specific challenges of a dynamic metropolitan environment. The IDP serves as the City's blueprint for action, ensuring that municipal governance, infrastructure investments, and urban planning initiatives align with the broader national vision for South Africa's sustainable development.

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 Integrated Urban Development Framework (IUDF, 2016) serves as a national policy guide for sustainable urban development, recognizing that cities and towns have diverse roles and requirements in shaping South Africa's future. The City of Johannesburg's IDP aligns closely with the IUDF by embedding its four strategic goals—Access, Growth, Governance, and Spatial Transformation—into municipal planning and implementation.

- **Access:** The IDP prioritizes inclusive service delivery, improved public transport systems, and equitable housing development to ensure all residents can access economic opportunities, education, and social services. Investments in smart infrastructure and digital connectivity further enhance accessibility across the city.
- **Growth**: Johannesburg's IDP aligns with the IUDF's economic development vision by fostering investment, supporting SMMEs, and strengthening key economic nodes. The City leverages its role as South Africa's financial and business hub to drive sustainable urban growth while promoting innovation and green economies.
- **Governance:** Strengthening institutional capacity, public participation, and financial sustainability is central to both the IUDF and the IDP. Johannesburg is implementing smart governance mechanisms, enhanced oversight structures, and digital transformation initiatives to improve service delivery efficiency and transparency.
- **Spatial Transformation:** The IDP's focus on integrated housing, transit-oriented development, and urban regeneration aligns with the IUDF's goal of reversing apartheid-era spatial inequality. The City is reshaping fragmented urban layouts by promoting densification, sustainable land use, and mixed-income developments in historically marginalized areas.

By incorporating IUDF principles, Johannesburg's IDP ensures that urban development is compact, connected, and well-coordinated, creating a liveable, economically inclusive, and globally competitive city where all residents actively participate in urban life and economic growth.

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 is currently at a phase III implementation stage, which builds up on the lessons learnt from the previous two phases. The CSP aims to support 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.

Phase III of the CSP targets several strategic areas for impactful intervention and support, including:

- Governance and Leadership
- Human Settlements
- Climate Resilience and Sustainable Services
- Public Transport
- Economic Development
- Integrated Planning, Financing, and Delivery (IPF&D):
    - Planning, Delivery, and Monitoring: Coordinating urban planning and ensuring effective implementation and oversight.

- Infrastructure Financing: Securing and managing funds for critical urban infrastructure projects.
- Land Development: Facilitating efficient and equitable land use and development.

9.5. District Development Model

The District Development Model (DDM) is a transformative governance approach aimed at addressing South Africa's socio-economic challenges through enhanced coordination, integration, and cooperative governance across all spheres of government. Introduced by President Cyril Ramaphosa in the 2019 State of the Nation Address, the DDM responds to persistent service delivery challenges, uncoordinated planning, and fragmented resource allocation that undermine development impact.

The DDM's central premise is that "One District, One Plan, One Budget" will bring about greater coherence, accountability, and effectiveness in government interventions. It seeks to align development efforts across 52 district and metropolitan spaces, treating these as IGR impact zones for collective planning, budgeting, and implementation. This collaborative model serves as a foundation for achieving the National Development Plan (NDP) Vision 2030, localising its objectives to improve quality of life, reduce poverty, address inequality, and create employment.

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 is 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.

DDM Alignment to CoJ Strategies and Frameworks

Figure 50: DDM Alignment to CoJ Strategies

Snapshot of Joburg's One Plan DDM

The District Development Model is a government strategy/ policy aimed at promoting integrated and inclusive development at the local level in South Africa through collaborative planning and mutual accountability. It is a crucial approach for cities such as Johannesburg to address the challenges of poverty, inequality, and unemployment as their sources are national and international. 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 developmental issues, collaborative but at a more local level. Johannesburg is South Africa's economic hub and home to many informal settlements and deprived communities which pose a complex socio-economic paradigm. The DDM aims to address these socio-economic and development challenges by coordinating government efforts in a localised jurisdiction and working closely with communities, civil society organisations, and businesses to identify action areas. This close collaboration helps to ensure that the solutions developed are appropriate for the local context and respond to the specific needs of the beneficiaries.

According to the City of Johannesburg, the One Plan is a framework that assists in the realisation of true cooperative governance. The One Plan is then a tool for impactful service delivery that is customer-centric which is cognizant of the predicament presented by generally limited state resources, it allows for collaborative service delivery and development beyond administrative tenure and supports the institutionalisation of long-term planning and resource commitment thereby upscaling resource efficiency. The One Plan, as a discourse of the status quo, outlines the predestination of the City and supports the long-term commitment of government strategy and resource to the vision of the City's One Plan. The One Plan is therefore the actualisation of the DDM and a commitment to positive spatial transformation.

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:

1. 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.
2. Support the Premier's Office with cascading provincial priorities and aligning provincial sector strategies and plans towards district/metro developmental impact.

3. Support the Premier's Office in terms of convening PCFs, reporting to PCC, and overseeing the effective implementation of the DDM; and
4. Participate in the District/Metro technical committees and guide the functioning of the Hubs.

9.6. Strategic IDP Coordinating Platforms

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

a. Provincial IDP Engagements – Sectoral Engagements

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

The IDP provincial engagement session addresses the challenge of how the three spheres of government can jointly respond to community issues, especially given that issues raised during the consultation process at various community sessions relate to local government, as well as provincial and national government. The City also uses the opportunity to factor in comments by provincial government into the final IDP.

b. IDP Steering Committee

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

c. Premier's Coordinating Forum

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

d. MEC-MMC Fora

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

e. South African Local Government Association

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

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

9.7. Response to MEC and COGTA Analysis Week

The City of Johannesburg's 2025/26 Integrated Development Plan (IDP) has been refined in line with guidance from the Gauteng Provincial Government. In particular, the City has taken into account the correspondence from the MEC for CoGTA (dated 14 October 2024), the IDP compliance checklist provided by Gauteng CoGTA, and the sector department inputs from the 2025 IDP Analysis Week. These inputs highlighted key areas for enhancement, which the City addresses under four thematic directives: (1) alignment with the Gauteng Medium-Term Development Plan 2024–2029, (2) evidence-based planning, (3) updating of sector plans, and (4) institutionalisation of the District Development Model. The matrix below outlines how Johannesburg's IDP aligns with these directives and broader intergovernmental priorities, reflecting the collective commitment of the City Administration to meet and exceed provincial and national expectations.

Provincial Directive	Key Initiatives	Key Reference in IDP
Alignment with the Gauteng Medium-Term Development Plan (GMTDP) 2024–2029	• Lanseria Smart City development (R164 billion GDP contribution by 2028)• Enhanced support for SMMEs and township enterprises through business and skills hubs• Alignment of social programmes (youth employment, GBV response plan) with provincial and national strategies• Commitment to global agendas (UN SDGs, AU Agenda 2063)	Part A: Section 9.7; Chapter 14 (Economic Growth); Chapter 18 (Job Creation); Annexures (SMME Programmes)
Evidence-Based Planning and Integration of Data	• Crime statistics-driven Safer City strategy• Predictive analytics and real-time monitoring platforms• Trend analyses from Stats SA's General Household Survey and GCRO Quality of Life Survey guiding infrastructure and service improvements• Enhanced monitoring through detailed socio-demographic data	Part A: Diagnostic Chapter; Chapter 22 (Safer City); Figures 13–19; QoL7 Survey Findings
Updating and Aligning Sector Plans and Strategies	• Updated Air Quality Management and Biodiversity Plans• Integrated Disaster Management planning (risk profiles, preventative measures)• Spatial Development Framework aligned with provincial spatial priorities• Revised Integrated Transport Plan aligned with Gauteng's Transport Implementation	Chapters 8, 23–25 (Environment, Disaster Management, Transport)

	Plan• Reviewed Human Settlements Plan aligned with provincial priorities• Workplace Skills Plan addressing critical skills gaps	
Institutionalisation of the District Development Model (DDM)	• IDP as Johannesburg's integrated 'One Plan'• City IGR Forum acting as "DDM Hub"• Priority projects marked as DDM nodes (Inner City Rejuvenation)• Presidential Working Group strategic priorities embedded in IDP• Governance aligned with DDM Regulations, including quarterly reviews	Section 2.3, Chapter 9; DDM Hub in IGR Forum; Chapter 12 (Inner City); Presidential Working Group Integration

PART B: STRATEGIES TO ADDRESS OUR CHALLENGES

10. Reimagining and Turning Around Johannesburg: An Action Agenda

10.1. Introduction: A Mandate for Urgency

The City of Johannesburg enters the 2025/26 planning cycle amidst profound institutional, service delivery, and fiscal challenges. Public dissatisfaction has reached crisis levels; service failures, infrastructure breakdowns, financial instability, and perceptions of lawlessness have damaged the City's legitimacy.

This IDP is not a business-as-usual document. It is a strategic rescue and realignment framework. It directly responds to:

- The **2024 Mayoral Lekgotla**, which focused on practical, time-bound actions to drive service excellence, innovation, economic activation and improved public safety;
- The **Presidential Johannesburg Working Group (PWG)**, which places the City at the center of national recovery efforts through eight aligned priority areas;
- The **Joburg Turnaround Plan** submitted to the Presidency (May 2025), which forms the City's internal roadmap for stabilisation, reform, and impact.

The 2025/26 IDP is the execution instrument for that turnaround.

10.2. Understanding the Problem: A City Under Stress

Johannesburg's urban ecosystem has become increasingly fragile, underpinned by:

- **Chronic underperformance** of basic service utilities: unresolved power outages, persistent water leaks, potholes, and refuse backlogs;
- **Rising non-revenue losses**, e.g., water (226 million litres/year), electricity (31.9%), and property rates collection falling below sustainable levels;
- **Decaying urban environment** driven by non-enforcement of by-laws, unmanaged informal trade, and infrastructural collapse in the inner city;
- **Institutional fatigue**: fragmented planning, skills deficits, irregular procurement, and insufficient consequence management.

These systemic failures have deepened inequality, increased community frustration, and weakened the capacity of local government to fulfil its constitutional mandate.

10.3. Strategic Response: A Reimagined IDP Anchored in Action

This IDP anchors its interventions in four integrated outcomes:

1. **Governance and Financial Sustainability**
2. **Reliable Service Delivery and Infrastructure Renewal**
3. **Inner City and Township Rejuvenation**
4. **Economic Growth and Social Development**

It does so by translating the **eight Presidential Working Group priorities** into an actionable framework, integrating measurable KPIs, resourced implementation plans, and real-time performance tracking via the City's War Room platform.

10.4. Presidential Working Group: From Commitment to Execution

The PWG was convened by the President in response to Johannesburg's deteriorating governance and service delivery environment. It aligns national support behind municipal turnaround and unlocks coordination bottlenecks through focused intergovernmental support.

Eight PWG Priority Areas and Alignment to the IDP:

PWG Priority Area	Key IDP Interventions	Lead Departments
1.Governance & Financial Sustainability	Resetting billing, improving collections, reducing UIF&W, sweating assets	Group Finance / OCOO
2. Water & Sanitation	Leak repair blitz, non-revenue water reduction, pipeline rehabilitation	Joburg Water
3. Electricity & Energy	Solar rollout, smart metering, prepaid expansion, maintenance upgrades	City Power
4. Clean and Safe Public Spaces	Illegal dumping enforcement, regional clean-up, infrastructure upgrades	Pikitup / EISD
5. Safety and Security	JMPD expansion, AI surveillance, ward-based crime prevention	JMPD / Public Safety
6. Human Settlements & Social Dev.	Hostel upgrades, title deed delivery, social housing expansion	Housing / JOSHCO
7. Inner City Rejuvenation	Evacuating derelict buildings, formalisation of informal trade, bad building strategy	JPC / OCOO
8. Culture and Heritage	Restoring libraries, heritage sites, youth entrepreneurship hubs	Community Development / Arts & Culture

10.5. Delivery Architecture and Governance

This IDP consolidates Johannesburg's turnaround into a single, delivery-focused execution model underpinned by:

- **War Room Platform**: A real-time dashboard system coordinating cross-entity service failures, projects, and escalations.
- **Executive Scorecard**: A set of priority KPIs drawn from the broader IDP scorecard, with monthly tracking and consequence management.
- **DDM-Aligned Regional Planning**: Ward- and regional-level alignment to Presidential support with district coordination at Metro level.
- **Institutional Realignment**: Restructuring of key entities (e.g., City Power, Joburg Water, Pikitup, JPC) to ensure fiscal sustainability and operating effectiveness.

10.6. Key Delivery Targets: Making the Vision Real

Below are illustrative 2025/26 targets that embody the IDP's ambitions:

Key Area	2025/26 Delivery Target
Water losses	Reduce from 226 million ML to under 185 million ML
Electricity losses	Drop from 31.9% to 25.83%
Revenue collection	Improve to 90.6% on billed property and service revenue
Public transport usage	48,000 daily Rea Vaya trips; 30,000 Metrobus passengers daily
Informal settlement upgrades	2,200 households connected to water; 3,050 to sanitation
Title deeds	Issue 2,000 new title deeds in high-density zones
Affordable housing	Construct 2,500 social housing units; upgrade 4 hostels
Bylaw enforcement	Conduct 4,000 inner city operations; inspect 6,650 buildings
EPWP Jobs	Create 12,250 opportunities city-wide
Smart infrastructure	Add 300 new public Wi-Fi hotspots; digitise 60% of municipal services

10.7. Reimagining Johannesburg through Implementation

The 2025/26 IDP is a transitional document. It repositions Johannesburg from reactive planning to proactive delivery. It reflects a city-state relationship where national and local spheres co-govern to resolve the most pressing issues facing urban residents.

It commits to:

- **Making every project count**: No more symbolic plans. Every intervention must show measurable benefit.
- **Prioritising people's needs**: Service equity, spatial justice, and visibility of improvement guide planning choices.
- **Embedding accountability**: War Room KPIs, aligned budgets, and monthly reporting elevate consequence management.
- **Mobilising society**: A reimagined Johannesburg is not built by government alone, but by residents, business, and communities working together.

This marks a decisive turning point. Johannesburg is not just being planned, it is being reclaimed.

11. Driving IDP REVIEW 2025/26 Implementation: The House

The IDP conceptualises the City's strategic framework through the metaphor of a house. This model illustrates the interconnected nature of the City's priorities and how they structurally support Johannesburg's growth and development. With the updated elements reflected in the house imagery, it is crucial to align the analysis and supporting strategic interventions to the new interpretation of the roof, pillars, and foundation.

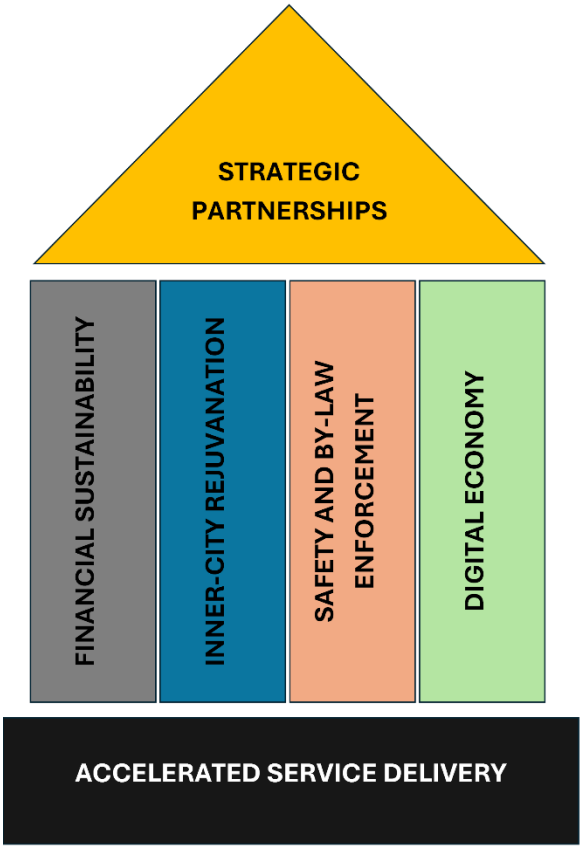


Figure 51: The House

The metaphor of a house is a powerful symbol of shelter, protection, and security. It is a universally recognised 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 accelerated quality service delivery, solid pillars of a sustainable, safe, and prosperous Johannesburg, and a sturdy roof of creating strong and lasting strategic partnerships. 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 symbolises Johannesburg's overarching strategic ambition to establish itself as an influential city both locally and internationally through robust strategic partnerships. Johannesburg is proactively strengthening multi-level governance by collaborating with national,

provincial, and international stakeholders to drive sustainable growth, enhance quality of life, and promote inclusivity. Through public-private partnerships (PPPs), strategic city-to-city relationships, and active participation in global networks such as UCLG, Metropolis, C40, and FMDV, the city seeks innovative solutions for infrastructure, service delivery, and social development. This collaborative approach positions Johannesburg not only as a leading African metropolitan but also as a globally connected city capable of addressing complex urban challenges and driving inclusive economic development.

Figure 52: Strategic CoJ Partnerships. Not all partnerships could be included.

Supporting this vision are the four strategic pillars that sustain the city's transformation agenda, each aligned with key developmental priorities.

The first pillar, **Financial Sustainability**, ensures that Johannesburg maintains a strong fiscal foundation through sound financial management, revenue optimisation, and institutional stability. The city's approach prioritises prudent budgeting, improved revenue collection, and accountable governance to enhance investor confidence and service delivery. These objectives align with the Mayoral Lekgotla's strategies, including digital billing enhancements, crackdowns on illegal utility connections, and revitalisation of municipal assets to generate sustainable revenue streams.

The second pillar, **Inner-City Rejuvenation**, focuses on revitalising Johannesburg's urban core to promote economic activity, enhance liveability, and modernise infrastructure. By leveraging public-private partnerships, the city is refurbishing underutilised municipal buildings, introducing smart traffic management systems, and expanding Bus Rapid Transit (BRT) infrastructure, all crucial for a dynamic and accessible city.

The third pillar, **Safety and By-Law Enforcement**, recognises that a safe and orderly environment is essential for economic growth, investment attraction, and an improved quality of life. To address crime and by-law violations, the city is rolling out 500 new JMPD officers, implementing AI-driven crime monitoring, and expanding smart surveillance systems, ensuring that law enforcement is both proactive and technology-driven.

The fourth pillar, **Digital Economy**, positions Johannesburg as a leading economic hub by fostering an environment conducive to investment, business development, and job creation. Aligned with the Lekgotla's Smart City and Digital Economy initiatives, this strategy includes

expanding public Wi-Fi, launching digital business hubs, and accelerating the adoption of the Joburg Smart Card—a unified digital platform for transport and municipal transactions, streamlining urban economic participation.

At the base of this framework lies the foundation: **Accelerated Service Delivery**—the essential mechanism that enables Johannesburg's transformation. Efficient, reliable, and equitable access to municipal services underpins every aspect of the city's progress. The Mayoral Lekgotla has prioritised initiatives such as:

- **Energy Security** – Fast-tracking partnerships with independent power producers (IPPs) and integrating solar energy.
- **Water and Sanitation** – Implementing leak detection systems and modernising water infrastructure.
- **Road Infrastructure** – Launching a city-wide pothole repair programme and introducing intelligent traffic management solutions.

Together, these structural elements create a **cohesive, future-ready Johannesburg**, prepared not only to host the G20 Summit but also to sustain long-term economic, social, and infrastructural advancements—cementing its place as a globally competitive city

Aligning Strategy to Planning

1. **Foundation (Accelerated Service Delivery):**
    - This core element ensures efficient and accountable service delivery, aligning with the mayoral priority of Good Governance. Performance is measured through audit outcomes, achievement of objectives, fraud prevention, service standards, SDBIP data integration, and the city's Global Power City Index ranking.
    - Implementation in the IDP: Prioritising infrastructure maintenance, optimised service delivery, and strong governance to enhance accountability, transparency, and public trust.
2. **Roof (Strategic Partnerships):**
    - Johannesburg's strategic ambition, symbolised by the roof, leverages local, national, and global partnerships, through PPPs and international networks, to enhance governance, infrastructure, innovation, service delivery, inclusion, and global urban leadership..
    - Implementation in the IDP: Strengthening energy infrastructure, advancing green economy projects, expanding smart city solutions, improving housing and transport networks, fostering civic engagement, and increasing job opportunities through targeted skills development and work programmes.
3. **Pillars (A Sustainable, Safe, and Prosperous Johannesburg):**
    - The City of Johannesburg's strategic priorities are anchored in four key pillars that uphold its development objectives. Financial Sustainability focuses on strengthening fiscal management through responsible budgeting, efficient revenue collection, and infrastructure investment to sustain long-term growth. Inner-City Rejuvenation aims to enhance service delivery by improving access to basic services such as water, sanitation, electricity, and transport while upgrading informal settlements and modernising urban infrastructure. Safety and By-Law Enforcement reinforces public safety and security through effective law enforcement, crime prevention, ward-based policing, and public health initiatives,

ensuring safer communities. Finally, Economic Growth drives investment, tourism, and job creation through business-friendly policies and strategic economic initiatives, promoting sustained prosperity and inclusive economic development.

- Implementation in the IDP: Focused on strengthening financial governance, modernising infrastructure, reinforcing safety measures, and fostering economic growth to build a globally competitive and liveable Johannesburg.

Importance of Outcomes-Based KPIs:

Outcomes-based Key Performance Indicators (KPIs) serve as the compass that guides the transformation of Johannesburg's metaphorical house. Here's why they are crucial:

1. **Focus on Results:** Outcomes-based KPIs shift the focus from activities and outputs to the desired results and impacts of the IDP. By measuring outcomes such as improved service delivery, increased economic opportunities, and enhanced quality of life, Johannesburg can assess the real-world effectiveness of its interventions and ensure that they align with the priorities set forth in the metaphorical house.
2. **Alignment with Strategic Priorities:** Outcomes-based KPIs ensure that implementation efforts are aligned with the strategic priorities outlined in the metaphorical house. By tracking progress towards specific outcomes related to good governance, financial sustainability, energy mix, sustainable service delivery, infrastructure development, job creation, safety, citizen engagement, sustained economic growth, green economy, and smart city initiatives, Johannesburg can monitor whether its actions are contributing to the overarching vision of a resilient and prosperous city.
3. **Accountability and Transparency:** Clear and measurable KPIs enhance accountability and transparency in the implementation process. They enable stakeholders to track performance, identify areas for improvement, and hold decision-makers accountable for delivering results in line with the metaphorical house's priorities.
4. **Evidence-Based Decision Making:** Outcomes-based KPIs provide valuable data and insights that inform evidence-based decision-making. By analysing KPI data, Johannesburg can identify successful strategies, replicate effective interventions, and adjust course where necessary to maximise impact and efficiency, ensuring that the metaphorical house stands strong for generations to come.

PART C: PRIORITY IMPLEMENTATION PLAN

12. Rejuvenating the inner city

The Inner City of Johannesburg is more than just the historic core of our city; it is the symbolic and functional heart of Gauteng's economy and a place of arrival, opportunity, and ambition. For generations, it has been the engine of Johannesburg's growth—a vibrant hub of commerce, culture, learning, and migration. But today, it is also a space carrying the weight of neglect, disorder, and deepening inequality.

Years of unmanaged urbanisation, deteriorating infrastructure, high levels of crime, and the unchecked proliferation of hijacked and derelict buildings have undermined the Inner City's potential. What should be a beacon of urban possibility has become, in too many parts, a landscape of abandonment, insecurity, and dysfunction.

Yet, the Inner City remains our greatest urban opportunity. It is a place of unmatched economic density, cultural diversity, and social resilience. And it is precisely because of its significance that the City of Johannesburg is making the Inner City a strategic priority for the 2025/26 IDP cycle. This chapter sets out our plan to reclaim, restore, and rebuild the Inner City as a thriving, inclusive, and well-governed urban core.

12.1. A Vision for the Inner City

We are committed to building a well-governed, safe, clean, and sustainable Inner City that delivers high-quality services, supports dynamic economic activity, and offers a welcoming home to all who live, work, trade, study, and visit here.

The Inner City we are building is one where:

- Order and governance are restored.
- Crime and grime are defeated through active, visible management.
- Affordable, safe housing is available for people from all walks of life.
- Buildings are compliant, regulated, and properly maintained.
- Public spaces are alive with culture, commerce, and community.
- Residents, traders, workers, and investors feel secure and optimistic about the future.

12.2. Strategic Priorities for Inner City Renewal

Restoring Governance and Urban Management

The first step in turning the Inner City around is getting the basics of urban management right. This includes:

- Deploying a dedicated Inner City Management Unit to oversee day-to-day operations.
- Enforcing by-laws with consistency, focusing on waste management, informal trading, and public safety.
- Strengthening partnerships between JMPD, SAPS, and private security to establish 24/7 visible policing and rapid response.
- Implementing a precinct-based urban management model that delivers tailored services to high-priority areas.

Infrastructure Renewal

Without reliable infrastructure, the Inner City cannot function. Priorities for 2025/26 include:

- Upgrading critical water, electricity, and sanitation networks, particularly in high-density areas.
- Restoring stormwater drainage systems to prevent flooding and protect roads and buildings.
- Rolling out smart street lighting to improve safety and energy efficiency.
- Enhancing public spaces with landscaping, seating, and active maintenance.

The Bad Buildings Strategy: Reversing Urban Decay

At the heart of the Inner City's challenges lies the proliferation of hijacked, derelict, and non-compliant buildings. These so-called "bad buildings" are not just symbols of decay—they are drivers of crime, unsafe living conditions, and economic decline.

The City's Bad Buildings Strategy is a decisive intervention designed to:

- **Identify and map** all problematic buildings across the Inner City, creating a comprehensive, publicly accessible registry.
- **Enforce compliance** through inspections, legal action, and the closure of buildings that violate health, safety, and building regulations.
- **Reclaim hijacked properties** through coordinated legal processes, returning them to lawful, productive use.
- **Partner with private developers** and social housing institutions to refurbish and convert reclaimed buildings into affordable, mixed-use spaces.
- **Support lawful occupants** through relocation programmes and emergency housing where necessary.
- **Prevent re-hijacking** through building management support and long-term property oversight.

The Bad Buildings Strategy is not only about enforcement—it is about unlocking the immense housing and economic potential trapped in these underutilised assets. By turning neglected buildings into quality homes and commercial spaces, we can densify the Inner City sustainably and inclusively.

Housing and Human Settlements

In parallel with the Bad Buildings Strategy, the City will accelerate the development of a diverse housing mix in the Inner City to ensure:

- Adequate affordable rental options for low- to middle-income households.
- Student accommodation linked to nearby educational institutions.
- Transitional housing for vulnerable groups.
- Incentives for the conversion of vacant office buildings into residential stock.

Economic Revitalisation

The Inner City must reclaim its role as the economic heart of Johannesburg. Our focus includes:

- Formalising and supporting street traders through improved infrastructure, legal certainty, and safety.
- Revitalising key precincts like Newtown as hubs of culture, tourism, and the creative industries.
- Supporting small-scale manufacturing and repair economies, particularly in Jeppestown and Fordsburg.
- Promoting investment through predictable governance and targeted precinct improvements.

Social Development and Inclusion

A thriving Inner City requires strong social infrastructure. Key actions for the year ahead include:

- Restoring and maintaining clinics, libraries, parks, and community centres.
- Partnering with civil society to support migrants, women, and other vulnerable groups.
- Expanding community safety initiatives that give residents ownership over their neighbourhoods.
- Increasing access to skills development and employment programmes, particularly for youth.

12.3. Precinct-Based Delivery

The City will implement these strategies through focused interventions in priority precincts, including:

- **Hillbrow**: Residential stability and social support.
- **Braamfontein**: Innovation, education, and youth enterprise.
- **Marshalltown**: Commercial revitalisation and corporate partnerships.
- **Newtown**: Cultural heritage and tourism.
- **Jeppestown**: Manufacturing and logistics.

Implementation and Oversight

To ensure delivery, a strengthened **Inner City Steering Committee** will oversee coordination across departments, track progress, and facilitate partnerships with the private sector and civil society. Clear performance indicators and regular public reporting will hold us accountable to the people of Johannesburg.

Reclaiming Our Urban Future

The Inner City belongs to everyone who calls Johannesburg home. Its future is inseparable from the future of the city as a whole. Through bold governance, decisive action, and shared responsibility, we will reclaim the Inner City—not as a place of disorder and decay, but as a living example of inclusive, sustainable urban transformation.

13. Positioning Johannesburg on the global Stage – G20 and U20 readiness

Figure 53: City of Johannesburg Executive Mayor Dada Morero

In 2025, Johannesburg steps onto the global stage as both a host city and a leading voice in shaping the urban future. With the G20 Summit arriving in November and the Urban 20 (U20) process running in parallel, the year ahead is not just about delivering a world-class event—it is about leveraging these platforms to position Johannesburg as a city of innovation, resilience, and inclusive growth.

The G20 and U20 moments are an opportunity to showcase Johannesburg's capacity to operate at the highest levels of global diplomacy and service delivery, while also securing long-term benefits for our residents through upgraded infrastructure, policy leadership, and international collaboration.

13.1. G20 Johannesburg: Operational Readiness and Delivery Excellence

As host to one of the most significant international gatherings in recent history, the City of Johannesburg is driving a comprehensive operational readiness strategy for the G20 Summit. Recognising the complexity of our urban environment and the scale of the event, the City's approach focuses on six core pillars:

- Flawless municipal service delivery across water, power, transport, waste management, and public safety.
- Integrated security planning in collaboration with SAPS, SANDF, and the Presidential Protection Unit.

- Infrastructure resilience, with accelerated upgrades to critical systems, roads, and energy networks.
- Seamless inter-governmental coordination through the establishment of the G20 Operations Coordinating Unit.
- Robust emergency preparedness, including full-scale simulations and crisis response exercises.
- Transparent governance and accountability, ensuring real-time monitoring and performance tracking.

The success of the G20 Summit will not only be measured by the smooth delivery of the event but by the legacy it leaves behind: sustained infrastructure improvements, enhanced urban management systems, and elevated global standing for Johannesburg as a city capable of delivering at scale.

13.2. U20 Johannesburg: Leading the Urban Agenda

Parallel to the G20, Johannesburg will co-chair the U20 (Urban 20) process alongside Tshwane, bringing together major cities from G20 countries to ensure that urban issues remain central to the global policy agenda.

For Johannesburg, the U20 is an opportunity to lead on critical themes that matter to our future:

- Climate adaptation and sustainable urban infrastructure.
- Inclusive economic growth and local job creation.
- Affordable housing and spatial equity.
- Digital transformation and smart city governance.

Through the U20, Johannesburg will convene global mayors, policy experts, and civil society to craft a shared Communique—a formal statement of urban priorities to be presented to the G20 leadership. This process positions Johannesburg not just as a host city, but as a thought leader, advancing the interests of cities worldwide.

13.3. G20/U20 Operational Cohesion

What sets Johannesburg's approach apart is the deliberate integration of operational and policy workstreams. While the G20 focuses on delivering an exceptional event experience and managing the complexities of hosting thousands of global leaders, the U20 focuses on shaping the urban policy conversation.

These two tracks are mutually reinforcing:

- G20 operations create the platform for showcasing Johannesburg’s urban capabilities.
- U20 diplomacy ensures the policy relevance and sustainability of our urban agenda.

A centralised governance model, led by the Chief Operations Officer, ensures full alignment between service delivery, security, infrastructure, and diplomatic engagements across both streams.

13.4. Legacy Planning: Beyond the Summit

Johannesburg is determined that the G20 and U20 processes leave a meaningful, long-term legacy for our city and its residents. This legacy includes:

- Permanent infrastructure improvements, particularly in energy security, transport networks, and public spaces.
- Enhanced municipal capacity, with stronger inter-departmental coordination and crisis management capabilities.
- Global policy influence, with Johannesburg's priorities embedded in international urban agendas.
- Economic upliftment, driven by increased investment, tourism, and international recognition.
- Smart city innovation, with new technologies deployed to support digital governance and service delivery.

13.5. Looking Ahead: A Defining Year for Johannesburg

The year 2025/26 marks a turning point for Johannesburg. Through the successful hosting of the G20 Summit and leadership in the U20 process, Johannesburg is asserting itself as a city that can meet global standards while staying true to its developmental mission.

Our readiness for these moments is not only about operational excellence; it is about telling a new story of Johannesburg—a story of a city that is globally connected, locally grounded, and determined to build a sustainable, inclusive urban future.

As we prepare for these defining events, we do so with a clear focus: delivering now, while building forever.

14. Sustained economic growth

Johannesburg, South Africa's economic hub, is at a pivotal moment in its development. The city's economy contributes 14.7% of national GDP while representing only about 9.5% of the country's population, reflecting its outsized economic role[51]. It has shown resilience despite national challenges, with GDP growth slightly above the national average over the past decade. However, structural issues such as stagnant long-term growth, a skills mismatch, high unemployment, and spatial economic inequalities continue to constrain economic transformation. The 2025/26 IDP aims to catalyze economic growth through strategic interventions that promote diversification, spatial inclusivity, and innovation-driven growth.

14.1. The Economic Context

State of the Economy

Johannesburg's economy is service-dominated, with finance (34.7%), community services (18.6%), and trade (14.9%) being the largest contributors. However, growth has slowed to an average annual GDP increase of 0.91% from 2013–2024[52] , highlighting the need for targeted interventions.

Key Economic Challenges:

- High unemployment, especially youth unemployment at over 50% *In Q1 2024 the official unemployment rate was 32.5%, with youth unemployment (15–34) at 46.97%*.[53]
- Spatial economic inequalities, with Region F (Inner City) contributing around 24% of the city's GVA, while Region G (South Johannesburg) has experienced economic decline over the past decade[54].
- Over-reliance on the finance sector, which accounts for about 34.7% of Johannesburg's GVA, making the city vulnerable to sectoral shocks and downturns in that industry[55].
- Backlogs in infrastructure and service delivery, which hinder investment and growth

Aging infrastructure and delayed service improvements deter new business investments and expansions.

- Slow post-pandemic recovery, with economic momentum tapering off after the initial rebound

This has created a need for stimulus measures to invigorate growth and restore confidence.

- Low business confidence due to bureaucratic inefficiencies and inconsistent policy implementation. Complex regulations and unpredictable policy shifts have dampened investor and business sentiment, underscoring the importance of governance reforms.

[51] South Africa Regional eXplorer v2571. 2024 S&P Global.
[52] South Africa Regional eXplorer v2571. 2024 S&P Global.
[53] South Africa Regional eXplorer v2571. 2024 S&P Global.
[54] South Africa Regional eXplorer v2571. 2024 S&P Global.
[55] South Africa Regional eXplorer v2571. 2024 S&P Global.

14.2. A Transformative Framework for Johannesburg's Economic Future

Despite challenges, the forecasted GDP growth rate target for Johannesburg is 2.29% (2024-2028), outpacing the national and Gauteng averages. Sectoral diversification and investment in infrastructure, innovation, and skills development will be crucial in sustaining this growth. Moreover, targeted support for the informal sector is essential, given its contribution to employment and economic resilience.

Johannesburg stands at a critical crossroads. As South Africa's economic powerhouse, the city must not only sustain its current industries but also forge new pathways for inclusive, high-impact growth. To achieve this, a strategic and structured approach is essential, one that moves beyond traditional economic models and embraces a bold vision for transformation.

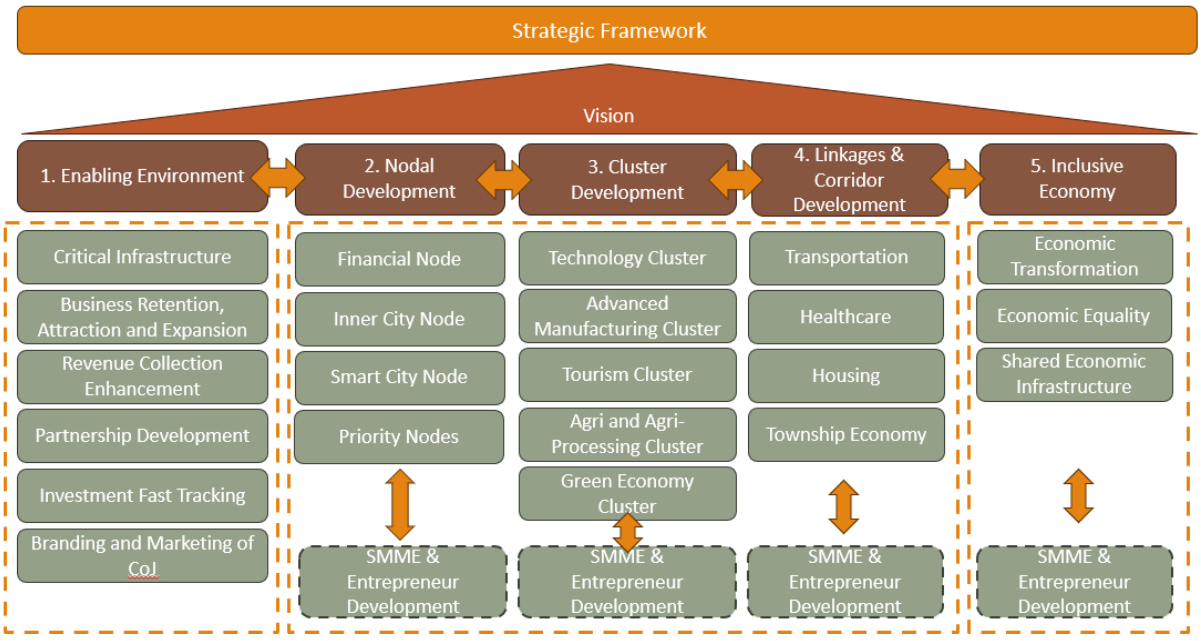


Figure 54: Economic Growth Strategic Framework

The above framework is built on ten (10) interlocking pillars, each designed to unlock economic potential, bridge inequality, and position Johannesburg as a globally competitive urban economy. These pillars include the following strategic objectives:

- Development of the Digital Economy and the establishment of Smart City Initiatives
- Development of Industrial Parks
- SMME Development
- Development of a robust investment attraction, retention and after care strategy
- Establish an Inclusive Economy
- Development and Enhancement of the Green Economy
- Rejuvenation and Transformation of the Inner City
- Enhanced Revenue Collection Strategy
- Development and Maintenance of Critical Infrastructure in CoJ
- Sustainable Development (Climate change mitigation and adaptation)

14.3. Translating Strategy into Action: Key Interventions

Economic Diversification & Industrial Development

Objective: Reduce dependency on the finance sector by expanding manufacturing, logistics, and innovation-driven sectors.

Key Actions:

- Lanseria Smart City Development: Establish a high-tech industrial and logistics hub on the city's northwestern periphery, projected to contribute R164 billion to regional GDP by 2028. This mega-project is expected to drive growth in Region A and catalyze industries like advanced manufacturing, aerospace, and logistics.
- Manufacturing Expansion: Boost growth in related industries. Target an annual growth rate of ~3.1% in the construction sector and ~2.9% in transport/logistics, leveraging increased infrastructure spending and trade activity.[56]
- Special Economic Zones (SEZs): Develop and strengthen industrial clusters through dedicated zones:
    - *City Deep Logistics Hub*: Expand the capacity of Africa's largest dry port to solidify Johannesburg's role as a trade gateway for regional and international commerce.
    - *Nasrec ICT and Media Hub*: Establish a digital economy cluster near Soweto focused on information and communication technology, multimedia, and innovation.
    - *Lanseria Hi-Tech Hub*: Foster high-tech manufacturing and innovation adjacent to the Lanseria Smart City, creating an ecosystem for tech startups and advanced industries.
    - *Agro-Processing Hubs*: Promote urban agriculture and food processing clusters to enhance food security and create jobs, especially in peripheral regions with available land.

Inner City and Township Economy Revitalization

Objective: Address spatial economic inequality by investing in township economies and the inner city.

Key Actions:

- Soweto Innovation Precinct: Develop a technology and digital skills hub in Soweto to empower youth entrepreneurs. This precinct will provide co-working spaces, training facilities, and access to financing for startups.
- Township Economy Development:
    - Support 1 million emerging entrepreneurs with infrastructure, financing, and market access initiatives. This includes creating business incubators and improving connectivity in historically underserved areas.
    - Establish One-Stop Business Support Centres in townships to assist local entrepreneurs with registration, licensing, and mentorship, reducing barriers to formalization.
    - Integrate township businesses into formal value chains through preferential procurement policies and supplier development programs, ensuring that large firms source from township-based producers and service providers.

[56] South Africa Regional eXplorer v2571. 2024 S&P Global.

- Upgrade infrastructure in informal business districts (e.g. roads, electricity, broadband) to improve accessibility and attract investment into these local economies.

Inner City Regeneration (Region F):

- Facilitate R20 billion+ investment in affordable housing and small-business spaces in the inner city. Reviving vacant or underutilized buildings for mixed-use development will provide affordable accommodation and workshops for SMMEs.
- Revitalize cultural and historic precincts (such as Newtown, Fordsburg, and Maboneng) to attract investment and tourism, leveraging Johannesburg's heritage as an asset for economic development.
- Pursue public–private partnerships to channel private capital into neglected urban areas, upgrading infrastructure and public spaces in exchange for development rights, thus unlocking economic potential in the inner city.

14.4. Infrastructure Development and Smart City Initiatives

Objective: Improve the ease of doing business and attract investment through critical infrastructure upgrades.

Key Actions:

- Transit-Oriented Development (TOD) Corridors: Reinvigorate the transit-oriented development program by investing R13 billion+ in BRT routes, transit nodes, and connected housing along key corridors. This will better link communities to jobs and encourage development along public transport routes.
- Affordable Housing Mega-Projects: Develop mixed-use, transit-linked housing projects (such as in Turffontein and Orange Grove). These projects will address housing backlogs while creating construction jobs and stimulating local economies.
- Green Economy Projects:
  - Build waste-to-energy plants to convert municipal waste into electricity, reducing landfill use and contributing to energy security.
  - Expand solar farms and smart grids to improve power supply reliability and promote renewable energy use, lessening dependence on the national grid.
  - Implement urban greening and smart city technologies (smart lighting, sensors, digital services) to enhance livability and urban management.
  - Extend non-motorized transport networks (bicycle lanes, pedestrian pathways) to promote cycling and walking in urban centers, improving mobility and reducing congestion.

14.5. Business Retention, Investment Promotion and Trade Objective:

Strengthen Johannesburg's investment climate and support local enterprises.

Key Actions:

- Ease of Doing Business Reforms:

    - Streamline bureaucratic processes by reducing red tape in areas like property registration and construction permits. For example, simplify zoning approvals and implement online permit systems to cut waiting times.
    - Fast-track key investments through a dedicated one-stop investor facilitation unit that assists investors with regulatory compliance, permits, and problem-solving, thus accelerating project roll-out.
    - Enhance access to finance for small and medium enterprises (SMEs), including trade finance and export credit, to enable local businesses to expand and participate in global markets.
- Investment Promotion:
    - Launch the CoJ Trade Council in partnership with the Johannesburg Chamber of Commerce and Industry (JCCI) to coordinate trade and investment promotion efforts, and to serve as a platform for public–private dialogue.
    - Hold quarterly investor roundtables with major investors and business associations to identify and resolve business climate challenges, signaling the City's commitment to being responsive and business-friendly.
    - Strengthen industrial linkages between Johannesburg and surrounding regional economies (e.g. Tshwane, Ekurhuleni) to create a more integrated regional market, leveraging each area's strengths for mutual benefit.
- Export and Trade Development:
    - Upgrade and expand the City Deep Logistics Hub, Africa's busiest inland port, to improve efficiency in customs clearance and freight handling. This will bolster Johannesburg's competitiveness in global trade and support export growth.
    - Promote Johannesburg as Africa's fintech and innovation capital, building on the city's strong financial sector and growing tech startup scene. This includes marketing the city's fintech incubators, innovation hubs, and favourable business environment to attract international tech firms and investors.

14.6. Skills Development and Youth Employment

Objective: Bridge the skills gap and improve employability, especially among youth.

Key Actions:

- Youth Artisan Training Programme:
    - Train 400 youth artisans in priority sectors (such as plumbing, electrical work, carpentry, automotive mechanics, and green tech installations) to address scarce skills. This will be achieved in partnership with TVET colleges, industry bodies, and private companies to ensure training is practical and job-relevant.
    - Partner with Further Education and Training (FET) colleges and the private sector to provide apprenticeships and on-the-job training, guaranteeing that trainees gain work experience and have a pathway to employment upon completion.
- Entrepreneurship & SMME Support:
    - Expand learnerships and internships, particularly in digital skills, business management, and technical fields, to improve young people's employability.
    - Develop a digital marketplace platform for township businesses to sell their products and services beyond their local area, opening access to larger customer bases and supply chains.

    - Provide targeted support for women and disabled entrepreneurs through mentorship programs, seed funding, and accessible facilities, ensuring inclusivity in the small business ecosystem.
- Sector-Based Skills Development:
    - Focus training programs on growth sectors such as green industries (solar technicians, recycling specialists), ICT, transport/logistics, and creative industries. Align curricula with industry needs so that graduates have the skills that employers are actively seeking.
    - Work with industry associations to forecast future skill needs (e.g. coders, data analysts, renewable energy installers) and adjust City-supported training initiatives accordingly, preparing the workforce for emerging economic opportunities.

14.7. Tourism, Creative Industries & Heritage Development

Objective: Leverage Johannesburg's rich cultural heritage to stimulate tourism and the creative industries.

Key Actions:

- Film & Creative Industry Zones:
    - Establish Johannesburg as Africa's hub for media, film, and design by creating dedicated creative industry zones. These zones could offer studios, post-production facilities, and co-working spaces for artists and designers.
    - Incentivize film and TV productions through city-level tax breaks, streamlined permit processes, and investments in production infrastructure, capitalizing on the city's urban landscape and stories.
    - Promote major cultural events (music festivals, fashion weeks, art fairs) to draw international visitors and create opportunities for local talent, boosting the hospitality and services sector.
- Heritage & Township Tourism Routes:
    - Develop curated tourism routes in historic townships like Soweto and Alexandra, highlighting sites of anti-apartheid struggle, local art and cuisine, and community projects. This will encourage tourists to spend more time (and money) in these areas, directly benefiting local businesses.
    - Improve tourism infrastructure (signage, visitor centers, public amenities) and security in key tourist precincts to enhance visitor experience and safety, thereby making the city a more attractive destination.

The 2025/26 IDP prioritizes economic diversification, infrastructure investment, and inclusive growth as cornerstones of Johannesburg's transformation. By targeting high-growth sectors, supporting small businesses, and improving the investment climate, the city can unlock sustainable economic development and job creation. With decisive action and strategic partnerships, Johannesburg is poised to become a globally competitive, inclusive, and sustainable city.

14.8. City of Johannesburg Economic Development Programmes

Tackling Economic Challenges

Johannesburg's economic development strategy aims to tackle unemployment, poverty, and inequality by aligning its initiatives with national, provincial, and international frameworks and through collaboration with various stakeholders. The city's approach is driven by strategic partnerships, targeted interventions, and innovative economic policies.

Key Strategic Interventions:

1. **Economic Recovery Plan and Investment Promotion:** Aligning with Gauteng's Economic Recovery Framework, Johannesburg emphasises stabilising the economy post-pandemic by promoting investment, revitalising SEZs, supporting SMME and township development, and fostering private-sector partnerships.
2. **SMME and Township Economy Development:** Initiatives such as one-stop business support centres, digital platforms for informal traders, and supplier development programmes are established to integrate township businesses into the formal economy, boosting employment and entrepreneurship.
3. **Special Economic and Priority Economic Zones (SEZs & PEZs):** Development of strategic zones, including the City Deep Logistics & Trade Hub, Nasrec ICT and Media Hub, and Lanseria Hi-Tech Hub, focuses on revitalising industrial areas by providing infrastructure, tax incentives, and streamlined regulations.
4. **Investment Promotion and Business Retention:** Activities include regular business retention surveys, investment fast-tracking committees, and the establishment of the CoJ Trade Council to attract and retain investors and accelerate economic growth.
5. **Skills Development and Youth Employment:** Expanded internships, learnerships, and artisan training programmes, aligned with private-sector job opportunities, are aimed at creating a skilled labour force to meet the demands of a modern economy.
6. **Industrial Parks Revitalisation:** Upgrading infrastructure in aging industrial parks, particularly in regions such as Soweto, to attract manufacturing and logistics investments.
7. **Trade and Export Promotion:** : The city strengthens its global market presence through export facilitation, market intelligence, and capacity-building programmes for local SMMEs, particularly in emerging sectors such as technology.
8. **Economic Facilitation and Strategic Partnerships:** Enhanced coordination through forums like the Johannesburg Business Forum (JBF) improves government-business stakeholder relations, fostering collaborative investment and problem-solving..

Complementing this, the city's strategic framework emphasises clearly defined aspirations and high-impact initiatives through evidence-based and benchmarked strategic plans, creating detailed project portfolios and comprehensive implementation schedules. This structure includes identifying growth drivers, prioritising sectors with high potential for job generation and entrepreneurship and ensuring effective implementation through a clear and workable high-level action plan.

The city recognises the necessity for continuous monitoring, impact assessment, and transparent communication to ensure that strategic and business plans align with its vision for an inclusive, resilient, and economically vibrant Johannesburg.

15. Financial sustainability

15.1. The Need for Immediate and Long-Term Financial Sustainability

The financial sustainability of the City of Johannesburg is not merely a budgetary concern; it is the fundamental enabler of the City's ability to deliver services, maintain infrastructure, and drive economic growth. Without sound financial management, the implementation of strategic priorities—including service delivery improvements, economic development, and infrastructure investment—becomes unachievable. A financially stable city ensures that residents have uninterrupted access to essential services, businesses can operate within a well-functioning urban environment, and public funds are effectively utilised to support sustainable development.

The 2025/26 IDP prioritises financial sustainability as a key enabler of a high-performing metropolitan government. The Growth and Development Strategy (GDS) 2040 identifies a financially stable and well-governed city as a critical outcome for Johannesburg to remain globally competitive, socially inclusive, and fiscally resilient. However, growing financial constraints, economic uncertainties, and revenue collection inefficiencies have placed increasing pressure on the City's financial position.

To urgently address these challenges, the City must implement a focused and disciplined approach to revenue enhancement, expenditure control, financial compliance, and liquidity management. The overarching goal is to ensure that Johannesburg is not only able to fund day-to-day operations but also to invest in future infrastructure and development needs without compromising its fiscal health.

15.2. Addressing Financial Challenges Through Implementation-Driven Strategies

The financial sustainability of the City of Johannesburg is under threat due to declining revenue collection rates, a growing debtors' book, misalignment between planned and actual expenditure, and an increasingly constrained liquidity position. The ability of the City to fulfill its constitutional mandate of providing basic services is directly linked to its financial health.

The persistent challenge of revenue collection inefficiencies continues to undermine the City’s ability to generate the funds required for service delivery and infrastructure maintenance. A significant portion of municipal revenue is lost due to unpaid bills, incorrect billing, and disputes arising from outdated property and utility metering systems. The capacity of municipal entities such as City Power and Johannesburg Water to operate effectively is contingent on consistent and accurate revenue inflows, yet revenue collection remains below expected levels. This revenue shortfall leads to service delivery delays, increasing maintenance backlogs, and an overreliance on short-term borrowing to cover operational costs.

Expenditure growth has also outpaced revenue growth, exacerbating financial instability. In many instances, spending inefficiencies result from weak procurement controls, rising operational expenses, and the failure to implement cost-containment measures effectively. The City has also faced challenges in ensuring that conditional grants from the National Treasury are fully utilized. Unspent grants represent lost opportunities for infrastructure development and service expansion, ultimately weakening the City’s ability to execute long-term capital projects.

To resolve these financial constraints, the City must implement a structured, legislative-backed approach to fiscal sustainability. The Municipal Finance Management Act (MFMA) provides the

necessary legal framework to enforce financial accountability, strengthen expenditure controls, and enhance revenue collection mechanisms. The Municipal Systems Act further mandates the City to ensure that billing systems are efficient, property valuations are regularly updated, and service delivery remains financially viable. Legislative provisions must be leveraged to enforce payment compliance, streamline procurement, and hold municipal departments accountable for financial performance.

15.3. Revenue Enhancement and Collection Efficiency

The City has developed a Revenue Enhancement Strategy that prioritizes increasing collection efficiency, reducing non-revenue losses, and expanding the revenue base. The implementation of smart digital technologies, stricter enforcement measures, and improved customer engagement mechanisms will ensure that revenue streams are optimized and consistently monitored.

A key intervention is the Billing War Room, which focuses on improving revenue collection by addressing billing inefficiencies, enhancing debt recovery efforts, and implementing systematic oversight of municipal accounts. The introduction of smart metering technologies, proactive debt collection measures, and accurate customer data management will help resolve long-standing billing issues that have hampered revenue collection.

To further enhance revenue collection, the City will:

- Strengthen enforcement against illegal connections and unauthorized utility usage.
- Expand public awareness campaigns to encourage payment compliance.
- Improve tariff modeling strategies to ensure affordability while covering operational costs.

15.4. Expenditure Rationalisation and Cost Containment

Implementing Cost Control Measures

Financial sustainability is not only about increasing revenue but also about controlling expenditure. The City must take decisive steps to ensure that public funds are spent efficiently and that wasteful expenditure is eliminated. Austerity measures must be implemented, ensuring that operational costs remain within sustainable limits.

The City will:

- Enhance procurement efficiency by implementing an automated supply chain system to eliminate irregularities and inefficiencies.
- Introduce cost containment measures that prioritize essential spending while eliminating non-critical expenses.
- Reduce dependency on short-term loans, focusing on balancing budgets through effective financial planning.
- Improve contract management, ensuring that all service provider agreements provide maximum value for money.

To achieve these objectives, strict budgetary oversight must be implemented, ensuring that every financial decision is aligned with service delivery priorities.

15.5. Strengthening Budgeting and Liquidity Management

Liquidity Management Strategy

A healthy liquidity position is essential to ensuring that the City can meet its financial obligations and maintain its operations without interruption. Weak liquidity management has been a persistent challenge, requiring immediate intervention to prevent further deterioration.

The City will adopt a cash flow optimization strategy, ensuring that spending is aligned with revenue inflows and that financial obligations can be met without resorting to unsustainable borrowing practices. Cash reserves must be strengthened, allowing for greater financial flexibility in responding to unexpected challenges.

Budget alignment with financial sustainability objectives will ensure that every expenditure item contributes to the City's long-term development strategy. By improving cash flow forecasting and aligning revenue inflows with operational needs, the City will minimize liquidity risks and strengthen its financial resilience.

15.6. Conclusion

Financial sustainability is the foundation of effective service delivery, infrastructure investment, and municipal governance. Without sound financial management, the City will be unable to meet its commitments to residents, businesses, and investors. Immediate action is required to improve revenue collection, enforce strict expenditure discipline, and align financial planning with governance best practices.

The City must transition from short-term financial survival to long-term fiscal resilience, ensuring that municipal finances support strategic development goals. The implementation of a structured financial sustainability plan, backed by legislative authority and governance oversight, will ensure that Johannesburg recovers from its current financial constraints and builds a stable, well-functioning metropolitan government.

Johannesburg must now move beyond strategy and commit to immediate, concrete actions that strengthen its financial position. The success of these efforts will determine the City's ability to deliver on its promises and remain a global economic hub. Through disciplined financial governance, innovative revenue management, and efficient budgeting practices, Johannesburg can establish itself as a fiscally sustainable, service-driven city that prioritises the well-being of its residents.

16. 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.

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 urbanisation, may necessitate the need to align market intelligence with business development to improve revenue opportunities while maintaining the required levels of customised service delivery.
- Service operations effectiveness has become critical in the energy industry as organisations 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.

City Power's Sustainable Energy Strategy

City Power's Sustainable Energy Strategy is intended to address security of supply, diversifying supply resources 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 Strategy has 10 programmes as outlined in the figure below:

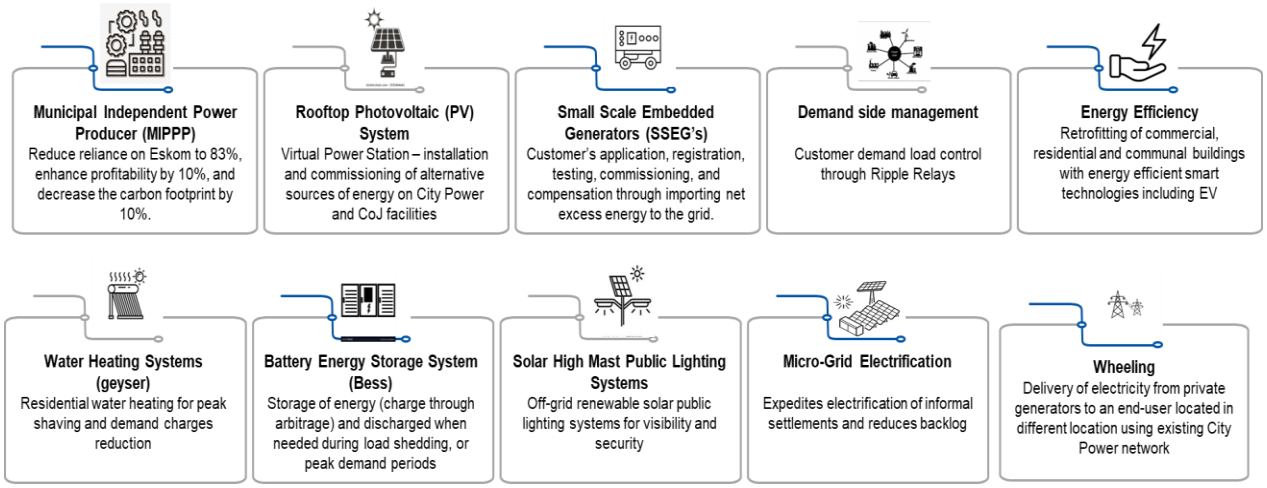


Figure 55: Sustainable Energy Strategy 10 Programmes

The table below outlines the plans for the City Power's short-, medium- and long-term Sustainable Energy Strategy:

- ✓ Gas to power- 50 MW has been commissioned to date at JohnWare (25% contribution on Aggressive scenario, and more than 100% on Moderate)
- ✓ PV rooftop – 4 MW has been commissioned to date (2 MW City Power SDCs, 1 MW Joburg Market, 1 MW Johannesburg Water) (2% on moderate)
- ✓ Storage -8MWh (4 MWh at City Power SDCs, 2 MWh Joburg Market, 1.971 MWh JW) (8% on moderate)
- ✓ Waste to energy – remains as it is

	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%

Figure 56: : Short-, medium- and long-term Sustainable Energy Strategy

City Power's Small Scale Embedded Generators (SSEG) process ensures customers application, registration, testing, commission, and compensation. Currently 924 installations have been commissioned and 132.62 MW's commissioned (Network de-loading) as well as Bi-directional metering – Import and Export of Energy. A new system is being procured for Billing Platforms and Web-based Application process under development.

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 three-month winter period it is 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

Figure 57: 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

Figure 58: Intake points

The table below outlines an arbitrage[57] cost benefit analysis:

	Eskom	Kelvin
Basic Charges (Rand/m)	R77,708.69	R0,00
Summer Energy Charges (R/kWh)		
Peak	R2.04	R1.51
Standard	R1.40	R1.51
Off-peak	R0.89	R1.51
Winter Energy Charges (R/kWh)		
Peak	R6.24	R1.95
Standard	R1.89	R1.95
Off-peak	R1.03	R1.95
Demand Charges- (R/kVA)		
Network Access Charge	R48.41	R0.00
Network Demand Charge	R61.22	R0.00
YTD Average Purchase Price	R2.04	R1.66

Figure 59: BESS cost benefit analysis

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 21 High Mast Solar Lights for the current Financial Year with R13.4 mil budget.

[57] Arbitrage refers to the practice of taking advantage of price or value differences across markets or scenarios, obtaining resources or services at a lower cost or value in one context, and applying them in another context where their value or return is higher.

16.1. Conclusion

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 recognised 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.

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.

17. Sustainable service delivery

The Imperative for Sustainable Service Delivery

The provision of sustainable and equitable municipal services is central to the City of Johannesburg's IDP 2025/26. As a rapidly growing metropolitan area, Johannesburg faces immense service delivery pressures driven by urbanisation, ageing infrastructure, financial constraints, and climate-related risks. The Joburg 2040 Growth and Development Strategy (GDS) emphasises the need for a customer-centric, transformative, and sustainable approach to service provision, ensuring all residents have access to quality public services.

Despite significant progress—where 92% of households now have access to basic services—substantial backlogs persist in housing, waste collection, sanitation, and electricity provision. These challenges are exacerbated by land invasions, rising informal settlements, and infrastructure deterioration. The 2025/26 IDP seeks to address these backlogs systematically, implementing robust, financially viable, and impact-driven interventions that enhance service delivery, promote resilience, and secure long-term sustainability.

17.1. Understanding Service Delivery Backlogs in Johannesburg

The following table provides a **current assessment of Johannesburg's service delivery performance and the extent of existing backlogs:**

Service	% Households Serviced	% Backlog	Backlog (Households)
Housing (Formal Dwellings)	89.8%	10.2%	187,875
Water Supply	98.3%	1.7%	23,666
Sanitation	93%	7%	115,783
Electricity	94.1%	5.9%	80,739
Refuse Removal	90.5%	9.5%	146,135

The table above reveals three key problem areas: housing, refuse collection, and sanitation infrastructure. The housing backlog of 187,875 units has fueled the proliferation of informal settlements, which in turn strains water, sanitation, and electricity services. Refuse collection services have deteriorated, affecting 146,135 households, resulting in growing illegal dumping and environmental pollution. Meanwhile, 115,783 households lack proper sanitation, increasing public health risks.

The City must take decisive action to address these backlogs, ensuring infrastructure investment, governance reforms, and financial sustainability to build a resilient service delivery framework.

17.2. Implementation Plan: Addressing Service Backlogs and Enhancing Sustainability

Housing and Informal Settlement Upgrading

The housing backlog remains one of the most urgent challenges in Johannesburg, as nearly 10.2% of households still live in informal settlements or overcrowded conditions. The City recognizes that

a rapid acceleration in housing provision is required to address this issue while ensuring that bulk infrastructure keeps pace with urban expansion.

To address this challenge, the City will prioritize the expansion of mixed-income housing developments, focusing on areas where informal settlements are most prevalent. The approach will integrate affordable housing initiatives with bulk infrastructure expansion to ensure that new developments are fully serviced with water, sanitation, electricity, and refuse collection. Additionally, the formalization of informal settlements will be a key focus, ensuring that land tenure is secured and basic services are rolled out systematically.

Category	2025/26 (R'000)	2026/27 (R'000)	2027/28 (R'000)
Informal Settlement Upgrades	300,000	450,000	600,000
Bulk Infrastructure Development	500,000	700,000	900,000
Affordable Housing Projects	250,000	400,000	550,000

In the 2025/26 financial year, R300 million will be allocated towards upgrading informal settlements, with an additional R500 million dedicated to bulk infrastructure. By 2027/28, investment in affordable housing projects will increase to R550 million, ensuring that the supply of formal dwellings keeps pace with the growing demand.

To accelerate housing provision, the City will work closely with private developers, non-governmental organizations (NGOs), and housing cooperatives to unlock additional funding streams. Additionally, a fast-tracked land tenure formalization program will be implemented, allowing informal settlement dwellers to secure property rights and qualify for housing subsidies.

Water and Sanitation Infrastructure

Johannesburg's water and sanitation infrastructure faces mounting pressure due to aging pipelines, high levels of non-revenue water (NRW), and inadequate wastewater treatment capacity. Although 98.3% of households have access to water, supply disruptions are frequent due to leaks, illegal connections, and declining storage capacity. The sanitation backlog of 115,783 households remains a pressing concern, particularly in informal settlements where chemical toilets and communal facilities are often the only available sanitation solutions.

The City is implementing a multi-pronged strategy to expand water supply capacity, reduce losses, and upgrade wastewater treatment plants. Over the next five years, investment will focus on pipeline replacement, new reservoir construction, and sanitation service expansion in informal settlements.

Category	2025/26 (R'000)	2026/27 (R'000)	2027/28 (R'000)
Water Demand Management	203,372	205,000	400,000
Pipeline Replacement	500,000	750,000	1,000,000
Bulk Wastewater Treatment Expansion	386,126	550,000	700,000

To mitigate water losses, the City will intensify its leak detection and repair program, ensuring that a minimum of 186 km of pipelines are replaced annually. Additionally, bulk water storage capacity will be expanded by 500 ML, ensuring supply stability during peak demand periods. The wastewater treatment capacity will also be upgraded, with an investment of R700 million by 2027/28 to accommodate growing demand.

A significant focus will be placed on improving sanitation in informal settlements, where a dedicated R300 million budget will be allocated annually for chemical toilets, communal ablution blocks, and decentralised wastewater treatment solutions.

Energy Security and Load Shedding Mitigation

The City's electricity supply faces two major challenges: persistent load shedding and a backlog of over 312 un-electrified informal settlements. To resolve these issues, Johannesburg must diversify its energy mix, increase renewable energy adoption, and improve grid stability.

In the 2025/26 financial year, the City will expand its electrification program, prioritizing informal settlements with the highest demand. Simultaneously, a Rooftop Solar PV Programme will be rolled out, targeting 100 MW of installed solar capacity by 2026.

Category	2025/26 (R'000)	2026/27 (R'000)	2027/28 (R'000)
Electrification Projects	228,000	350,000	500,000
Renewable Energy Expansion	500,000	800,000	1,200,000

By 2027/28, the City aims to generate at least 20% of its energy from renewable sources, reducing dependency on Eskom and mitigating the impact of load shedding. A new Independent Power Producer (IPP) framework will be introduced to allow private entities to feed excess power into the municipal grid.

17.3. Metro Trading Services

Metro Trading Services (MTS) are critical to the economic sustainability, infrastructure resilience, and operational efficiency of urban environments like Johannesburg. However, over the years, trading services—including water and sanitation, electricity, and waste management—have been trapped in a reinforcing negative loop of inefficiencies. Key structural and governance failures, financial mismanagement, and an inability to sustain infrastructure investment have led to declining service reliability, growing backlogs, and a crisis of public trust.

In response, the Metro Trading Services Reform Programme is being introduced as a strategic framework to transform Johannesburg's trading services from fragmented, underperforming entities into fully accountable, financially sound, and high-performing municipal utilities. The 2025/26 Integrated Development Plan (IDP) must align with this transformation by addressing core institutional and financial deficiencies, implementing rigorous turnaround strategies, and leveraging financial incentives to ensure sustainable service delivery.

This reform programme, developed in collaboration with National Treasury and the Intergovernmental Relations Division, is designed to enhance accountability, financial transparency, and investment in essential services. The ultimate goal is to create an integrated, efficient, and responsive service delivery system that meets the needs of residents and businesses alike.

Key Challenges Facing Metro Trading Services

A comprehensive assessment of Johannesburg's Metro Trading Services has identified multiple systemic challenges, each requiring urgent reform:

1. Structural Issues and Lack of Accountability

- The split in accountability between municipal departments and trading services entities has created financial opacity and weak management structures.
- Governance failures have led to a lack of skilled management, contributing to inefficiencies, service delivery failures, and budgetary misallocations.

2. Severe Financial Deficiencies
   - Declining revenue collection due to incomplete metering, billing inefficiencies, and poor credit control mechanisms.
   - Inability to leverage loan finance, forcing dependence on limited grant funding and inhibiting long-term infrastructure investment.
   - Persistent cash flow problems, preventing adequate maintenance and asset renewal.
3. Insufficient Infrastructure Investment and Deterioration
   - Underfunding of capital infrastructure has led to ageing water, electricity, and waste systems that fail to meet growing demand.
   - Johannesburg's Metro Trading Services Capital Expenditure (CAPEX) currently stands at R17 billion per year, far below the required investment levels of R34 billion to R51 billion annually.
   - Lack of a clear financial model to sustain operations while expanding service delivery.
4. Low Public Trust and Customer Dissatisfaction
   - Rising service disruptions in water supply, power outages, and waste management failures have diminished public confidence.
   - Poor customer service mechanisms have exacerbated frustrations, leading to protests, non-payment, and increased illegal connections.
5. Inefficient Institutional Structures
   - The lack of an integrated business model for trading services prevents coordinated service improvements.
   - Limited professional capacity within municipal-owned entities results in weak performance monitoring and financial mismanagement.

Metro Trading Services Reform Programme: Strategic Interventions

To address these challenges, a comprehensive reform strategy has been developed, underpinned by institutional restructuring, financial turnaround measures, and increased infrastructure investment. The reform strategy is guided by five essential conditions for a successful transformation:

1. Single Point of Management Accountability
   - Establishing a centralised accountability framework for trading services, ensuring that all financial and operational functions report to a single management structure.
   - Introducing management contracts to bring in specialized expertise where necessary.
2. Revenue Optimization and Financial Turnaround
   - Strengthening metering, billing, and credit control systems to enhance revenue collection.
   - Implementing strict financial transparency measures, including separate financial statements for each trading service entity.
   - Encouraging municipalities to adopt financial discipline and surplus generation strategies, enabling sustainable reinvestment into infrastructure.
3. Institutional and Governance Reforms
   - Developing a fit-for-purpose governance model that supports metro trading services in operating as self-sufficient, performance-driven entities.

- Establishing clear financial relationships between the municipality and trading services, including the allocation of grants, return on equity, and cost-sharing mechanisms.

4. Increased Infrastructure Investment Through New Financing Mechanisms
   - National Treasury has introduced a Metro Trading Services Financing Incentive, designed to leverage additional funding by incentivizing performance improvements.
   - Over R54 billion in grant funding will be made available over six years, with an expected additional R54 billion in municipal internally generated funds and borrowing, leading to a total investment of R108 billion in metro trading services infrastructure.
   - The goal is to double CAPEX from R18 billion to R40 billion annually by 2030/31, ensuring that Johannesburg meets its infrastructure demands.
5. Performance-Based Incentives and Service Delivery Improvements
   - Implementing a Performance Improvement Action Plan (PIAP), requiring municipalities to set clear targets for operational, financial, and governance improvements.
   - Establishing an independent assessment system to track and measure performance outcomes, linking funding disbursements to tangible improvements.

Implementation Framework and Financial Strategy

The Metro Trading Services Reform Strategy is structured into four key components:

1. Institutional Reform Roadmap (A1)
   - Establishing governance models that support operational independence while maintaining municipal oversight.
   - Developing frameworks for enhanced accountability, professional management, and financial transparency.
1. Business and Investment Plans (A2)
   - Prioritizing CAPEX investments that focus on water and sanitation, energy, and waste management improvements.
   - Introducing operational business models that emphasize efficiency and cost-effectiveness.
2. Trading Services Reform Strategy (A3: PIAP)
   - Defining specific targets for improving financial sustainability, operational efficiency, and customer satisfaction.
   - Ensuring annual updates to reflect evolving priorities and municipal capabilities.
3. Financial Incentive Mechanism
   - Establishing grant conditions linked to performance metrics.
   - Ensuring that trading services entities generate their own revenue surpluses, reducing reliance on fiscal transfers.

Expected Outcomes and Long-Term Vision

The successful implementation of the Metro Trading Services Reform Programme will result in:

- **Financially Stable Trading Services:** Improved revenue collection, reduced expenditure inefficiencies, and enhanced financial transparency.
- **Increased Investment in Infrastructure:** Doubling CAPEX investments to ensure sustainable growth and service expansion.
- **Improved Customer Trust and Satisfaction:** Reduced service disruptions, better public engagement, and more responsive complaint management.

- **Stronger Governance and Accountability:** Clearly defined management roles, integrated reporting structures, and transparent financial management.
- **A Sustainable, Resilient Johannesburg:** A city that delivers reliable, affordable, and high-quality municipal services, supporting economic growth and social development.

The Metro Trading Services Reform Programme is not just a technical intervention—it is a fundamental shift in how Johannesburg manages and delivers essential services. The City must move beyond fragmented service models and embrace a fully accountable, financially sustainable, and performance-driven approach.

For the IDP 2025/26, Johannesburg must align its development priorities with these reforms, ensuring that service delivery backlogs are systematically addressed, and long-term sustainability is achieved. This requires political will, institutional commitment, and active stakeholder engagement.

By leveraging financial incentives, adopting governance reforms, and driving infrastructure investment, Johannesburg can rebuild its metro trading services into a world-class, efficient, and reliable service delivery model—one that meets the needs of its growing population and positions the City as a leader in sustainable urban development.

17.4. Conclusion

Through strategic infrastructure investment, improved governance, and financial sustainability measures, the IDP 2025/26 lays a clear pathway towards addressing service delivery backlogs and ensuring resilient municipal services. The City of Johannesburg is committed to eliminating informal settlement growth, improving essential services, and strengthening urban infrastructure to create a liveable, prosperous, and sustainable metropolis for all residents.

18. Job opportunity and creation

The City of Johannesburg's unemployment trend has generally declined since the third quarter of 2021, dropping from 40.8% in Q3 2021 to 32.5% in Q1 2023—an 8.2 percentage point decrease. Compared to the same quarter in 2022, the unemployment rate fell by 0.9 percentage points. The number of unemployed persons decreased slightly from 945,000 in Q1 2023 to 940,000 in Q2 2023.

Johannesburg's official unemployment rate (32.5%) remains higher than the national average (31.9%) but lower than Gauteng's (33.7%). The city's labour force participation rate is notably higher (70.0%) than both the national (60.2%) and provincial (68.0%) rates. Within Gauteng metros, Ekurhuleni has the lowest unemployment rate (29.5%), followed by Johannesburg (32.6%), with Tshwane leading at 34.9%. However, Johannesburg has the lowest expanded unemployment rate in the province at 36.9%, compared to Tshwane (39.1%) and Ekurhuleni (39.3%).

A contributing factor to Johannesburg's higher official unemployment rate is its relatively low number of discouraged work seekers. As South Africa's largest metropolitan area and economic hub, Johannesburg attracts both internal and international migrants, drawn by its economic opportunities and strategic location near Tshwane and Ekurhuleni. Despite creating a substantial number of jobs across skill levels, the city's unemployment rate remains far from the national target of 6% by 2030, presenting a significant challenge.

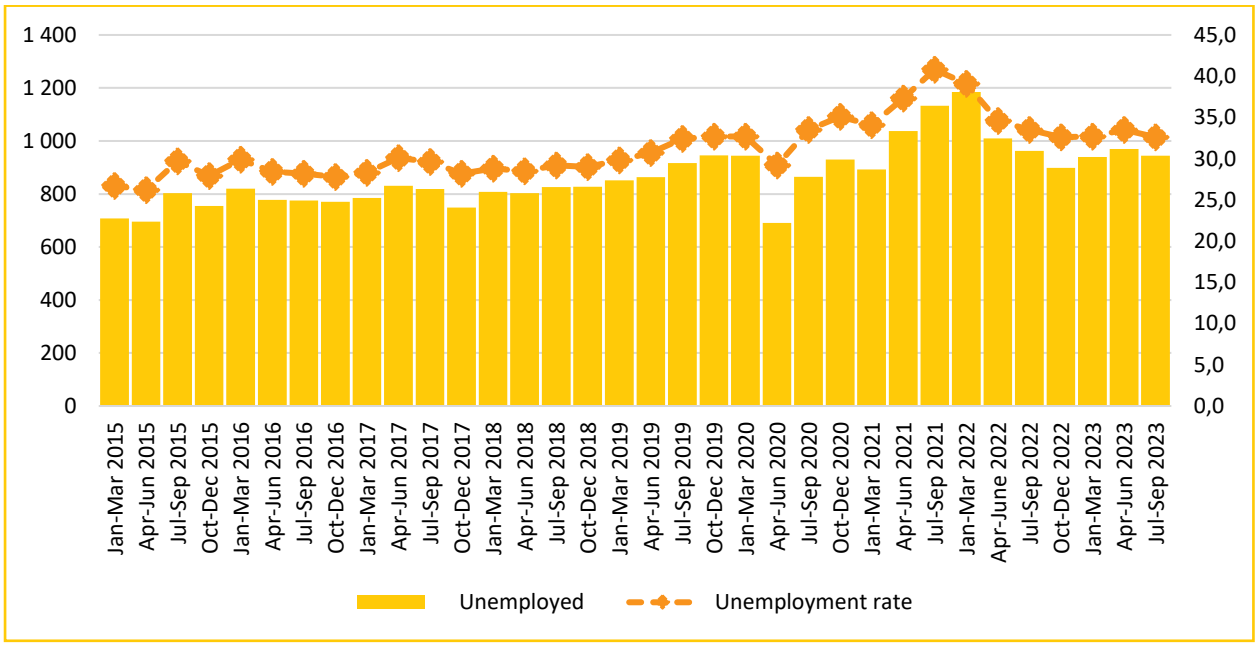


Figure 60: Official Unemployment Rate (source: stats SA, 2023)

18.1. 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.

18.2. Addressing Youth Unemployment in Johannesburg

The City of Johannesburg recognises youth unemployment as a critical socio-economic challenge and is committed to implementing targeted, measurable interventions to address it. Central to these efforts is the Youth Directorate, strategically positioned within the Office of the Chief Operating Officer (COO), underscoring its importance and facilitating cross-departmental coordination. The Integrated Development Plan (IDP) will incorporate specific KPIs to track youth employment initiatives, ensuring alignment with broader economic development strategies. These initiatives will encompass expanding access to skills development programmes, vocational training, and entrepreneurship support, particularly for youth classified as NEET (Not in Education, Employment, or Training). The Youth Directorate will actively foster partnerships with private sector entities, financial institutions, and Small, Medium, and Micro Enterprises (SMMEs) to stimulate investment in youth-led businesses and job creation. Additionally, leveraging public-private partnerships, the Directorate will establish mentorship programmes, internship placements, and business incubation hubs. Alignment with national and provincial strategies, such as the Expanded Public Works Programme (EPWP), will ensure comprehensive support and maximise employment opportunities for young people. Through clear performance indicators and robust accountability mechanisms, the City aims to achieve sustained, meaningful improvements in youth employment and economic inclusion.

18.3. Expanded Public Works Programme (EPWP)

EPWP provide poverty and income relief through temporal work for the unemployed to carry out socially useful activities. EPWP is designed to equip participants with a both training and work experience which will enhance their ability to earn a living in the future. The EPWP programmes large enough and longer in duration to have a substantial impact on employment and social cohesion, especially for young people, women, persons with disabilities, and the rural poor. Other EPWP programmes includes the 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 are required contribute towards EPWP job creation programmes by using their existing opex / capex budgets. The City of Johannesburg implements the programme in three sectors: Infrastructure, Environment & Culture; and Social.

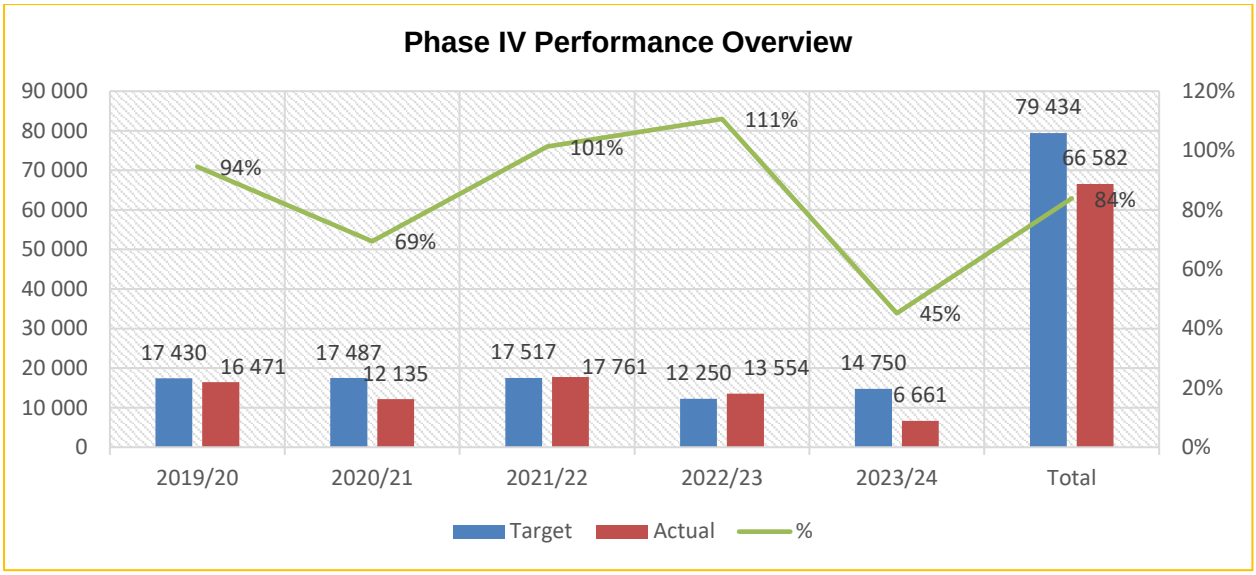


Figure 61: EPWP Performance

19. Good governance

Good governance is fundamental to the City of Johannesburg's ability to deliver on its service delivery commitments, financial sustainability, and institutional stability. As a dynamic and rapidly growing metropolitan area, Johannesburg must continuously evolve its governance frameworks to ensure they remain transparent, accountable, efficient, and participatory.

The Growth and Development Strategy (GDS) 2040 identifies good governance as a core principle in achieving a high-performing metropolitan government. This principle serves as the foundation for Outcome 4, which envisions a city that is socially inclusive, locally integrated, and globally competitive. Achieving this vision requires a governance model that upholds the rule of law, fosters accountability, ensures transparency, and actively engages residents in decision-making.

Beyond compliance with laws and policies, governance in Johannesburg must be people-centered and results-driven, ensuring that public administration is not only efficient but also inclusive, predictable, and adaptable to changing urban realities. The City must implement strong oversight mechanisms, ethical leadership standards, and innovative citizen participation approaches to ensure that governance structures contribute to sustainable development.

Good governance also means ensuring cohesion between the City's Core Administration and its 13 municipal-owned entities (MOEs), aligning all operational frameworks to enhance service efficiency, financial prudence, and public accountability. Institutional governance must go beyond administrative functionality—it must be proactive, adaptive, and resilient, enabling Johannesburg to anticipate challenges and respond effectively to service demands.

19.1. Strengthening Regulatory Compliance, Policy, and Planning

Effective governance requires an integrated policy and compliance framework that aligns with national and provincial legislation while being responsive to local service delivery needs. The City Group, which includes municipal core departments and MOEs, ensures governance efficiency through standardized policy frameworks that guide institutional operations, workforce management, and service execution.

To ensure regulatory alignment, the City remains committed to compliance with legislative mandates, including:

- The Employment Equity Act (EEA), ensuring that diversity, inclusion, and transformation remain key pillars in municipal workforce development.
- The Skills Development Act, guiding the City's ongoing investment in employee capacity-building and continuous learning.
- Labour Relations Act (LRA) and Collective Agreements, which promote fair labor practices and constructive engagement between the City and municipal workforce representatives.
- Financial and risk management regulations, ensuring that municipal financial oversight meets the highest standards of transparency and accountability.

The City prioritizes the timely submission of mandatory compliance reports, including the Employment Equity (EE) Report, Workplace Skills Plan (WSP), and Annual Training Report (ATR) to the relevant regulatory authorities. By ensuring compliance with these frameworks, the City

reinforces governance credibility and fosters a stable institutional environment that enhances service delivery.

To improve policy implementation, the City will:

- Standardize governance practices across municipal entities, ensuring operational coherence between the Core Administration and MOEs.
- Enhance governance oversight mechanisms, strengthening performance monitoring of municipal leadership and public service institutions.
- Modernize policy formulation processes, integrating data-driven decision-making to ensure that governance responses align with real-time service delivery needs.

A governance system that prioritises compliance, strategic planning, and institutional cohesion will allow Johannesburg to function as a modern, responsive, and accountable local government.

19.2. Employment Equity and Workforce Development

A high-performing metropolitan government requires a workforce that is diverse, well-trained, and aligned with service delivery objectives. The City is committed to ensuring that employment equity principles are embedded within workforce planning, fostering a culture of diversity, inclusion, and professional growth.

Employment equity is not merely a compliance requirement but a strategic enabler of service efficiency. The City's workforce strategy integrates:

- Transformation and Change Management, ensuring that employment equity principles are applied across all organizational structures.
- Targeted Workforce Planning, ensuring the recruitment, retention, and development of a skilled labour force that aligns with the City's growth trajectory.
- Disability Inclusion Strategies, addressing barriers to workforce participation and expanding employment opportunities for persons with disabilities.

The City's total workforce as of June 2023 stands at 37,819 employees, inclusive of temporary workers, contract staff, and Expanded Public Works Programme (EPWP) personnel. The vacancy rate remains below the 10% benchmark, ensuring operational continuity across departments. However, the City must accelerate efforts to increase representation across designated employment categories, ensuring that diversity and transformation goals are met.

Future workforce priorities will focus on:

- Aligning employment equity with service delivery priorities, ensuring that staff appointments are based on skills, expertise, and municipal capacity needs.
- Enhancing training and professional development programs, ensuring continuous upskilling of municipal employees.
- Implementing workforce analytics and digital HR management systems, optimising workforce planning and performance monitoring.

A competent, motivated, and diverse workforce is essential for sustaining service excellence and ensuring that Johannesburg remains a modern, well-functioning metropolitan administration.

19.3. Combatting Corruption and Strengthening Ethical Governance

Good governance is incompatible with fraud, corruption, and maladministration. The City of Johannesburg is committed to zero tolerance for financial mismanagement and unethical conduct, ensuring that municipal resources are safeguarded against abuse.

The Group Forensic and Investigation Services (GFIS) plays a central role in detecting, investigating, and preventing corruption within municipal structures. Key anti-corruption initiatives include:

- A 24/7 Anti-Fraud and Corruption Hotline, allowing officials, residents, and stakeholders to report financial misconduct.
- Public awareness campaigns and stakeholder engagements, strengthening civic participation in combating corruption.
- Enhanced forensic auditing processes, utilizing data analytics and intelligence-driven investigations to detect financial irregularities.

The City also prioritises cybersecurity and information security governance, ensuring that municipal data is protected from cyber threats and unauthorized access. The Forensic Integrated Information Management Centre ("War Room") will continue to serve as the nerve centre for monitoring governance risks and responding to financial crime threats.

By strengthening accountability mechanisms, promoting ethical leadership, and enhancing investigative capacity, Johannesburg will ensure that governance processes remain transparent, fair, and resistant to corruption.

19.4. Risk Management and Business Continuity

Risk management is an integral component of governance stability, ensuring that municipal operations remain resilient against economic, operational, and security threats. The Enterprise Risk Management (ERM) framework enables the City to:

- Proactively identify and assess governance risks, ensuring early intervention and mitigation strategies.
- Align risk management processes with the Mayoral Strategic Priorities, ensuring risk-informed decision-making.
- Develop business continuity plans (BCPs) for all core municipal departments and entities, ensuring uninterrupted service delivery during crises.

The Risk Control and Loss Control unit ensures that municipal assets, liabilities, and service infrastructure are protected against financial and operational risks. Insurance policies are periodically reviewed to ensure that municipal liabilities remain covered.

A governance system that prioritizes risk resilience, business continuity, and proactive risk mitigation will allow Johannesburg to function efficiently, even in challenging circumstances.

19.5. Governing Municipal Owned Entities

Effective governance of Municipal-Owned Entities (MOEs) is critical to ensuring that Johannesburg's service delivery objectives, financial sustainability, and institutional accountability

remain aligned with its broader developmental goals. The City, as the sole shareholder in these entities, must strengthen shareholder oversight mechanisms, performance monitoring, and governance structures to ensure that MOEs operate efficiently, transparently, and in compliance with municipal priorities. This requires a clear and enforceable Shareholder Compact, which defines the roles, responsibilities, and accountability frameworks guiding MOE operations.

Through the National Treasury Reforms, the City must also institutionalize a performance-based funding model, ensuring that budget allocations to MOEs are tied to service delivery outcomes, financial discipline, and adherence to governance best practices. To further improve oversight, the City must establish robust reporting structures, independent governance audits, and leadership evaluation mechanisms that prevent mismanagement and enhance strategic alignment between municipal administration and MOE operations. Strengthening MOE board governance, enforcing compliance with the Companies Act, and ensuring shareholder engagement through structured performance reviews will be fundamental to transforming these entities into high-performing, financially stable, and service-oriented institutions that contribute effectively to Johannesburg's urban development agenda.

19.6. The Future of Governance in Johannesburg: A Strategy-Driven Approach

Good governance must be dynamic, responsive, and adaptable to shifting urban challenges. In an era of technological advancements, economic uncertainties, and climate risks, Johannesburg must embrace an innovative governance model that prioritizes strategic foresight and integrated planning.

The future of good governance in Johannesburg will be defined by:

- A Data-Driven Approach: Utilizing artificial intelligence, big data, and digital transformation to enhance decision-making, improve efficiency, and track service delivery progress.
- Smart and Sustainable Urban Governance: Integrating climate adaptation strategies, smart infrastructure investments, and green financing into long-term governance planning.
- A Performance-Based Municipal Administration: Ensuring that governance structures are evaluated based on their impact, efficiency, and ability to deliver on strategic priorities.

By aligning governance functions with strategic planning, Johannesburg will ensure institutional coherence, enhance transparency, and position itself as a leading metropolitan government that is capable of meeting both present and future challenges.

19.7. Conclusion

Good governance is not an abstract concept—it is the foundation upon which Johannesburg must build a sustainable, inclusive, and efficient metropolitan government. The principles of transparency, accountability, and participatory governance must be embedded across all municipal structures, ensuring that governance outcomes translate into tangible service delivery improvements.

As the City moves forward in the 2025/26 IDP review cycle, it will continue to:

- Enhance regulatory compliance and policy coherence to ensure an integrated governance approach.
- Strengthen workforce capacity and employment equity, ensuring that municipal institutions remain responsive, diverse, and professional.
- Combat corruption and financial mismanagement, safeguarding public resources and ensuring accountability.
- Improve risk management and business continuity, ensuring that governance processes remain resilient in an evolving urban environment.

By strengthening governance at every level, Johannesburg will ensure that it remains a well-managed, high-performing, and globally competitive metropolitan government, capable of delivering quality services and improving the lives of all its residents.

20. Active and engaged citizenry

The City of Johannesburg recognises that transformative development cannot be achieved in isolation. A truly sustainable and inclusive city requires the active participation of its residents, businesses, civil society, and all spheres of government. Active citizenry is not only about participation but about **co-governance**, where residents and communities are empowered to shape the future of their city through meaningful engagement and shared responsibility.

A truly engaged citizenry is one that:

- Co-creates solutions with the City to enhance service delivery and infrastructure development.
- Participates in strategic decision-making, ensuring that community needs directly inform municipal planning.
- Holds the City accountable for transparent, inclusive governance.
- Drives social and economic development by leveraging local networks, skills, and resources.

By shifting from a passive consultation model to an active implementation framework, the City seeks to embed participatory governance as a core pillar of its developmental agenda. Informed by the Makgotla Outcomes Report (2024) and the City's renewed strategic priorities, this chapter reframes citizen engagement to focus on practical implementation, capacity building, and measurable impact. It aligns with the six core themes of the 2025/26 IDP.

- Successful Hosting of the U20/G20 Summits
- Financial Sustainability
- Economic Growth
- Accelerated Service Delivery
- Inner City Rejuvenation
- By-Law Enforcement and Safety

These themes necessitate an engagement model that is dynamic, responsive, and outcome-oriented. The City aims to move beyond traditional consultation models towards an interactive, data-driven, and action-focused approach to public participation.

20.1. Strategic Commitments to Citizen Engagement

The City commits to the following key interventions:

Revolutionising Public Participation Mechanisms

- Digital Public Participation: Utilising smart city technologies, digital polling platforms, and geo-tagged service delivery feedback tools to ensure broader and more accessible engagement.
- Community Development Forums: Establishing locally-led structures that bridge the gap between government and residents, ensuring localised decision-making.
- Participatory Budgeting: Expanding initiatives that allow communities to directly allocate portions of municipal budgets to key local projects, increasing transparency and accountability.

Empowering Communities for Self-Governance

- Civic Education Programmes: Enhancing knowledge of municipal processes, rights, and responsibilities, particularly in marginalised communities.
- Capacitating Community-Based Structures: Training and resourcing ward committees, community policing forums, and street committees to take an active role in local governance.
- Enhancing By-Law Awareness and Compliance: Partnering with civic organisations to educate residents on municipal by-laws, fostering a culture of compliance and shared urban responsibility.

Enhancing Service Delivery through Citizen Partnerships

- Service Delivery Monitoring Mechanisms: Establishing real-time reporting systems where residents can flag service failures, enabling faster response times.
- Voluntary Community-Led Initiatives: Mobilising residents to support key City efforts such as clean-up campaigns, greening projects, and safety watch programmes.
- Youth and Skills Development Hubs: Creating localised economic empowerment centres to provide training in entrepreneurship, digital literacy, and municipal service delivery roles.

Integration with Ward Profiles and Plans

Ward profiles and plans play a pivotal role as strategic tools facilitating localised governance, service delivery improvements, and sustainable urban development. Each Ward Profile offers detailed demographic data, infrastructure conditions, service delivery challenges, and local economic activities. Issues such as illegal dumping, informal trading, infrastructure maintenance, unemployment, and crime are systematically identified, forming the foundation for targeted interventions.

Ward Plans translate these insights into actionable strategies, ensuring a coordinated, multi-agency approach to urban management. They prioritise key concerns such as by-law compliance, crime prevention, and effective utilisation of public spaces, fostering well-managed and secure environments. For instance, targeted interventions in areas like Pimville Zone 5 and Zone 7 address illegal dumping through enhanced law enforcement and active community engagement. Infrastructure projects, including road and stormwater system construction in Pimville Zone 9, underscore a focused commitment to urban development aligned with community needs.

Key strategic intentions of ward profiling and planning include:

- Enhancing Service Delivery: Prioritising infrastructure projects and maintenance, such as sewer line construction.
- Community Engagement and Participation: Promoting active ownership by encouraging residents to report illegal activities and supporting local business skills development initiatives for youth.
- Economic and Social Development: Implementing ICT and Fourth Industrial Revolution (4IR) training programmes targeting unemployed youth to enhance employability.

- Sustainable Urban Management: Applying the SARA model (Scanning, Analysis, Response, and Assessment) for systematic identification and resolution of urban challenges, guided by community input.

Through clear priority-setting, robust stakeholder involvement, and rigorous implementation monitoring, the City ensures impactful and strategically aligned development initiatives that resonate with broader municipal and regional objectives.

20.2. 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 recognises 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:

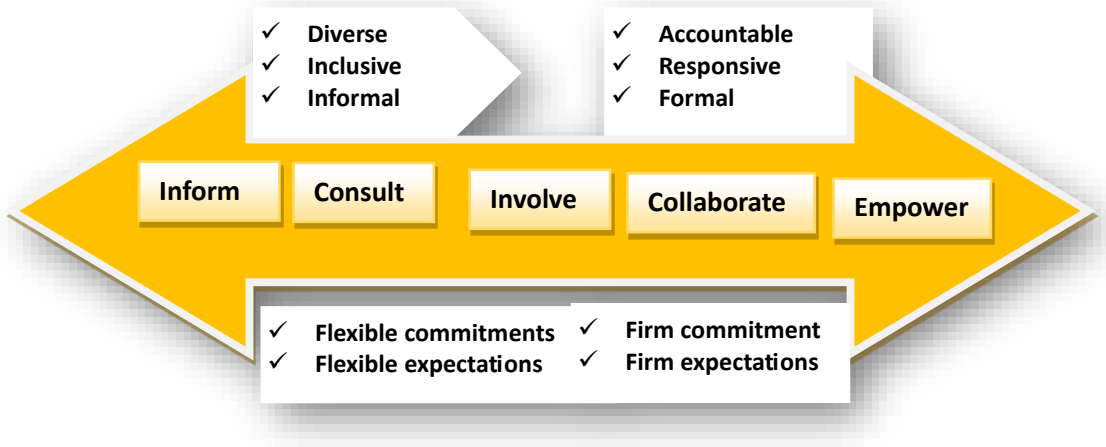


Figure 62: Citizen Engagement Spectrum

21. 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 past regimes 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 discriminatory spatial planning. The “Transit-Oriented Development” (TOD) corridors 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

21.1. Planning, Housing, and Inner-city developments

Integrated living spaces

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

- Compact city – combining density, diversity, proximity, and accessibility, reducing distances, travel times and costs, bringing jobs and social amenities to single-use residential areas, reducing energy consumption and infrastructure costs.

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

Variety 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 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 historic 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.

21.2. Priority Programs

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

a) 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.
b) 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.
c) 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 by making an alternative affordable housing rental for low income earning households.

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

The 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 recognised 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.

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 trailed 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 has 60 units.

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

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 prioritisation 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.

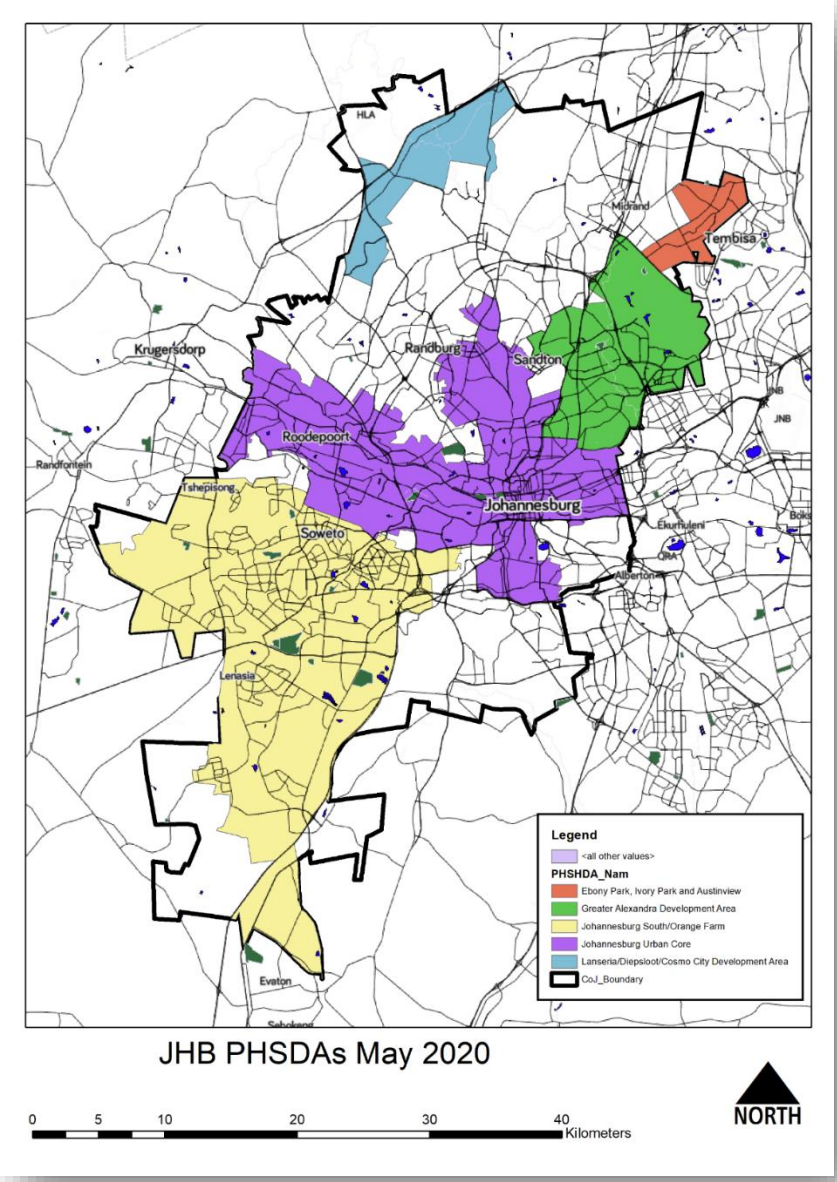


Figure 63: Gazetted PHSDA's

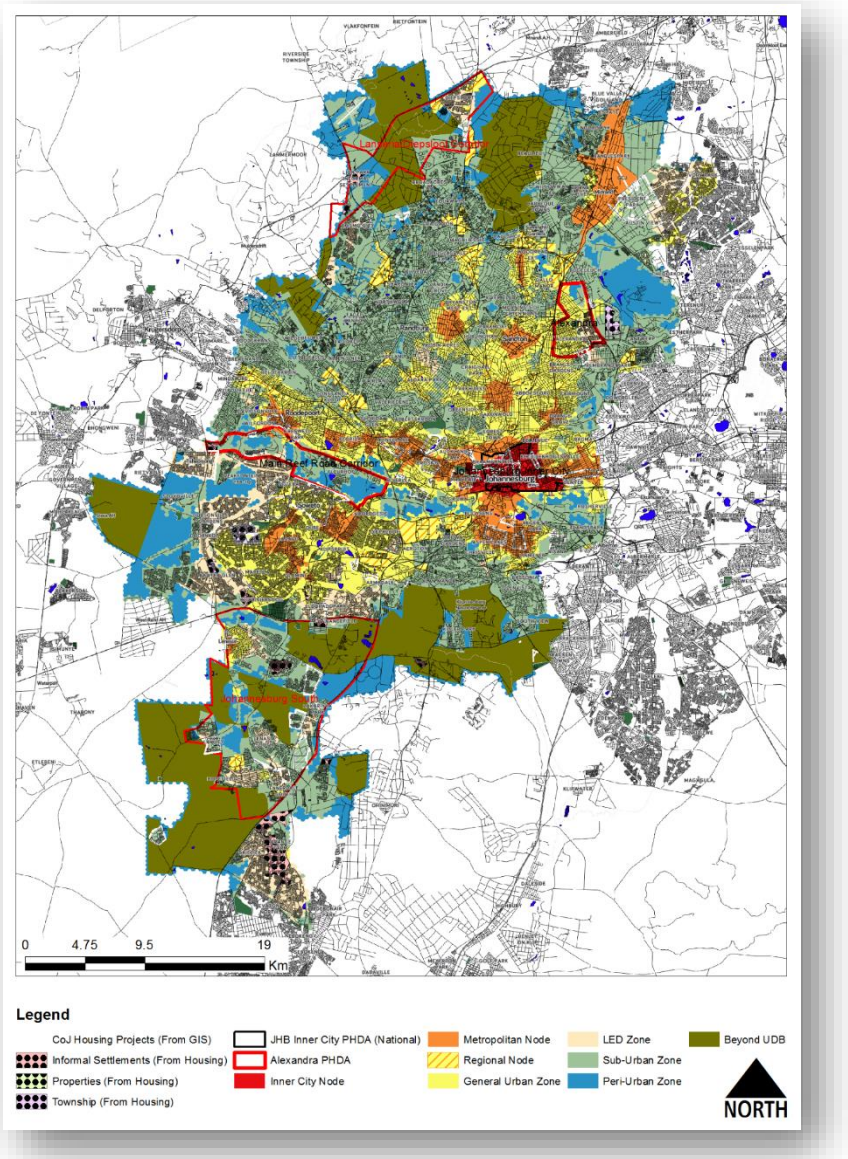


Figure 64: Priority Housing Development Areas (PHDA) in the City of Johannesburg's

21.3. 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 2025/26 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).

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 realised closed to where most Johannesburg's residents live.

21.4. Inner City Transformation roadmap

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.

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.

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.

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 backlog.
- 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 Inner-City 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.

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.

Lillian Ngoyi Explosion

The incident under scrutiny involved a methane gas explosion on 19 July 2023, along Lillian Ngoyi Street in Johannesburg, caused by gas accumulating in a tunnel beneath the street. This unfortunate event led to significant infrastructure damage, including disruptions to water, sewer, electricity, and gas services. In response, the City of Johannesburg (COJ) has launched a comprehensive rehabilitation program, focusing on immediate recovery efforts and long-term

infrastructure improvements to prevent future occurrences. The program initially included technical investigations to identify the gas source, and now upgrading tunnel designs to international safety standards, the implementation of a Transport Masterplan to transform Lillian Ngoyi Street into a Public Transport Mall, enhancing public transport, pedestrian safety, and communal spaces.

Current progress highlights the city's determination to recover and improve, with professional service providers already mobilized, aiming to address service rehabilitations, mobility enhancements, and public environment upgrades. The total contract value is R196 million, including professional fees. The program not only seeks to repair the physical damages but also to reimagine the city's infrastructure for better resilience and functionality, including smart technology for gas detection and enhanced ventilation systems.

This episode, while challenging, presents an opportunity for Johannesburg to showcase its resilience and innovation. By transforming adversity into a catalyst for urban improvement, Johannesburg reaffirms its commitment to the well-being and safety of its residents, promising a future where such disasters are mitigated through foresight, planning, and the relentless pursuit of excellence in urban management.

Special Rating Areas (SRAs)

Special Rating Areas (SRAs) are clearly defined geographical areas where property owners contribute additional rates to fund further services. This includes urban management issues such as additional public safety measures, cleaning services, the maintenance of infrastructure, upgrading of the environment, and social services. The only services that can be provided by an SRA are supplementary to those existing services provided by the municipality and they commonly include safety, cleaning, maintenance of public space and community facilities, etc.

The City of Johannesburg’s Special Ratings Areas policy statement states that the model is based on international best practice, aiming to prevent degeneration of cities and towns and the onset of urban decay. The policy facilitates economic growth and sustainable development of areas to enhance and supplement Municipal services already provided by the City.

The current progress highlights include approval of the Special Rating Areas Policy and By-law, Terms of Reference and Standard Operations Procedures have also been drafted. In implementing the SRA, the City is in the process of Piloting two SRAs viz. Braamfontein Improvement District (BID) as well as the Kew Action Group (KAG). Once the piloting phase is successfully completed, the SRA will be fully implemented.

Bad Buildings Strategy

The Bad Buildings Strategy, commissioned by the Office of the Chief Operations Officer (OCOO), is critical in outlining a strategic roadmap to redress issues related to properties that are problematic due to neglect, disrepair or other factors in the City of Johannesburg (COJ). This initiative emerges in response to pressing challenges faced by COJ, inter-alia comprising of dilapidated buildings, abandoned buildings due to increased costs of maintenance, tariffs and rates, urban housing crisis, unemployment, complexity in ownerships, delays in court processes, and inefficiencies in infrastructure redevelopment. This strategy is centered on the City’s commitment to transition from reactive to a programmatic proactive approach to address the current increase in bad buildings.

The OCOO has conducted workshops which comprised of cross-cutting Departments and Entities, including external stakeholders. Each Department presented amongst other factors, their key value chain in addressing bad buildings. The workshops were instrumental in ensuring there is also relevant knowledge sharing amongst the various Departments. To address these challenges, the Bad Buildings Strategy emphasizes the need for a paradigm shift in addressing bad buildings in the COJ. By adopting a programmatic and a proactive approach, underpinned by strategic interventions and Executive and Political support so that, the city can enhance its practices on addressing bad buildings. This, in turn, will contribute significantly to improving service delivery, attracting economic development, and enhancing the quality of life for its residents and businesses.

The Bad Buildings Strategy for 2024 calls for decisive action and substantial investment in redressing the proliferation of bad buildings. By adopting a programmatic and proactive, strategic, and evidence-based approach to addressing the scourge of bad buildings within COJ, the city can, improve service delivery, and lay the foundation for sustainable urban development. The success of this ambitious strategy will require collaborative efforts, innovative solutions, and a steadfast commitment to enhancing the quality of life for all residents of Johannesburg.

Current progress highlights include the presentation of the strategy at various internal and external committees for inputs and support. The Strategy is currently piloting the implementation by the identification of three bad buildings, namely, Vannin Court, Moth Building and Casa Mia Building, where the occupants will be relocated to various identified buildings, namely, 106 Claim Street, Fleurhoff CRU (Community Rental Units), Regents House and South Hills CRU. To date, all the occupants of Moth Building were successfully relocated to Fleurhoff CRU.

Project and Programme Preparation and Support Grant (PPPSG)

The **Project and Programme Preparation and Support Grant** (PPPSG Funded Projects) is funding various precinct upgrades and infrastructure designs in the City. The objective of the project is for detailed designs for infrastructure for Masingita City in the South of Johannesburg as well as upgrades of various Inner City precincts including partnership-based initiatives.

The Lillian Ngoyi Redevelopment Project Work Package 3 aim is to identify, plan and develop concept designs for key public environment upgrade (PEU) interventions within Inner-City Transport District as demarcated in the Inner City's Public Transport Masterplan 2021 and formulate an implementable Operational as well as Asset Maintenance Plan in the Inner City Transport District. This project is in support of the Lillian Ngoyi Rehabilitation Programme as the Centre Piece within the larger scale of the Inner-City Transport District, for the COJ for a period of 18 Months. Furthermore, due to past shortcomings regarding effective urban management in the City, an Operational Plan and an Asset Maintenance Plan for the study area will be required to ensure sustainability.

In terms of Progress, a draft Status Quo Analysis has been completed, including Heritage Assessment, Basic Engineering Infrastructure Report. The proceeding step will include activities in terms of Development of a Concept Plan.

22. Safer city

The significant increase in the rate of crime, the level of safety related issues and negative perceptions are important indicators of the state of safety in the city of Johannesburg.

The most recent crime statistics which are available from the South African Police Services (SAPS) and analysed by the South African Cities Network (SACN) in *The State of Urban Safety in South Africa Report (*SACN, 2024)[58], reports that Johannesburg has seen increases in crime rates in the past year (2022/23). For example, there has been a notable spike in the murder rate of 19% between 2021/22 and 2022/23, which is linked to the increase in armed robbery by 9% and other organised crime-related violence, such as illicit mining. The city has also experienced a rise in an assault rate of 246 (per 100 000 of the population) which is above the metro average[59] rate of 235. In addition, property related crime has increased by 4% after 16 years of sustained decreases. The rate of theft of motor vehicles and motorcycles in Johannesburg have remained well above the metro average for the past 18 years with a 117 thefts (per 100 000 of the population). Of concern is that carjacking is still a priority crime and has been consistently higher than the national average over the same period. In fact nationally, a fifth of all carjackings occur in Johannesburg.

Various surveys have been undertaken to establish how residents perceive issues of, crime, safety and police services. According to the Gauteng City Region Observatory (GCRO) Quality of Life Survey (QoLS) 7 (2023/24)[60] 50% of respondents in the City of Johannesburg indicate that crime has got worse, and the majority of respondents do not feel that the crime situation has improved over the last year. Johannesburg has the highest percentage of persons feeling unsafe after dark. i.e. 84% of respondents say that they feel unsafe walking in the area where they live after dark. Satisfaction with safety and security services provided by the government reflects a concerning downward trajectory, decreasing from 27% in 2020/21 to 25% in 2023/24, with more than half of all respondents, expressing dissatisfaction. This level of dissatisfaction is corroborated by the data from the 2022/23 Victims of Crime Survey, which indicates that Johannesburg has the fourth lowest level of trust in the police at 54%.

In addressing the levels of crime and the perception of safety in Johannesburg, it is necessary to consider the social and economic conditions that foster crime and victimisation in order to build safer communities. Increasing evidence shows that interventions targeting risk factors (family backgrounds; schooling; income and employment; drug and alcohol use; etc.) can be effective and efficient in reducing crime and other social problems. Given the range of factors and circumstances which influence the incidence of crime and safety, no single organisation can tackle community safety. Instead, working across various departments and sectors both horizontally and vertically is critical.

The Joburg City Safety Strategy (JCSS) is the City's response to address these increasing safety concerns and negative perceptions in an integrated way as a building block to economic growth and improved livelihood.

22.1. Joburg City Safety Strategy

The JCSS is an integrated and multi-disciplinary strategy (revised in 2016 and 2025) aimed at collectively improving safety in the city as envisaged by the City's long-term strategic goals

[58] SACN. 2024. *The State of Urban Safety in South Africa Report.* A report of the Urban Safety Reference Group. South African Cities Network: Johannesburg. Available online at **www.sacities.net** and **www.saferspaces.org.za**.
[59] The metro average is the sum of the SAPS annual crime statistics per city divided by nine for the number of participating metros in the SACN Urban Safety Reference Group.
[60] Quality of Life Survey (QoLS) 7 (2023/24) City of Johannesburg Municipal Report, Gauteng City Region Observatory (GCRO).

articulated in the Growth and Development Strategy (GDS) 2040 and reflected in the IDPs. The strategy aims to define a common approach to dealing with crime, violence, and safety in Johannesburg. The JCSS (2025) emphasises 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 for the City which informs the programmes of various City departments and entities identified in this IDP. The successful implementation of the updated JCSS is dependent on the CoJ's enabling environment with supportive mechanisms.

The figure below, graphically presents the updated JCSS 2025 in terms of its approach (identifying underlying causes / risk factors and protective factors to inform implementation programmes; and the enablers required) to achieve its desired outcomes.

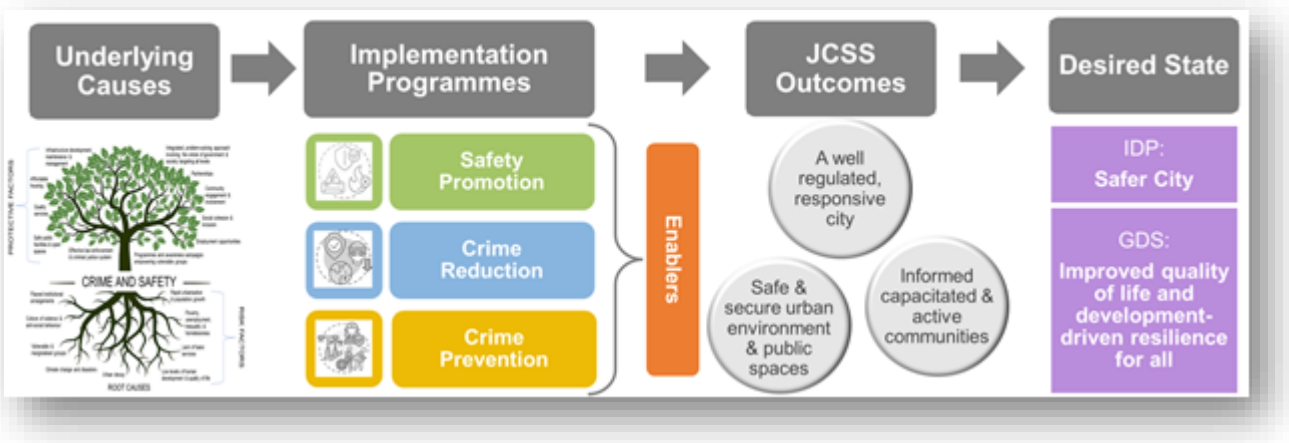


Figure 65: The JCSS 2025 Approach

The realisation of the desired outcomes will be enabled through the institutionalisation and mainstreaming of the JCSS and its methodology across the CoJ, and in partnership with a wide range of stakeholders for a whole of society approach.

22.2. Public Safety Department Initiatives

Johannesburg Metropolitan Police Department (JMPD)

The Johannesburg Metropolitan Police Department plays a critical role in advancing a safer city through **road traffic policing, by-law enforcement, and crime prevention**. Key efforts include maintaining road safety via traffic law enforcement and conducting crime-prevention operations such as vehicle and person searches, which often lead to confiscation of illegal goods and weapons. The JMPD also targets municipal by-law infractions – clamping down on illegal street trading, public nuisances, and environmental offenses – to promote cleaner, safer public spaces.

In addition, the department engages in community outreach like road safety education and awareness campaigns to encourage voluntary compliance and safe behaviour.

Technology integration is a growing focus for the JMPD. **Surveillance systems and smart tools** are being leveraged to amplify enforcement efforts. The department utilizes CCTV surveillance and automated number plate recognition (ANPR) systems for monitoring and tracking, and plans are underway to modernise these systems and data platforms for even greater impact.

By harnessing such technologies and strengthening partnerships (with agencies like SAPS and community forums), the JMPD aims to improve response times and situational awareness in crime hotspots. These enhancements align with the city's strategic priority of evidence-driven policing and smart city management.

Importantly, the JMPD is supporting **Inner City Rejuvenation** initiatives through intensified enforcement in high-crime, high-grime areas. Daily joint operations are conducted with other city entities to curb illegal land invasions, unauthorized informal trading, illegal dumping, and illicit utility connections in the inner city and other affected areas.

This collaborative approach not only restores order and cleanliness as part of urban management objectives, but also reclaims public spaces from criminal activity. Furthermore, a new specialized **Tactical Response Unit** has been established to crack down on serious crimes that undermine inner-city safety – including operations against illegal mining syndicates, hijacked buildings, and armed heists.

Through consistent and visible enforcement of by-laws and criminal statutes, the JMPD contributes to a safer, more orderly inner city, laying the foundation for broader rejuvenation efforts. These measures also ensure Johannesburg is well-prepared to secure major events; the JMPD stands ready to coordinate with national police and even international agencies for high-profile gatherings, reinforcing the city's commitment to safety for events like the upcoming U20 or G20 summits if required.

Emergency Management Services (EMS)

Emergency Management Services provide **firefighting, rescue, and emergency medical response** crucial to city safety. EMS is sharpening its strategic focus to align with the Safer City priorities by shifting from reactive response to a **proactive, preventive approach.**

This includes community education on fire safety, intensive public awareness campaigns, and enforcement of fire safety by-laws (in coordination with JMPD and Development Planning) to reduce the incidence and impact of fires and other emergencies. Notably, EMS is targeting the Inner City's high-risk environment of **non-compliant "hijacked" buildings** – which have contributed to major fire disasters – through regular building inspections and enforcement of safety regulations.

To support this, the department is recruiting additional fire safety inspectors and Public Information Education and Relations (PIER) officers, as well as training community volunteers, to strengthen compliance and preparedness at the grassroots level. These steps not only help prevent tragedies but also support the City's inner-city rejuvenation by addressing unsafe living conditions and ensuring buildings meet safety standards.

EMS is also bolstering its **operational capacity and technology integration** to improve emergency response. A significant investment of R398 million has been allocated for 2024–2026 to upgrade the City's firefighting "red fleet," enabling the procurement of **state-of-the-art fire engines and equipment**. This includes exploring modern firefighting technologies such as **drones**

with cameras for real-time situational assessment, which will enhance firefighting techniques and firefighter safety.

The City has recently opened the new **Central Fire Station in the Inner City**, and EMS is deploying 43 additional firefighters to this station to boost capacity in a high-demand area. Plans are in place to construct new fire stations in other high-call areas like Alexandra and Lehae to further improve coverage.

In terms of emergency medical services, EMS is working to ensure quicker medical response despite regulatory hurdles. The City is partnering with the Gauteng Provincial Government to **integrate ambulance services** into municipal operations – for instance, through a memorandum of agreement that will station provincial ambulances at City fire stations.

Dispatching ambulances alongside fire engines from fire stations will significantly improve response times for critical medical calls. Additionally, EMS is enhancing its Emergency Command Centre with a new dispatch system and trained call-taking staff to speed up emergency call processing.

Through these initiatives – education, prevention, modern equipment, and integrated emergency response – EMS is aligning with Johannesburg's broader safety goals by building a more **resilient, prepared city** that can prevent emergencies where possible and respond effectively when they do occur.

Disaster Management (DM)

The Disaster Management unit coordinates the City's efforts to **mitigate, prepare for, respond to, and recover from disasters and major incidents**, aligning with both national legislation and international best practices. In the past year, the City's Disaster Management Centre (DMC) has handled hundreds of incidents – from urban floods to informal settlement fires – and has developed a comprehensive **City Level-1 Disaster Management Plan**, which is now approved and being implemented.

Moving forward, the focus is on enhancing strategic readiness and institutional capacity to better handle Johannesburg's risk profile, which includes climate-related events (e.g. extreme weather causing floods or fires) and urban hazards (such as structural collapses or hazardous material incidents).

A top priority is establishing a **fully functional, world-class Disaster Management Centre** with advanced technological capabilities. Plans include deploying an **advanced Early Warning System** for timely alerts of severe weather or other threats, and implementing an integrated disaster information management and communication system (potentially through enhancements to the City's SAP platform and third-party partnerships).

These upgrades will enable data-driven risk monitoring and faster dissemination of warnings to both officials and the public. In tandem, the DMC is reviewing and updating the City's Disaster Management Framework and progressing the Disaster Management Plan to a **Level-2 plan**, ensuring alignment with the latest policy mandates and integration into the City's IDP.

Strengthening interdepartmental and intergovernmental coordination is also key – the unit works with all City departments, regional offices, provincial structures, and even private and non-profit sectors to ensure a unified response to disasters and to embed risk reduction measures across city programs.

Community preparedness forms a cornerstone of the City's disaster risk reduction efforts. Disaster Management has been actively **capacitating communities through training and awareness**, exceeding targets by training residents in over 100 communities on emergency preparedness and basic response skills.

Ongoing public education covers topics like fire prevention, flood safety, and climate change adaptation, aiming to build **resilient communities** that can withstand and recover from adverse events. These community-centric initiatives not only save lives but also foster a culture of readiness and risk awareness citywide.

Finally, Johannesburg's Disaster Management initiatives are being aligned with **global frameworks and events**, reinforcing the city's role on the international stage. The department is improving reporting and strategy alignment to international commitments such as the **UN Sendai Framework for Disaster Risk Reduction 2015–2030 and the Sustainable Development Goals (SDGs)**, ensuring that local actions contribute to global targets for resilience and sustainability.

It is also preparing for large-scale events and international summits – for example, developing robust contingency plans and multi-agency coordination mechanisms to safeguard the city during high-profile gatherings like the **Urban 20 (U20) Mayoral Summit or the G20 Summit**, in line with Johannesburg's commitment to international partnerships.

By building a disaster-ready city – with strong early warning systems, trained communities, and cohesive plans – the DMC supports the overall safer city vision and protects both residents and visitors from harm.

Integrated Intelligent Operations Centre (IIOC)

The Integrated Intelligent Operations Centre is the "nerve center" of the City's public safety strategy, using technology and data analytics to enhance city safety and urban management. The IIOC provides a central platform for **real-time monitoring, information sharing, and coordinated response** across the Public Safety Department (and beyond), aligning with Johannesburg's smart city ambitions. Key strategic interventions are underway to strengthen the IIOC's capabilities and reach. Notably, the City is **upgrading the IIOC platform with advanced artificial intelligence (AI) capabilities** to enable predictive analytics and evidence-based deployment of resources. This will allow safety officials to analyze crime patterns, traffic flows, and emergency incidents more intelligently and to anticipate problems before they escalate.

In addition, the IIOC is leading the expansion of the City's surveillance infrastructure. A program to **implement comprehensive CCTV camera coverage across the city** is in progress, which involves installing new cameras in crime hotspots, along major routes, and in public spaces.The IIOC is also brokering **strategic partnerships with the private sector to leverage their existing CCTV networks** for example, integrating feeds from business districts, shopping malls, and community security cameras into the central system. This city-wide surveillance web, combined with AI-driven analytics, will greatly enhance situational awareness for law enforcement and emergency responders. Furthermore, the IIOC is working on **digitizing and automating internal processes** for incident reporting and resource dispatch, which will improve response times and inter-agency communication.

By breaking down information silos and using smart technology, the IIOC supports more synchronised operations between JMPD, EMS, Disaster Management, and other stakeholders.

Overall, the bolstering of the IIOC aligns with Johannesburg's strategic priority of a **data-driven, technologically empowered approach to public safety**. From a Safer City perspective, the IIOC's intelligence-led coordination means that police patrols can be directed to where they're needed most, emergency services can be alerted faster during crises, and city managers can get a live picture of safety and urban management issues at any time. This integration of technology not only aids in crime prevention (through quicker detection of incidents and suspects), but also helps enforce by-laws and manage city events more effectively. As the IIOC's enhancements come online, residents can expect a more responsive and **evidence-based public safety service**, where resources are deployed efficiently and problems are addressed proactively through the smart use of surveillance and information systems.

Licensing Services

Licensing Services (a division of Public Safety) is responsible for issuing and administering **driver's licenses, vehicle registrations, and related services**. Efficient, accessible licensing services contribute to public safety by ensuring that drivers are qualified, and vehicles are roadworthy and compliant with the law. In support of the City's safer and well-run urban environment goals, the department is undertaking several initiatives to modernize and expand licensing operations, improve compliance, and integrate technology.

Key licensing initiatives for 2025/26 include:

- **Expanding Community Access to Services:** Establishment of new and upgraded licensing centers closer to where people live.

Additionally, an existing facility in Dube will be **converted into a full Driver's License Testing Centre (DLTC)** to offer license renewals, learner's tests, and driver testing within the community.

These centres will be equipped with modern amenities and digital systems (hence "smart" centres) to streamline services. The department also intends to deploy **mobile licensing trucks** that can travel to under-served areas, bringing services like license renewals and registrations directly to communities as part of an outreach program.

This mobile service will particularly support inner-city residents and those in remote parts of the city, reducing the need to travel long distances for licensing needs.

- **Technology Integration and Process Modernization:** Licensing Services is embracing technology to improve efficiency and reduce fraud. A major innovation being introduced is **electronic testing (e-testing) for driver's license exams** using handheld digital devices, which will replace the traditional paper-based tests.

This will speed up testing, provide immediate results, and enhance the integrity of the testing process. The department is also digitizing other aspects of licensing – for instance, moving more services online (where possible) and upgrading the National Traffic Information System (NaTIS) interfaces – to reduce manual paperwork and wait times. Furthermore, there are plans to **extend operating hours and increase staffing** at licensing centres to accommodate higher demand and backlog reductions.

By hiring additional licensing officers and opening centres for longer hours (including weekends or evenings), the City aims to make licensing more convenient and eliminate long queues.

- **Upgrading Facilities and Resilient Infrastructure:** To ensure reliable service delivery, the City is investing in the physical infrastructure of licensing centres. Many centres will undergo upgrades for better customer experience and efficiency. This includes installing backup power solutions (generators or solar power) to keep centres functional during load-shedding or power outages, and improving maintenance of IT networks to minimise system downtimes.

Recent assessments noted that power failures often led to non-functional traffic signals and licensing system interruptions, which not only inconvenience customers but also pose road safety risks.

By **modernizing licensing centres with new technology and ensuring power resilience**, the department will provide more consistent services. These improvements directly support urban management objectives by reducing service disruptions and keeping traffic flowing (e.g., functioning traffic lights and efficient clearing of vehicle registrations).

- **Enhanced Compliance and Anti-Corruption Measures:** Improving licensing services also contributes to lawfulness and safety in the city. The department is working closely with JMPD to ensure only properly licensed drivers and vehicles are on the road, which will help reduce accidents and offenses.

Internally, a **zero-tolerance stance on corruption and fraud** at licensing centers is being reinforced. Issues such as unregulated “runners” or touts who solicit bribes to fast-track applications have been identified as a problem, undermining service integrity.

In response, the City is strengthening security at these facilities and rolling out public awareness campaigns to discourage the use of unlawful intermediaries. There are also ongoing **anti-corruption education programs for both staff and residents** on how to spot and report fraud, part of a broader initiative to improve ethics in service delivery.

By remodelling processes to be more transparent and user-friendly (for example, clearer information and queuing systems) and taking disciplinary action against misconduct, Licensing Services aims to foster public trust. An important outcome will be increased voluntary compliance with vehicle licensing and traffic laws, contributing to overall city safety and a culture of rule of law.

Through these concerted efforts, the Licensing Services department will tangibly improve customer experience and compliance rates. Streamlined and decentralised licensing operations mean citizens spend less time in queues and more vehicles are properly licensed. In turn, this supports the City’s broader urban management goals: reducing road accidents, cutting down on traffic congestion caused by unlicensed drivers or vehicles, and enhancing the efficiency of city transport networks. Ultimately, modernising licensing is another facet of building a **safer city**, ensuring that all road users meet legal requirements and that the systems governing them are robust, accessible, and fair. Each of these initiatives – whether it’s a smart centre in a township or a new digital testing method – aligns with Johannesburg’s commitment to service excellence and the principle that a well-regulated city is a safer city.

22.3. Transversal Initiatives

Community Development

As crime rates rise among the youth, identified as a priority group at who are at risk of becoming potential offenders or of becoming victims of crime, it becomes increasingly clear that interventions are necessary to steer them away from negative influences and towards constructive pursuits. The programmes offered by Community Development provide safe spaces and positive outlets for young people that fosters a sense of community and belonging. This proactive involvement not only enriches their lives but also contributes to a significant reduction in crime. To this end, the Department offers the following services and programmes: Afterschool and Holiday programmes (provided by libraries, sports facilities, recreation centers, community halls, multi-purpose centers, swimming pools, museums, and galleries; Library and Information Services (reading development, digital transformation programs, science, and information technology, among others.); Arts and Cultural Programmes (hosting major concerts and festivals, and integrating youth in such activities); Sports and Recreation Programmes (collaborate with schools to integrate sports into the school curriculum, increase access to sports facilities, elevate youth to competitive levels); to ensure Safety Compliance at major cultural and sporting events. The department with its partners will implement these programmes to redirect Youth, to contribute towards improved quality of life, and to create safe spaces for citizens.

Social Development

The Department of Social Development (DSD) contributes to the Safer City Priority by addressing social vulnerabilities and reducing the human factors that contribute to unsafe urban environments. Homelessness and substance abuse are deeply interconnected and often reinforce cycles of poverty, violence, and crime. The department's interventions are framed within a developmental social welfare model that emphasizes prevention, early intervention, empowerment, and reintegration. The Departments strategic response to homelessness includes the following: development of a Citywide Homelessness Strategy (a framework to standardize service provision across regions); Expansion of Shelter and Safe Space Network; a multi-disciplinary Integrated Outreach Programme; Reintegration and Empowerment Services (Family tracing and reunification, access to skills development, literacy programmes, and job placements, mental health and substance abuse referral pathways); Homeless Management Information System (HMIS) (a centralized digital system for registering, tracking, and managing homeless cases). The strategic response to substance abuse will entail: strengthening Local Drug Action Committees (LDACs); Public Education and Prevention Campaigns; Treatment, Rehabilitation Aftercare and Economic Reintegration support. To enable the above will require the formalisation of partnerships and coordination, as well aa a review of policies and by-laws toward better alignment for a developmental approach. The Department of Social Development is committed to leading and coordinating inclusive, compassionate, and results-driven interventions to reduce homelessness and substance abuse, while promoting dignity, wellbeing, and community resilience.

Health

The Health Department is committed to fostering safe and healthy communities through various programs and initiatives. These initiatives include: Safety Compliance and Risk Mitigation (risk assessments and mitigation, enforcement of legislation, monitoring and surveillance of facilities, response to diseases when required); Awareness & Prevention Programs (on substance abuse, teenage pregnancy and sexual health, and reproductive health services and counselling); Promoting Community and Staff Wellness (delivering health education to schools, workplaces, and community groups); and Interdepartmental Collaboration to ensure a comprehensive approach.

The Health Department remains dedicated to creating a safer, healthier environment for all residents.

Development Planning

Development Planning, through its City Transformation And Spatial Planning unit, is undertaking a number of projects aimed towards creating an emphasis on the Safer City Concept. The projects include: the High Court Precinct; Inner City Walkable Networks; Hillbrow Health Precinct; Mayfair Public Environment Upgrade; and Our City Our Block. These projects focus on public environment upgrades to improve safety, cleanliness, accessibility, walkability, and linkages. Through place-making interventions by means of partnerships and private sector contributions, and upgrading of infrastructural services, the City aims to foster the overall attraction, retention and expansion of businesses in the identified areas and improve the overall well-being of communities.

Transport

The Transport Department among other things is responsible for collaborating with other departments and entities towards ensuring that transport users are safe when travelling on city roads as well as the enforcement of by-laws on dedicated Rea Vaya bus lanes. The departments contribution to the Safer City priority includes the following: Road Safety and Education Outreach programmes; protection of the City's transport infrastructure against vandalism, destruction and theft; Enforcement of by-laws and applicable legislation on dedicated Rea Vaya bus lanes; routine patrols/ searches in and around Public Transport infrastructure to curb illegal activities; and normalization of public transport operations (addressing illegal on-street ranking etc).

Johannesburg City Parks and Zoo

Johannesburg City Parks and Zoo (JCPZ) is responsible for improving safety in public open spaces (POS) which includes parks, cemeteries, ecological sensitive areas, nature reserves, koppies, ridges, and bird sanctuaries The organisation must address several safety challenges in these areas and reduce environmental harm. These challenges include the invasion and vandalism of public open spaces by growing homelessness and 'wastepreneurs'. These challenges are worsened by criminal activity and lawlessness in public open spaces. JCPZ responds to the safer city priority through the Environmental Enforcement Programme. A key initiative of the programme is the Environmental Enforcement Unit (Park Rangers) which has a current capacity of 35 Rangers and 11 vehicles with a plan to increase capacity and resources for this unit in the future. Included in their responsibility is the education of the community of POS utilisation. Given that Park Rangers have no powers to conduct law enforcement JCPZ rely on JMPD's Park Patrolling team to enforce by-laws in public open spaces. The Park Rangers thus act as support in monitoring and securing open spaces and any transgression is dealt with by JMPD and SAPS. JCPZ will strengthen current partnerships with SAPS, JMPD and Community Policing Forums, Residents Associations, and other spheres of government and national entities. The organisation further utilises externally funded programs to support the Environmental Enforcement Programme namely, Environmental Monitors, Groen Sebenza and Tourism Monitor. The organisation, through its capital development projects, will investigate alternative safety features towards public open space safety to deter POS invasion where possible. JCPZ is currently reviewing the following by-laws in its jurisdiction: Public Open Space, Cemeteries and Crematoria, and proposing a Nature Reserve by-law. On approval, these by-laws will allow the Rangers to enforce the by-law in POS.

Conclusion

The statistics and public perceptions presented above highlight the significant challenges confronting Johannesburg's safety landscape. Rising crime rates, concerns over law enforcement effectiveness, and deep-seated socio-economic drivers of insecurity highlight the urgent need for a coordinated, multi-sectoral response. Crime and urban disorder do not only threaten the well-being of residents; they also undermine economic vitality, public health, social cohesion, and the City's broader developmental ambitions, including Inner City Rejuvenation and Johannesburg's role as a host city for global events such as the U20/G20 Summits.

However, the City is not merely reacting to these challenges, it is proactively reshaping its approach to public safety. Through technology integration, strategic enforcement, and community-driven interventions, Johannesburg is modernising its policing, emergency response, and by-law enforcement mechanisms. The JMPD is leveraging smart surveillance, AI-powered crime analytics, and inter-agency collaboration to strengthen crime prevention and by-law enforcement. EMS is advancing a proactive fire safety and emergency management model, while Licensing Services is rolling out digital modernisation and expanded community access to essential services. The Disaster Management Centre and the IIOC are positioning the City to be more data-driven, responsive, and resilient in tackling emergencies and long-term safety threats.

Yet, the City's vision for a Safer Johannesburg cannot be achieved through enforcement alone. Preventing crime and fostering safer communities require a city-wide effort, involving urban planning, social development, and economic empowerment alongside law enforcement. By aligning safety initiatives with broader urban renewal, service delivery, and governance improvements, the City is embedding safety as a core pillar of its IDP.

Johannesburg's future as a world-class, investor-friendly, and inclusive city depends on sustained action to reduce crime, restore public confidence in safety institutions, and enhance resilience. Achieving this requires partnerships between government, businesses, civil society, and communities, as well as continuous innovation in how safety is managed. This IDP represents a decisive commitment to these objectives, ensuring that safety remains central to the City's growth, prosperity, and quality of life for all residents.

23. 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.

The priority of environmental sustainability and climate change is therefore concerned with advancing towards a sustainable, resilient, and liveable city, with a 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).

23.1. Key Environmental Sustainability Issues for the City

The City of Johannesburg (CoJ) is confronted with pressing environmental sustainability challenges, primarily driven by rapid urbanisation. This phenomenon is exerting substantial pressure on infrastructure, depleting natural resources, and adversely affecting air and water quality. Addressing these challenges is critical, as failure to do so may lead to severe consequences for the well-being of CoJ's citizens.

Urbanisation Pressure: The unprecedented urbanisation trend is straining existing infrastructure and services, resulting in the transformation, fragmentation, and degradation of natural assets. This leads to a decline in environmental quality, particularly in air and water. The City faces significant difficulties in planning for the escalating demands and addressing the cumulative impacts of urbanisation.

Greenhouse Gas Emissions: CoJ is a major contributor to greenhouse gas emissions, primarily due to its dependence on coal-powered generation. This reliance accounts for 66.7% of the city's total greenhouse gas emissions. Failure to achieve annual reduction targets exacerbates climate change impacts, disproportionately affecting vulnerable communities in informal settlements.

Solid Waste Management: The generation of solid waste has surged due to rapid urbanisation and economic growth. The demand for waste collection and management services surpasses existing infrastructure capacities. Inadequate waste disposal leads to illegal dumping and littering, negatively impacting both human and ecosystem health.

Undervaluation of Natural Areas: Natural areas, open spaces, and the ecosystem services they provide are inadequately valued in municipal planning and management. This undervaluation results in insufficient resources allocated for their protection and rehabilitation, undermining their contribution to the well-being of CoJ's citizens and visitors.

Water Quality and Scarcity: Water quality in all catchments exceeds legal and ecological thresholds, posing risks to human life, aquatic ecology, and economic activities. The City's reliance

on externally sourced water is exacerbated by long-term droughts. Proactive measures are imperative to secure a sustainable supply and quality of water.

Biodiversity Protection: The high-value biodiversity in CoJ is inadequately protected, with only a third of the city area having natural land cover. A mere 1% of the remaining biodiversity is under protection, hindering the city's ability to meet provincial and national biodiversity targets.

Air Quality Concerns: Poor air quality, attributed to sources within and outside CoJ's jurisdiction, poses health risks. Industrial emissions, domestic fuel combustion, vehicle emissions, and mining activities contribute to deteriorating air quality. Vulnerable populations, particularly the poor, bear the brunt of these adverse effects.

Addressing these environmental sustainability challenges requires a collaborative effort involving various stakeholders. Monitoring environmental trends, implementing policy initiatives, and enforcing regulations are essential for fostering sustainable practices in the City of Johannesburg. Proactive and comprehensive strategies are imperative to ensure the long-term well-being and resilience of CoJ's environment and its residents.

23.2. Achieving Environmental Sustainability through A Policy Response

The City has adopted a variety of environmental policies to address specific challenges and promote sustainability. The most relevant ones to mention from an integrated planning perspective are the following:

Climate Action Plan

The IPCC's Working Group I (WGI) report, released in August 2021, is a crucial component of the Sixth Assessment Report (AR6) focusing on the Physical Science Basis of climate change. The report emphasises the undeniable impact of human activities, particularly greenhouse gas emissions, on global climate, resulting in a warming of 1.1^{o}C from 1850 to 1900. Failure to address emissions may lead to a temperature increase surpassing 1.5^{o}C and 2^{o}C in this century, affecting all regions globally.

Climate Change Impact on Africa and Cities: The African continent, including the City of Johannesburg (CoJ), is witnessing rising temperatures and increased instances of extreme heat, often linked to heat waves. Projected trends indicate a heightened risk of flash floods in urban areas due to intensified rainfall events. Furthermore, the report highlights an escalating frequency of drought episodes across Africa, posing a substantial risk to water supply and industrial activities, which are particularly crucial for Gauteng's economic significance.

Global Risks and City Resilience: The World Economic Forum identifies "climate action failure," "extreme weather," and "biodiversity loss" as the top global risks. Recognising these risks, the CoJ is working towards building climate resilience by securing key ecological infrastructure, such as wetlands and open spaces. Initiatives like rainwater harvesting and urban agriculture are being promoted to enhance sustainability and adaptability.

Climate Action Plan (CAP) and Strategic Commitments: The CoJ has developed the Climate Action Plan (CAP), aligning with the Paris Agreement's objectives. This comprehensive plan integrates both greenhouse gas emissions reduction and climate change adaptation strategies. The commitment to climate action is embedded in the Growth and Development Strategy 2040, with Outcome 2 envisioning a resilient, liveable, and adaptive society for all citizens.

Greenhouse Gas Emissions Management: To address emissions, the CoJ adopts a "management through measurement" approach, employing the Global Protocol for Community-Scale Greenhouse Gas Emissions (GPC). The 2016 Greenhouse Gas Emissions Inventory indicates a total of 20.9 million metric tons of carbon dioxide equivalent emissions. The stationary energy sector contributes the most (11.4MtCO2e), primarily driven by electricity consumption in manufacturing and construction. The transportation sector follows with 7.3MtCO2e, and the waste sector contributes 2.3MtCO2e. The city aims to achieve emission neutrality and climate resilience by 2050 through evidence-based, transformative actions outlined in the CAP.

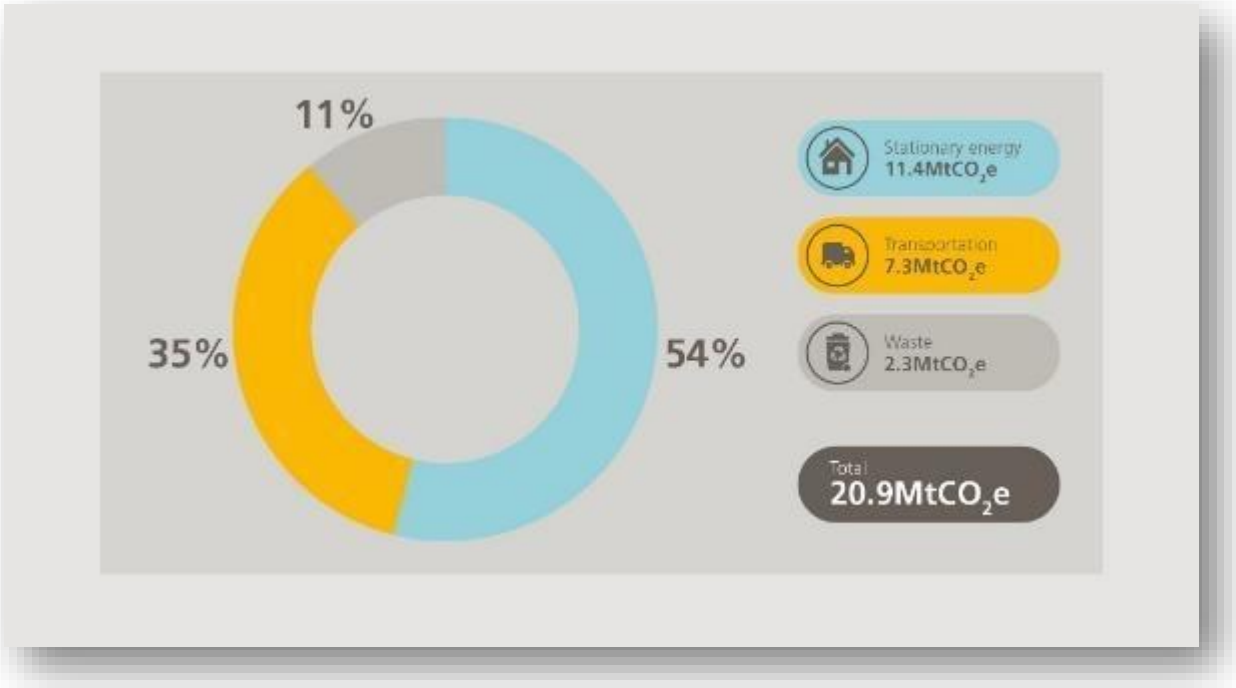


Figure 66: Greenhouse Gas Emissions in Joburg

23.3. Air Quality Management Plan

Municipalities play a pivotal role in curbing the adverse impacts of air quality on both the environment and public health. The City of Johannesburg (CoJ) took its initial steps by formulating its first Air Quality Management Plan (AQMP) in 2003, predating subsequent legislative advancements in air quality management. Over the years, regulatory changes and evolving mandates have prompted the need for a comprehensive review and update of the AQMP to align with contemporary air quality management principles.

Air Quality Dynamics in CoJ: Air quality in CoJ is shaped by the emission of gaseous and particulate pollutants from diverse sources, including anthropogenic activities and natural elements. Key contributors to air pollution encompass transportation, mining operations, and domestic fuel combustion. Both listed (mainly industrial/commercial activities) and non-listed sources, such as open burning and dust from various sources, collectively contribute to suboptimal air quality within the city.

AQMP Review and Vision: The City has recently concluded the review of the 2003 AQMP, emphasising the need to safeguard the health and well-being of residents. The draft of the 2017

AQMP underscores the vision to "Achieve acceptable air quality levels within the city." Identified as priority pollution sources requiring immediate attention are domestic fuel burning, industrial activities, vehicular emissions, and dust emanating from tailings storage facilities (TSF).

Goals for Improving Air Quality: In pursuit of enhanced air quality, the City has set forth specific goals:

a) **Collaboration with Stakeholders:** Engage in collaborative efforts with stakeholders to develop and implement strategies aimed at reducing air emissions.
b) **Regulatory Compliance:** Regulate emission sources within the city to ensure compliance with air quality requirements.
c) **Comprehensive Management System:** Develop and maintain a robust air quality management system to comprehensively address pollution concerns.
d) **Capacity Building:** Provide the necessary capacity to deliver effective Air Quality Management services.
e) **Resident Empowerment:** Empower and inform CoJ residents about air quality through educational initiatives, awareness campaigns, and communication programs.
f) **Research and Innovation Support:** Support innovation and research that contributes valuable insights to air quality improvement and decision-making processes.

The City of Johannesburg's commitment to these goals underscores its dedication to proactive air quality management, recognising the importance of a collaborative, informed, and innovative approach to ensure a healthier and sustainable urban environment.

23.4. Integrated Waste Management Plan

In adherence to the National Environmental Waste Management Act 59 of 2008, municipalities are mandated to develop Integrated Waste Management Plans (IWMP) as an integral part of their Integrated Development Plan (IDP). The primary goal of IWMP is to optimise waste management, striving to enhance efficiency, reduce financial costs, and minimise environmental impacts.

Strategic Focus of IWMP

The City of Johannesburg (CoJ) is currently grappling with the repercussions of rapid population growth, largely fuelled by a substantial influx of individuals seeking opportunities in the city. With approximately 10,000 new residents joining monthly, the municipality faces significant challenges in managing the escalating volume of solid waste efficiently. To address this, the IWMP is designed to minimise the waste stream destined for landfills while maximising the value extracted at every stage of waste collection and disposal.

Population Growth and Waste Management Challenges

The surge in population directly correlates with an increase in solid waste production, necessitating an evolution of municipal services to meet the growing demand effectively. Compounding this challenge is the persistent issue of illegal dumping, prompting the municipality to develop comprehensive programs to mitigate its adverse effects and ensure a cleaner, more sustainable urban environment.

Commitment to Strategic Measures

In response to these challenges, the City of Johannesburg is committed to implementing strategic measures and innovative solutions. Through proactive planning and targeted interventions, the municipality aims to maintain a resilient and efficient municipal infrastructure capable of managing evolving demands. The IWMP outlines the following key areas of focus:

The City of Johannesburg is committed to **waste minimisation**, aiming to divert 45% of waste from landfills within five years, increasing to 55% in ten years, and ultimately achieving a minimum of 70% within fifteen years, with the long-term goal of zero waste going to landfills. Ensuring **effective and sustainable waste services** for all residents is a priority, striving to maintain clean neighbourhoods supported by financially sustainable waste management practices. The city also emphasises **compliance, enforcement, and awareness**, promoting a culture of responsibility with zero tolerance for pollution, litter, and illegal dumping. This comprehensive approach aligns with the city's vision for a clean, sustainable, and environmentally conscious community.

Strategic Initiatives

To achieve these objectives, the CoJ plans to implement three key initiatives:

a) **Promotion of Separation at Source:** Encourage and promote the separation of waste at its source to enhance recycling efforts.
b) **Development of Alternative Waste Treatment Technologies:** Explore and implement innovative technologies for treating waste as an alternative to conventional landfill disposal.
c) **Reduction of Waste to Landfill:** Focus on waste minimisation strategies to reduce the amount of waste ultimately sent to landfills. Infrastructure project such building an incinerator, such be considered.

Through the diligent execution of the IWMP and these strategic initiatives, the City of Johannesburg aspires to build a sustainable waste management framework that aligns with environmental goals while effectively addressing the challenges associated with rapid population growth.

23.5. Water Services Development Plan

The Water Services Developmental Plan (WSDP) functions as a strategic framework, delineating the water services authority's approach to planning and delivering water services within its jurisdiction. This recurring annual obligation, mandated by Chapter 3 of the Water Services Act No 108, 1997, is an integral part of the Integrated Development Plan (IDP) process.

Comprehensive Planning: Encompassing various dimensions such as consumer profiles, services, infrastructure requirements, and organisational aspects, the WSDP is a comprehensive plan that evaluates the viability of proposed approaches. It also considers sustainable issues like socio-economic and environmental factors, leading to the formulation of strategies for enhanced service provision.

Guiding Water Infrastructure Development: Critical for meeting present and future water demands, the WSDP guides the planning and development of essential water infrastructure. This includes the construction of vital components such as water treatment plants, distribution networks, and storage facilities.

Addressing Urban Challenges: Tailored to tackle challenges posed by population growth and urbanisation, the WSDP ensures the city's water services infrastructure is equipped to handle growing demands associated with a burgeoning population and expanding urban areas.

Resource Management for Sustainability: Effective resource management is a fundamental aspect, involving the assessment of available water resources, their quality, and quantity. The plan explores potential alternative water sources and advocates conservation measures, aligning with sustainable development principles.

Strategies for Efficiency and Effectiveness: The WSDP outlines strategies for improving the efficiency and effectiveness of water service delivery. This includes considerations for upgrading existing infrastructure, incorporating new technologies, and implementing best practices in water management to guarantee a reliable and safe water supply.

Environmental Considerations: Environmental considerations are integral to the WSDP, taking into account the potential impact of water services development on ecosystems, water quality, and biodiversity. The goal is to minimise adverse environmental effects and promote sustainable water management practices.

Regulatory Compliance: Ensuring regulatory compliance is paramount for local governments in the realm of water services. The WSDP serves as a tool to align the city's water services development with both national and local regulations, ensuring adherence to health and safety standards.

Risk Management: Recognising the importance of risk management, the WSDP identifies potential risks and vulnerabilities in the water supply system. Mitigation strategies are proposed, encompassing measures to address challenges such as water scarcity, drought, pollution, and other factors that may impact water availability and quality.

In essence, the WSDP is a comprehensive framework that addresses multifaceted aspects to ensure the resilience, sustainability, and effectiveness of water services in a given region.

23.6. Biodiversity Action Plan

A bioregional plan serves as a legislated planning tool established by the NEM: Biodiversity Act, 2004, to facilitate the management and conservation of biological diversity. The purpose is to provide the conditions for integrated and coordinated biodiversity planning, particularly focusing on areas outside the formal protected areas network.

Objectives of Bioregional Plans: The primary objectives of bioregional plans include:

a) Serving as the key biodiversity informant for land-use and resource-use decision-making.
b) Identifying a network of Critical Biodiversity Areas that achieve national biodiversity thresholds on the least amount of land possible.
c) Acting as the spatial biodiversity framework and policy for sustainable development, ensuring compliance with environmental and planning legislation requirements.

Urban Biodiversity Conservation: Johannesburg, being a rapidly urbanising area, faces challenges in conserving biodiversity within its urban landscape. A bioregional plan helps identify and protect critical biodiversity areas outside formally protected zones but still within the city's jurisdiction.

Integration with Urban Planning: The city's expansion and development necessitate a careful balance between urban growth and biodiversity conservation. Bioregional plans seamlessly integrate with existing urban planning processes, such as Spatial Development Frameworks (SDFs), ensuring that biodiversity considerations are embedded in the city's growth strategies.

Land-Use Decision Making: Johannesburg, with its dynamic land-use patterns, can benefit from a bioregional plan by providing clear guidelines for decision-making regarding land use and resource utilisation. This ensures that urban development minimally impacts critical biodiversity areas.

Support for Environmental Compliance: The plan acts as a spatial biodiversity framework, aiding the city in complying with environmental and planning legislation. This is particularly relevant for a city striving to meet national and international commitments related to biodiversity conservation and sustainable development.

Enhanced Environmental Assessment: In a city that undergoes various development projects, Environmental Impact Assessments (EIAs) and other assessments are frequent. Bioregional plans offer valuable information and guidelines for these assessments, streamlining the process and ensuring that biodiversity considerations are adequately addressed.

Climate Change Resilience: Johannesburg, like many urban areas, faces challenges related to climate change. A bioregional plan contributes to the city's climate resilience by promoting sustainable land-use practices, reducing environmental stressors, and maintaining ecosystems that play a role in climate adaptation.

Community Engagement and Awareness: The plan serves as a tool for engaging the community in biodiversity conservation efforts. By highlighting the importance of critical biodiversity areas and involving the public in decision-making processes, Johannesburg can foster a sense of environmental stewardship among its residents.

Mitigation of Environmental Risks: Johannesburg, with its unique environmental challenges, can benefit from a bioregional plan's identification of potential risks and vulnerabilities in the water supply system. Mitigation strategies proposed in the plan can help address challenges such as water scarcity, drought, and pollution.

The application of a bioregional plan in Johannesburg is essential for harmonising urban development with biodiversity conservation, meeting environmental compliance standards, and fostering sustainable development in the face of urbanisation and environmental challenges.

23.7. Achieving Environmental Sustainability through Regulation

The City of Johannesburg, through its Environment and Infrastructure Services Department (EISD), plays a pivotal role in environmental regulation and sustainability.

This regulatory role is rooted in compliance with national legislations such as the National Environmental Management Act, the Air Quality Act, and the Waste Management Act. The EISD oversees the implementation of policies and strategies, coordinates with three key municipal entities, and enforces environmental standards to ensure that the city's development aligns with the principles of sustainable growth and responsible resource management. Through designated officers and inspectors, the city actively engages in monitoring, regulating, and mitigating environmental impacts across various sectors, fostering a resilient and ecologically conscious urban landscape.

23.8. Environmental Management Inspectors ("Green Scorpions")

The introduction of Chapter 7 Section 31B in the amendment of the National Environmental Management Act (Act 107 of 1998) in 2003 paved the way for the designation of Environmental Management Inspectors (EMIs) in the city. These EMIs play a crucial role in ensuring compliance with various legislations, including NEMA, Environmental Impact Assessment Regulations (EIA), National Environmental Management: Waste Act (NEM: WA), National Environmental Management: Air Quality Act (NEM: AQA), among others. In the absence of compliance, EMIs initiate administrative enforcement actions. Presently, the city employs eight EMIs dedicated to addressing environmental transgressions related to waste, air quality, and the destruction of natural resources across all regions.

23.9. Air Quality Officer

In accordance with Section 14(3) of the Air Quality Act, the City appoints an Air Quality Officer (AQO) tasked with coordinating air quality management. The AQO's responsibilities include developing and implementing Air Quality Management Plans (AQMP), reporting on progress, establishing an air quality monitoring network, maintaining emissions inventory, and strategizing emission reduction measures. Additionally, the AQO oversees permitting and licensing strategies, compliance monitoring, and enforcement actions and conducts awareness campaigns to educate the public on air quality issues.

23.10. Waste Management Officer

As mandated by the NEMA: Waste Act 2008 (Act 59 of 2008), each municipality authorised for waste management services designates a Waste Management Officer (WMO). The WMO's role involves regulatory functions, collaborating with stakeholders, liaising with compliance monitoring activities at national, provincial, and municipal levels, and contributing to the Municipal Integrated Waste Management Plan (IWMP) planning cycles. WMOs also focus on building capacity, formulating and overseeing implementation plans, monitoring adherence to norms and standards, and establishing waste management forums to promote effective waste management practices and partnerships among stakeholders. The WMOs collaborate closely with Environmental Management Inspectors to ensure the enforcement of waste management provisions and the preparation of Waste Impact reports.

The Department fulfils a Policy and Regulatory function in the City and takes its mandate from a range of National Legislation, such as:

- **The National Environmental Management Act (Act 107 of 1998) [NEMA]** sets out legislative responsibilities aimed at guiding activities of all organs of state that may detrimentally affect the environment.
- **The National Environmental Management Protected Areas Act (Act 57 of 2003**) provides for the protection and conservation of ecologically viable areas representative of the City's biological diversity and its natural landscapes.
- **The National Environmental Management Biodiversity Act (Act 10 of 2004)** provides for the management and protection of the City's biodiversity, which provides for the protection of species and ecosystems of importance within the City's boundaries.

- **The National Environmental Management Air Quality Act (Act 39 of 2004)** regulates air quality in order to protect the environment. The department has been delegated as the Air Quality Management Officer in this regard and is responsible for permitting and licensing.
- **The National Environmental Management Waste Management Act (Act 59 of 2008)** regulates waste management in order to protect health and the environment. The EISD has been delegated as the designated Waste Management Officer to coordinate matters pertaining to waste management.
- **Climate Change Bill, 2008** - build an effective climate change response and ensure the long-term, just transition to a climate resilient and lower carbon economy and society.
- **The National Water Act (Amended 1999) and Water Services Act (Amended 2008)** provide for the management and utilisation of the City's natural water resources.

Oversight of City Entities: The EISD exercises an oversight role concerning city entities, namely City Power, Pikitup, and Joburg Water. This oversight ensures alignment with business plans, resource allocation, compliance with environmental regulations, and recommendations for improvement. The department tracks and verifies sector commitments, assessing the performance of Municipal Entities (MEs) against Service Delivery Agreements.

Infrastructure Development Advisory: Playing a crucial role in advising on environmental requirements for infrastructure projects, the department assesses potential impacts and proposes mitigation measures. This ensures that infrastructure development aligns with environmental responsibility standards.

Enforcement of Environmental Regulations: The EISD is tasked with enforcing environmental regulations and ensuring compliance with applicable laws. The department establishes and enforces environmental standards, issues permits, conducts inspections, and takes enforcement actions against violators. This includes issuing Atmospheric Emission Licenses and Waste permits in line with National Environmental legislation. Efforts are underway to ensure city-owned buildings comply with Energy Performance Certificates overseen by the department.

Compliance Monitoring and Collaboration: In addition to regulatory functions, the department conducts inspections, audits, and investigations to monitor compliance. Collaborations with other enforcement agencies are pursued to address environmental crimes and prosecute offenders. The EISD ensures that individuals and organisations adhere to environmental laws, maintaining the city's commitment to sustainable practices.

24. Smart city

24.1. Joburg as a Global and Smart City

Johannesburg is not just South Africa's largest and most cosmopolitan city—it is the economic heartbeat of the nation and a gateway to global commerce. As the headquarters of numerous multinational corporations and a hub of finance, technology, and culture, Joburg carries the responsibility of leading economic growth and innovation for South Africa and the wider SADC region. Yet, the city's position as the premier commercial centre of sub-Saharan Africa is increasingly contested by fast-growing competitors such as Cape Town, Nairobi, and Kigali. This challenge underscores the need for a renewed strategic focus on strengthening infrastructure, governance, and digital transformation.

To maintain and enhance its global standing, Johannesburg must:

- Invest in robust economic and digital infrastructure.
- Implement forward-thinking urban governance frameworks.
- Foster an inclusive digital economy that benefits all residents.
- Leverage innovation as a driver of sustainable investment and economic growth.

24.2. Defining Joburg's Smart City Approach

A truly smart city is more than just a collection of technological advancements—it is a city that places its people at the centre of innovation. The Joburg Smart City strategy is grounded in the principle that digital transformation should serve human development and inclusivity.

In practical terms, this means:

- No resident should go without food, shelter, or identification.
- Every individual must have access to education, employment, and digital services.
- Neighbourhoods should be safer, particularly for vulnerable groups such as women, children, and the elderly.
- Public transport should be affordable, efficient, and accessible to all.
- Infrastructure must be well-maintained and waste management systems must be effective.
- Digital connectivity should be universal, enabling socio-economic development at all levels.

Focus Areas for a Smart Johannesburg

To drive implementation, the Smart City Office has identified 20 Focus Areas, an evolution from the previous 10-Point Integrated Programme. These focus areas represent a holistic vision for transformation, ensuring that technology enhances the daily lives of residents:

1. Smart Citizen Engagement	2. Digital and Smart Economy
3. Child, Elderly, and Disability-Friendly City	4. Safer Joburg & Smart Public Safety
5. Digital Connectivity	6. Open Data and Unified Data Governance

7. Smart and Efficient Service Delivery	8. Skills Development for a Knowledge-Based Economy
9. 24/7 City Functionality	10. Smart and Green Technology
11. Intelligent Governance and Digital Administration	12. Renewable Energy and Just Energy Transition
13. Smart Waste Management & Urban Agriculture	14. Water Security and Management
15. Green, Resilient, and Sustainable Infrastructure	16. Smart Buildings and Facilities
17. Smart Human Settlements and Neighbourhoods	18. Smart Parks and Public Spaces
19. Smart Mobility and Transport Networks	20. Spatial Transformation through Innovation

Implementation and Impact Assessment

Since the adoption of the Smart City strategy in 2014, progress has been hampered by fragmented initiatives and insufficient governance structures. To overcome these challenges, the city must:

- Strengthen leadership and coordination to drive digitalisation across municipal functions.
- Improve monitoring and evaluation, moving beyond tracking project numbers to assessing real impact.
- Scale up successful initiatives, ensuring that digital transformation benefits all municipal services.

By the end of the 2023/24 financial year:

- 51 smart city initiatives had been implemented.
- An adjusted budget of R913 million was allocated to support these projects.
- Impact assessment has become a priority, ensuring that initiatives deliver measurable improvements in quality of life and economic growth.

Strategic Priorities from the 2024 Mayoral Lekgotla

The most recent Mayoral Lekgotla reaffirmed the city's commitment to a smart future by identifying six strategic interventions that align with the Smart City framework:

1. Catalysing Employment & Re-Industrialisation – Leveraging digital and technological innovation to create jobs and drive economic inclusion.
2. Enabling Investment & Structural Reform – Making Johannesburg a more attractive business environment for global and local investors.
3. Advancing Energy Security & Just Energy Transition – Expanding renewable energy solutions to ensure sustainability and resilience.
4. Promoting the Digital Economy – Supporting the growth of e-commerce, AI, and fintech industries.
5. Fostering Social Cohesion & Quality of Life – Strengthening community engagement and safety measures.
6. Strengthening Governance & Public Sector Capacity – Enhancing municipal efficiency through digitalisation.

Foundations for a Sustainable Smart City

The transition to a smart city requires a strong foundation built on key strategic enablers:

- Infrastructure Modernisation – Upgrading roads, transport networks, energy systems, and digital connectivity.
- Smart Governance & Digitalisation – Introducing AI-driven administrative processes to enhance efficiency and responsiveness.
- Safety & Public Services – Expanding CCTV surveillance and real-time monitoring to improve security.
- Sustainable Urban Development – Promoting mixed-use developments and green spaces that enhance quality of life.
- Financial Innovation – Digitalising financial management to improve revenue collection and fiscal sustainability.
- Education & Skills Development – Aligning training programmes with the demands of the Fourth Industrial Revolution.

Conclusion

The journey to making Johannesburg a smart city is both an opportunity and a necessity. By aligning its Integrated Development Plan (IDP), budgets, and strategic frameworks with the Smart City vision, Johannesburg can unlock new economic opportunities, improve service delivery, and enhance the quality of life for all its residents.

This is not merely about technology—it is about creating a city that is resilient, inclusive, and forward-thinking. Through strategic leadership, investment in digital infrastructure, and a relentless focus on innovation, Johannesburg can position itself as a truly global smart city by 2040.

25. City of Johannesburg disaster management

The Constitution of the Republic of South Africa places the primary responsibility for disaster management on all spheres of 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 recognises 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 approach has significantly changed since 2015 with the introduction of the Sendai Framework of Disaster Risk Reduction 2015-2030 (incorporated aspects of the Paris Climate Change Agreement and the Sustainable Development Goals). Disaster risk reduction has been elevated to be the policy drive of disaster risks and disaster risk management as the institutionalisation vehicle of disaster risk reduction. Disaster risk reduction sets the policy objectives of anticipating and reducing various identified priority risks; disaster risk management can be thought of as the implementation agent of DRR since it describes the actions that aim to achieve the objective of reducing risks.

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.

25.1. Mandatory requirements

The City's Disaster Management Centre mandate is still with the context of the Disaster Management Act, (Act 57 of 2002), Disaster Management National Policy Framework and Municipal Systems Act, 2000 (Act no 32 of 2000) and the City of Johannesburg 2040 Growth and Development Strategy (Outcome 1 - Improved quality of life and development-driven resilience for all) in which focus is given:

- To provide guidance and direction for the effective implementation of disaster management by all departments/ entities in the City, with the aim of reducing as well as effectively responding to disaster risks.

- To increase awareness and knowledge of disaster risk reduction and management methods and opportunities.
- To contribute to community resilience against the threats and effects of disasters.
- To prepare a disaster management plan for the City according to the circumstances prevailing in the area and within the ambit of the City's municipal disaster management framework.
- To ensure that the disaster management plan form an integral part of the City's integrated development plan (IDP)

25.2. Situation Analysis

To improve functionalities and to accelerate compliance with the mandate, the Disaster Management Centre conducted a review of the City's Disaster Management Plan (approved 31 January 2024). This requires strengthening of institutional arrangements, conducting micro risk assessment for priority hazards, and identifying vulnerabilities and finalising the process of developing funded contingency plans for responding to known priority threats.

Risk	Summary
Flooding	Annual or seasonal flooding due to lack of pre-season maintenance by role-player entities, illegal dumping in rivers and water of flow areas blocking or disputes over weeping holes in boundary walls, sludge deposits in rivers, etc.
Structural Fires (formal/ Informal)	Deprivation-driven factors such as socio-economic poverty, illegal or unsafe use of electrical appliances, and unattended open flames, among others.
Major Car Accidents/ Hazardous spills	These include heavy motor vehicles transporting dangerous goods and chemicals to and through the city.
Rail Accidents	We have the Gautrain, who travels at high speed above and underground. We also have railway lines for other rail transport. Assessments identified high levels of vandalism on the rail infrastructure, which poses a significant risk of potential train derailment.
Dolomite/ Sinkholes	The city has large pockets of dolomitic areas that are GIS mapped, which poses a potential risk for the formation of sinkholes.
Seismic activity / Building collapse	Since 1932, there have been several recorded seismic events affecting Transvaal (modern-day Johannesburg), such as Fauresmith earthquake in 1936, Tulbagh in 1970 and an increase in seismic activity since 2013
Endemic	Measles and cholera outbreak between 2021 – 2022. slow onset uranium poisoning in parts of Region D
Epidemic	Ebola, Marburg virus, meningitis outbreaks, Lassa fever
Pandemic	Russian flu of 1889, the Influenza outbreak in 1918, the Asian flu of 1956, the HIV pandemic in 2005 and Covid in 2020.
Mass social events	Over and above the Ellis Park disaster, we had several near misses, and observing international trends, social events continue to pose a risk to surrounding communities.
Severe Weather / Extreme low/high temperatures	Of interest to the city is the studies conducted showing that the city is at risk of a potential day zero (0) water crisis between 2030 and 2050. Tropical storms Snow- May 1956, Aug 1962, Jun 1964, Sep 1981, Jun 2007, Aug 2012, more recent in 2023.

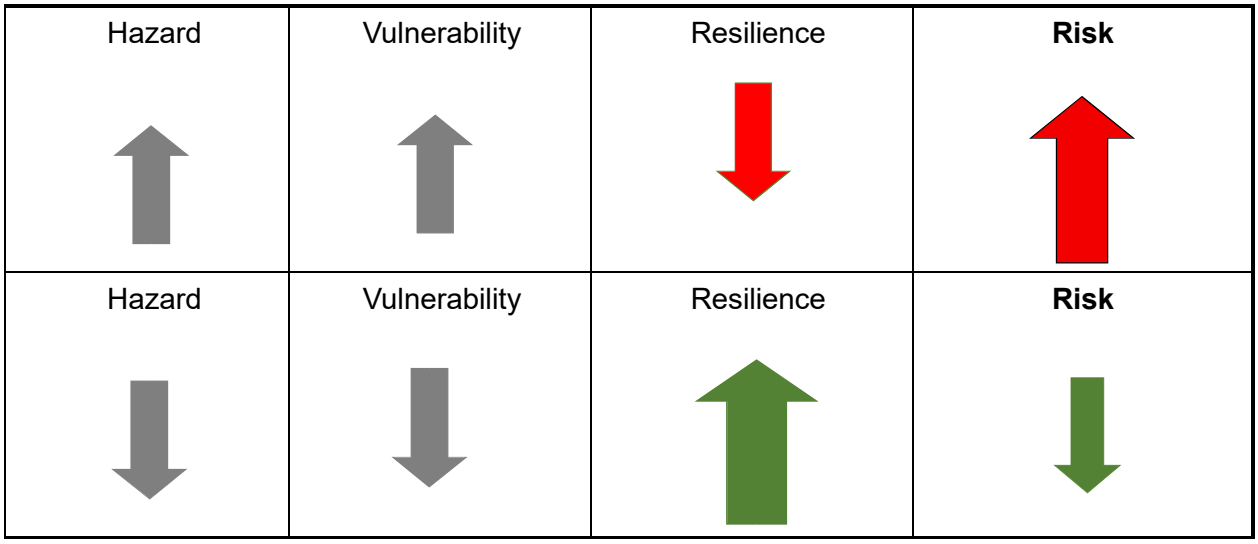
Although the City is notoriously known of its multiple diverse types of disastrous risks, which include health related threats, fires, hydro-meteorological, environmental, industrial, security and lately geological related threats. Climate change can also have a severe impact on the environment in terms of biological diversity.

Furthermore, the City has experienced increased number of homelessness, unemployment, food insecurity and loss of lives because of general socio-economic deprivation. In most instances it is the most vulnerable members of our community that are affected by the impact of disastrous eventualities.

25.3. Disaster risk reduction, management, and objectives

Disaster Risk Reduction

The below-frigerated interaction forms the basis for disaster risk reduction planning and management interlink. The severity and prioritisation of a disastrous risk are established by assessing the hazards in relation to the vulnerability and resilience of those affected or impacted Formula: Risk = [Hazard x Vulnerability] / Resilience]. If the nature and impact of the hazard is high and the people are vulnerable, with a low level of resilience, the disaster risk for the area will generally be high, and the other way around. This concept is expressed in the figure below:



25.4. 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.

Effective DRM is a critical sustainable development feature, particularly in applying risk-informed development and climate change adaptation measures. As an implementation vehicle for disaster risk reduction and climate change adaptation, DRM aims to safeguard sustainable development

and curb the impact of disaster risks while building resilience. Risk-informed development, which is an understanding of multi-faceted, dynamic, interdependent, transnational, simultaneous and systemic risks, is key in DRM. This risk-based approach to decision-making enables societies to prepare for, mitigate against, and adapt to the evolving and complex risk landscape to strengthen resilience and safeguard sustainable development. Managing the risks and impacts of disasters and adapting to climate change requires coordinated and sustained efforts of various stakeholders, role-players, and actors throughout the city, regionally and in communities.

Disaster risk management guiding principles

Mainstreaming: Efforts must be made for all departments and entities to actively mainstream disaster risk reduction and management into their five-year and annual development plans and programmes.

Strengthening resilience and sustainability: The city needs to adopt a holistic view of risk reduction and endeavour to strengthen resilience by incorporating tactical socio-economic measures that enable the city and its people to absorb losses, minimise the impact and recover from disasters. In this regard, it is essential to strengthen the regional and ward-level capacities to enable communities to sustainably reduce risks unique to their area and prepare for and respond to disasters independently. To build resilience, it is necessary to ensure ownership and sustainability of all disaster risk management activities.

Shared responsibility and multi-stakeholder approach: As much as the local government is primarily responsible for disaster risk reduction, management, and decision-making, actors and role-players such as notified private sectors are charged to support the city and deliver some disaster management services and products. Stakeholders, including communities, civil society organisations, academia, media community, etc, should also actively participate in and contribute to disaster risk reduction and management programmes/activities. It is, therefore, imperative to adopt a multi-stakeholder approach to disaster risk management to avoid duplication and ensure unified and efficient use of existing resources and capacities in the city.

Protecting indigenous knowledge and cultural heritage: For social inclusivity and sustainability, it is important to develop socially, economically, culturally, and environmentally relevant disaster risk mitigation techniques and measures. Indigenous knowledge and cultural heritage concerns should be considered in designing and implementing disaster risk reduction and mitigation measures.

Coherence and coordination: Disaster risk management involves numerous institutions, actors, and role-players at all social levels. Therefore, it is crucial that the approach, action plan, and programmes, particularly those of disaster risk management and climate change adaptation, are coherent, well-harmonised and coordinated across different sectors within the city.

Partnerships: Disaster risk reduction and management are capital-intensive. The city must strengthen the quality of global and domestic partnerships to be effective, meaningful, and strong to address underlying risk factors and exposure holistically through socio-economic development and investment instruments. The objective should be to forge innovative partnerships with business, local civil society organisations and leaders to assist communities in building sustainable and resilient lives.

Conclusion

In the 2025-2026 financial year, the CoJDMC will commence the drafting of its Level 2 Disaster Management Plan and review its major incident response and humanitarian relief protocols. By scaling its Disaster Management Plan, the CoJDMC aims to create urban areas that are better prepared for and more resilient to disasters. Continuous efforts in capacity building, monitoring, and international cooperation will further strengthen the city's disaster management capabilities, contributing to a safer city and well-being.

PART D: 2025/26 BUDGET

26. 2025/26 Budget

26.1. Macro-environment analysis, a country risk assessment and various themes relevant under the proposed fiscal path.

The 2025/26 local government budget process follows a wave of national elections outside and within South Africa. Worldwide, while many elections were successfully conducted, the impact remains situational. There is a move towards multilateralism and a multipolar world, and dominance of multiparty governance processes in world politics. This introduces a slight difference on how traditionally democratic processes have always been constituted, voting understood, functioning of the existing institutional architecture and approaches in seeking solutions in global affairs. This also set the scene of dynamics influential in the success of the Government of National Unity governing South Africa post elections. The modern world is characterized by fluidity and a lack of rigid alliances and a shift away from block voting. There is dearth of universalism as a founding philosophy in the existing world order, informal elements of authoritarianism, resurfacing of transactional politics, emergence of contextualization as a powerful dialect in world politics and a redefinition of a country sovereignty. The scope of parameters and boundaries in issues of global interest remains directed by economic interests of powerful countries. Investments required for the development agenda are either misdirected through trade blocks and economic and political protectionism or delayed due to increased uncertainty.

Of concern, is the possibility of the United States of America, the largest political and economic player deviating from previous commitments such as climate change, membership to multilateral institutions such as the WHO, and IMF, and chanting a new path on advancing American interests. In other circles, this is view as a potential isolation but is dominated by discontinuity in US foreign policy. This takes place in an environment where there is managed fragile relations with the eastern bloc of countries such as China, Russia and North Korea. This has a possibility of shaping and repricing the yields in financial markets -monetary instruments in countries such as South Africa are pegged to the Federal Reserve Bank. The original NATO blocks, and the BRICS formations are also undergoing major transformations, reshaping some of unity foundations. India appears prone to aligning to the USA interests in select policy issues, while the Make America Great Again (MAGA) is reshaping the NATO on Canada and Denmark. USA economic influence may be affected by its domestic DEI programme, if performance of the domestic goods and labour markets is heavily impacted. Political totalitarianism is sometimes not aligned with economic interests, creating vulnerabilities in development patterns, trade policies and the world modernization agenda. It remains to be seen how these reforms impact on countries such as France, Germany, Norway, and the USA itself, that have always been partners to the developing world. The past few years because of the Russian-Ukraine and the Palestine-Israel wars have seen increased investments in defence and technology; and such themes are carried over in defining sovereignty as part of the new world order. There is instability in Syrian regions for which a solution is still under consideration, while partnership with countries such as Iran remains a sensitive issue. South Africa by virtue of subscription to such institutions and its legacy remains an indirect player, albeit with a polarized society that affects its foreign policy standing. She sometimes appears not aligned with the agenda of the USA in defining her sovereignty and compromised in agendas of bodies such as European Union as a trading partner.

The dominance of the above-mentioned issues on the global space means low visibility of the African agenda and players such as its economic unions. Africa remains confronted with poor developed capital markets, migration challenges, poverty, unemployment, ethnic wars, and refugees. Africa remains vulnerable to ethnic wars in the Southern Sudan, Democratic Republic

of Congo, sporadic unrests in Ethiopia, while there is uneasiness in Mozambique following elections. Questions are posed to South Africa because of vulnerability in Central African problems as to whether its posture is approaching climax. Cities such as Kigali in Rwanda had been previously used as symbols of excellence in modelling modern lifestyle. Only economies characterized by the depth of their currencies, strong economic fundamentals and modern relevance will emerge resilient in these environments. South Africa's competitive advantage remains on the 'depth of the Rand' and strength of its institutions. A country risk assessment would suggest South Africa is a relatively stable mature democracy with elements of vulnerability in foreign policy, trade and weak economic fundamentals and very prone to social challenges. Such attributes are hurdles for purely industrial based economies that thrive on heavy initial capital outlays and competitiveness of trade.

There has been a proposal of a national dialogue to confirm the national development agenda. And there is hope that such discussions will be extended on funding the vision agreed upon. Derisking through policy certainty becomes one of the cheapest solutions to attract investments. Development needs funding commitments, when funds are raised in capital markets, the understanding is that the credibility of fiscal institutions will be maintained, and the costs of borrowing internalised through various political processes. New economies such as the electricity revolution and recycling, hydrogen and marine economies are still to make a measurable uptick and may require a new set of upfront investments. Over indebtedness compromise sovereign integrity, create a vicious cycle of negative growth, causes fiscal overhang and cede control or sovereignty to owners of capital. With the coming November G20 Heads of States and Governments Summits, there is a risk that less may be realised as there is loose consensus on the agenda. The 2025 calendar year provides opportunities particularly for metropolitan municipalities in Gauteng. Such opportunities include the Group 20 (G20) and the Urban (U20) gatherings. Additionally, there are structured focus areas such as Science 20 (S20). The cost of capital, and the level of indebtedness of African economies is one part of South Africa's submission to this platform, in addition to previous voices in areas such as climate change, the just energy transition and support in green economy revolution.

Major economies are still confronted by the deterioration of debt matrices, fiscal stagnation, and ever-increasing cost of living. Central banks have managed to contain inflation but the risk to the financial markets is still on the upside. There is a bias towards downward interest cycles, albeit cautious of inflationary pressures. In that environment, relief to households through reduced interest rates may not be substantial. Economic growth remains a priority to counter unemployment, poverty and levels of indebtedness. Inventories, gross capital formation, and infrastructure investments have not been on a positive trend for some time, as a result there is a general stagnation of the production side of the economy. Worldwide there is a notable increased refocussing in self-sufficiency through investments in defence industries, health, and technology, that is not comparable to investments required to reduce poverty nor improve human development. It would be of interest to assess how much sectors based on research and development immunise such economies. With platforms such as the G20, developing economies such as South Africa are seeking workable solutions on indebtedness, credit ratings and innovative finance. These are on top of climate change agenda, as envisaged in the just energy transition programme; and following up on pledges previously made in areas such as climate funding. At this stage, the pace of transiting to carbon free economies that dominated the Environmental Social and Governance (ESG) agenda is moderating. Part of the challenge is building alternative replacement economies and the cost of funding the actual transition. The city will continue to explore and watch developments in this space including participating in green funding initiatives.

The South African government budget deficit is not expected to improve compromising fiscal consolidation. There are differences on the multiparty government at the national government on

how to chant a new fiscal path, hence an increased risks that may be carried through sovereign yield curves. The overall acceptance of the GNU by capital markets has been based on centralist economic policies. Growth is seen as an intervention to improve financial sustainability, there is convergence of ideas that because of high unemployment and low investment in capital formation, South Africa may be having an expenditure problem. Grants are viewed as a temporal solution to structural problems. Views differ on the extent of required structural adjustments. Financial markets remain averse to volatility, uncertainty and expectations. Central Banks all over the world have managed to fight inflationary pressures through increasing interest rates, and efforts should be directed at stimulating economic recovery. It is this interest rate (indirectly inflation) that should be kept competitive for the benefit of all players in an economic system. Otherwise, there will be shocks to expectations transmitted to the domestic economic through currency instability, weak trading patterns, currency volatility, repricing of risks in capital markets, and deterioration of sovereign ratings. There is hope that the Ukraine-Russia war may be approaching an end, a new risk attribute phasing out, but new blocks of regionalisation and re-organisation of major economic blocks are emerging.

Generally, the risk to inflation remains on the upside, uncertainty in geopolitics and the increased costs of living and doing business may not material improve as there may be a hold in the downward trend of the interest rates. Muted growth though on the positive trend remains marginal, may be affected by these expectations, and therefore weak economy and shrinking tax base still characterise the South African economic environment. These developments underplay various pieces of works that has been undertaken by the Reserve Bank in reviewing pricing instruments on the domestic debt markets, and the suggestions of reviewing the inflation targeting band. 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 National Treasury is fully aware of the rigidness of their infrastructure financing tools and continue to adapt each budget cycle. The GNU supports growth enhancing policies and is sensitive to proposals that affect the cost of doing business or living. Tax collections and funding at the disposal of the public sector can only grow if there is an increased tax effort, an issue where there tend to be different views. South Africa may have exhausted its fiscal space, and therefore does not have much debt issuance capacity and any further borrowing is not expected to improve the Rand value of spending. Further borrowing may be costly and expensive or at least be inflationary.

Government continues to explore innovative ways of energy supply, transport and logistics. A working paper, the Network Statement, has been published by Transnet, and there is interest in sectors such as mining sectors and others in partnering. There appears to be a record of progress in electricity reforms, though there are signs of vulnerability. The second phase of reforms under the Operation Vulindlela programme is extended to local government with a focus on service delivery. Identified is water, electricity, refuse removal and sanitation provision. In parallel, the Gauteng Provincial Government through City Power is still exploring practical initiatives to immunise the province from the impact of load shedding and structured solutions to better serve areas such as informal settlement through innovative solutions such as mini grids. There is a need to start reaping benefits of investments in programmes such as BRT, and special industrial development zones, that also are compromising local government. The public sector subscribes to infrastructure led investment paradigm. Mobility, quality of life and smart technology can bring life to decaying urban centres and create alternative night economies in active economic noted. The cost of capital and doing business remains high because of administered price increases and heightened interest rates, with public sector institutions experiencing vulnerability because of debt share carried in their balance sheets. Employee related cost determined through bargaining structures remains a bigger share of fixed input costs, and hence a concern if there are increasing revenue shortfalls. The banking sector remains averse to local government that continues to feel

the impact of infrastructure vandalisms, increased input costs, outdated technology, aging infrastructure, or outdated technology not relevant with the modern form of businesses. Of late investments in aged infrastructure, climate and disaster-prone areas are becoming priority areas.

26.2. Priorities and the programme of government of local unity

The GDS 2040 remains as a guiding framework of the city in the implementation of its programmes. Furthermore, the 2023/24 FY marked the re-alignment and elevation of those programme, and the funding of such priorities. There has been an elevation once again of visibility of the city in international forums, revival of labour-intensive mode of offering service delivery, promotion of peer learning experiences and strengthening of capacity building initiatives, while mindful of the cost of running the organisation. Having met as the Executive, the priorities for the coming 2025/26 MTREF remain the same as per the Government of Local Unity, however interventions have been tailored to fall in these three thematic areas: service delivery enhancement, financial sustainability improvement, and the general by-law enforcement. People, systems and processes have been identified as integral ingredients of a successful organization. The capability and the capacity of the boards of entities is one area that need to be enhanced to ensure that the required skills are entrenched and feed to the sustainability of the trading reforms programme. Additional work is undertaken on institutional review, business models of entities and shareholder relations to arrive at the ideal organisation, and reconsideration of the business case of selected entities whose business was never integrated to the core of the municipality. Modernisation is also one areas of interest. Failure to deal with operational issues and revenue mismatches has resulted in poor conceptualisation of the underlying mandates of the key developmental entities. Sector plans continue to be monitored on the extent of directing investments required to neutralise existing backlogs, increase the share of repairs and maintenance, upscale service delivery, and assume the posture required in a modern business.

Joburg 2040 Growth and Development Strategy (GDS) remains as a principal planning document, and therefore serves as a guide in resource allocation under this government. The priorities to be funded are confirmed as follows:

- Priority 1: Financial Sustainability
- Priority 2: Energy Mix
- Priority 3: Sustainable Service Delivery
- Priority 4: Job Opportunity and Creation
- Priority 5: Good Governance
- Priority 6: Infrastructure Development and Refurbishment
- Priority 7: Safer City
- Priority 8: Active and Engaged Citizenry
- Priority 9: Sustained Economic Growth
- Priority 10: Green Economy
- Priority 11: Smart City

Departments and entities are therefore, expected through their programmes, to contribute to the implementation of the GDS 2040. Details are provided in the programme budget implementation and GDS 2040 documents.

26.3. Integrated development planning, budget development structures and annual departments or entities programme reviews

As the MFMA regulatory framework, local government budget process is regulated including the composition of various structures. Key sections are chapter 4 of the MFMA, the MSA, MPRA, and their supplementary regulations. To further guide budgeting, the city has its own sub-structures that deals with various technical streams of work required. Group Finance assist these processes by providing technical details to the process and structuring the contents of such meetings from the budget proposals, evaluation of BSC input, tariff discussions, public consultation, and the finalisation of the funding plan to give effect to meaningful budget. The city remains competitive in its offering and yields per tariff category, and certain categories of consumers per tariff. There is a general agreement that tariffs should also promote economic activity and the efficient use of the city's facilities. Over the years, a suite of policies has been developed to guide the organisation in areas of budget management, tariffs formulation, credit controls and collections, investment and funding plan, supply chain management, and sector specific tariff policies. The process begins with the consideration of the state of the city's finance through Makgotla's, the mid-year review, and detailed engagement in budget proposals, and closed session on topics of interest to the organisation. Detailed interventions per cluster were developed by management and have been translated into implementable programmes. In approaching the 2025/26 MTEF, the content and financial intelligence for such structures was developed also as part of the IDP Committee. Audited end year performance remains the baseline of evaluation of any new budget proposals. Joburg is among the pioneers of zero-based budgeting as a basis of valuation of its budget submissions. Additionally, modelling is used to paint various scenarios and estimate the impact of various budget proposals on targeted sectors. Tariff formulation and the determination of impact is guided by section 74 of the MSA. Furthermore, the city subjects itself to guidance and planning instruments as determined by other spheres of government and intergovernmental processes.

The city participates in the Cities Support Programme and benchmarking exercise led by the National Treasury with a participation of relevant stakeholders. This forum serves as a capacity building platform for local government including sharing best practises among participating municipalities. A mid-year visit was undertaken in February 2025, and the 2025/26 budget proposals will also be subjected to the same assessment including relevant stakeholders. The local government strategic agenda and Circulars 71 and 88 remain key ingredients to what should be conceptualised for implementation. Other additional instruments include Division of Revenue Act outputs, provincial allocations, partnerships with other spheres of government and high impact programmes of the government of local unity. For the city to remain ahead of its business, it is necessary that biasness to the objects of local government be at all times maintained. Service delivery remain a priority for resources allocation.

Municipalities are required to engage with various spheres of government in managing and coordinating the distribution of resources to optimise utilisation of resources and amplify the impact. Over the years, the Legislature and the GSPCR has institutionalised participation of communities in planning forums through annual need reviews, community-based planning forums, and integrated development planning forums. The BSC toolkit has been reviewed to incorporates elements of community participation. Coordination of intergovernmental planning also enhances the spatial view 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 results in the reduction of resources in-year and increases 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. The stage gate assessment remains a useful instrument to enhance capital planning and integration with the Johannesburg Strategic Infrastructure Planning model. Extending the principles articulated, a detailed evidence-based process of evaluating current project performance, expenditure, projected cashflows is always proposed as core to the LG FIDPM implementation.

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, illegal dumping, housing shortage and a general response to load shedding. Landfill sites remain as one thorny area as most sites are reaching their end of life. Efforts are made through planning structures to re-enforce community planning by making communities part of shaping their destiny. Issues flagged through these forums, and through appropriate structures are continuously brought to the attention of technical planners, the BSC structures and programme formulation. The intention is to value and assimilate these suggestions into long-term plans and promote integration while creating ownership by communities of various initiatives. Recently, there is a renewed interest in service delivery and the inner city that has been demonstrated through the formation of the Presidential Task Team to support the city. Growing informality, deterioration of service delivery, turnaround times, aging and infrastructure backlogs, inadequate levels of repairs and maintenance, illegal dumping, inner-city safety, redress and supporting economic nodes, digitalisation and automation, and fair contribution to the city's revenue base are issues that continuously emerge in the competition of resource allocations.

26.4. Trading services reforms and the local government fiscal framework

The City notes new grants and policy directions added to the local government fiscal framework and commits to taking advantage of such instruments. The 2025 DoR Bill proposes reforms to the USDG grant as part of financing the trading reforms. Developments in the electricity sector have once again highlighted the weaknesses of the current local government fiscal framework and such an experience should be avoided in the water sector. The huge reliance of the fiscal framework on bulk distributions from underperforming SOE is exposing local government. There are sensitivities around additional mark-ups that can be put in trading services especially in a tough economic environment. The new proposals package the trading services within the conditions imposed as part of the USDG, and further introduce and incentive grants. Notably, are increases in future allocations embedded in spatial oriented grants. This variation enhances responsiveness to development challenges. For now, only the gazette amounts have been used as part of the envelope. Given the funding plan, loan funding is temporally increased to close that gap. Metro Trading Services Incentive Grant remain conditional on meeting the to be defined performance targets. A report detailing various components of workstream will serve in Council. There is a possibility of various grants interface –the newly introduced Urban Development Financing Grant has dimensions of each of these grants - Metro Trading Services Incentive Grant, the discontinued Neighbourhood Development Partnership Grant and the former forward looking Project Preparation Grant. In allocating loan funding, the cost of financing as a proxy to the returns in loan funding will play a bigger role. A scrutiny of the new fiscal instruments indicate that trading reforms may be funded from various sources. An in-principle decision has been taken to prioritise local government functions. The trading reforms revive some of the best principles required such as institutional capacity, sector investment, efficiency in pricing, structure subsidisation and a better understanding of a customer. The city has been as participant in these developments and has made a submission to the National Treasury where water and electricity will be prioritised in the 2025/26 FY.

26.5. Understanding the completeness of the revenue value chain in context of financial sustainability

To ensure the completeness of the revenue database, the city continues to strive for an alignment between the property rates database, zoning information, indigent database, integration, automation and billing information. Furthermore, and specific for the 2025/26 MTEF, there has been a scrutiny of interlinks between various value chains, and coordination of financial systems. There has been a review of processes, systems and people; as a result, there are improvement identified for implementation and early warning signs. This includes periodic response to delegation, elements of criminality, bypassing of meters, illegal connections, accuracy of billing and dysfunctional meters. Bylaw enforcement is also being explored to encourage responsible citizenry. It is critical that ratepayers should ensure timely that there is an alignment between these various databases, including revisions to various policies. The city is now better informed to locate and deal with billing issues including clawing back to the ever-growing debtor's book. Efforts are made to adopt digitalisation and automation to improve customer interface and enhance efficiency, including setting turnaround times.

26.6. Supporting economic growth, employment and recovery of key economic sectors

With the city contributing a significant share to the national GDP, a case is made that the economy needs to be grown, input costs be managed, the revenue base broadened, energy sources diversified, all these efforts are made to ensure that the economy of the region competitive. Furthermore, new classes of assets need to be created, through revival of economic nodes, balance intergenerational equity through programmes such as derisking youth employment, and the economy be future proofed against business cycles. An added dimension to this program is GEYODI. Environmental health and registration of businesses is receiving attention while incentives should be built into the public space to incentivise participation through hence investments in the local economies. There is an increased demand of improved investments to reduce backlogs, support new priority areas, innovation in the costing of repairs and maintenance and replacement of the older infrastructure including adopting modernisation. Improvements in service delivery and infrastructure networks will also impact on public perceptions. Programmes such as improvement in productivity, de-risking the unemployed, encourage innovation, reduce poverty, inner city revival, creation of alternative markets, new economies, structured partnerships and intergenerational equity are adopted to match resource constraints. The Economic Growth Cluster is involved in the exploration of initiatives meant to better understand the city's potential and restart the economy. Programmes such as the inner-city revitalisation, reviewing the energy mix, national programmes on employment opportunities, new sectors such as tourism and hospitality and township economy and arts are revived and supported.

26.7. Dealing with infrastructure backlogs and the quantification of funding required

The BSC sessions always provide a frank assessment of the funding needs of a municipality. Sector plans are presented and reviewed by the representative panel members with a strict assessment on alignment, implementation capacity, proposed targets, and the resultant expected impact. There is always a thorough assessment of the failures of the organisation, a thorough review of required sector investments and willingness to champion new direction. Built into the city's planning guidelines is the concept of deprivation areas and the revival of economic nodes.

There will always be additional funding required to harness urban decay, and there should be pointers to identify the timing of such funding. The legislation provides a suite of instruments and partnerships such as city district improvement areas and special rating areas that can be explored. At this stage, infrastructure aging and the use of the outdated technology remains as emerging as major challenges to its infrastructure status. Efforts are made through the Office of the Chief Operations Officer to improve capital budget spending and better understanding of the impact of structured repairs and maintenance. Added to that is the inability to meet increasing population demands, and reorientation of the economy to absorb the youthful population. 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 revitalisation of inactive nodes. Where public contributions have been used, such information will be made transparent in the city's capital plans. Investing in disaster prone areas, climate resilience and increase compliance with various legislation are new areas competing for resources.

26.8. Utility costs and affordability of a basket of municipal services

The prices of bulk input cost continue to increase at a rate threating affordability. This is coming at a time where consumers are also looking at alternatives in reducing the bill. Bulk water increases from Rand Water and electricity from Eskom are increasing more than inflation, therefore impacting space to accommodate municipal tariff. Through appropriate tariffs, the city will explore innovative use of the city's infrastructure, diversify sources of electricity, and platforms to serve customers through innovation. Non-technical losses remain stubbornly high and therefore reflect revenue forgone. These are pointers towards upward inflationary pressures in a basket of services and pressure to diversify, broaden and strengthen revenue bases. Transferring back to the consumers, these costs are becoming impractical. Reasonable adjustment had been made on tariffs with an understanding that value will be derived only if complemented by cost containment measures and strengthening efficiency. Table S14 of the budget book provides an average indicative increase in the size of a household bill. These increases are significant and with municipalities being the last on the value chain, they 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 the rehabilitation of infrastructure. Social pressures are increasingly putting pressure on price and therefore forcing organisations to contain these adjustments. This trend is yet to continue until there are improvements in employment creation and recovery of the economy. 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 still proposes moderate increases given the size of the capital budget, prioritising the impact of spending.

26.9. The strength of the city's balance sheet and the capacity to participate in capital markets

Borrowing levels should be contextualised in terms of the ability to sustain tariff revenues, instruments put by the organisation to mitigate a default risk, measures to contain expenditure and create fiscal space and improve collection levels. And by implication the supposed ability of the organisation to contain the cost associated with such decisions. The City of Johannesburg remains one of the metropolitan municipalities active in domestic capital markets and in the development finance space. However, the environment is changing as the public profile of public institution is changing. The city will continuously tap on initiatives pioneered by the National Treasury in these areas including alternative instruments in project and green financing. Options such as putting a domestic note programme, contributions to the sinking funds, and other risk mitigating instruments

are not ruled out. Group Treasury manages the city's liability profile. With the profile of sovereign and local government changing, the utilisation of loans as a source of funding is becoming limited, and so is a shift from public debt to private debt. Most municipalities have compromised credit rating profiles and are moving towards the financial distress position, as a result, banks, pension funds, development finance institutions and other financial intermediaries are gradually reducing their exposure to local government. As a test a healthy capital structure should not compromise the liquidity position of the organisation.

The city remains one of the leading borrowers in development finance institutions, and therefore, remains very much alive to increasing concentration risk. Borrowing is always a healthy cost to a business that should be internalised. Although the city may still have healthy selected financial ratios in terms of Circular 71 of the MFMA, an effort should be invested in collection levels and metering in informal areas. Borrowing in the proposed 2025/26 FY's capital budget will still be moderate, while allowing scope for an improvement on internal generated funds. The organisation should complement this by taking advantage of various grant inflows. Fiscal policy demands that there be clear guidelines used to guide expenditure and hence a design of an appropriate funding strategy. 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. Some of these key ratios have been elevated for reporting through Circular 88 indicators. The city remains mindful of maintaining appropriate liquidity reserves, monitoring the composition of liabilities, term maturity, and managing reserves. Furthermore, the organisation subjects itself to consistent review of its spending, cashflow and receipts patterns to assess the level of financial risk exposure. The city's funding strategy has been approved by Council.

26.10. Peer reviews and benchmarking of the budget

The city 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 credit rating agencies and investors are held each year to provide insight into the thinking that drive its fiscal position. In addition, useful guidance is received in the intergovernmental process through budget benchmarking thereby evaluating the usefulness of assumptions on which its budgeting practises are based. The city will continue with the annual review of its financial development plan and monitoring compliance with loan covenant conditions to ensure that appropriate financial risk levels are adopted by the organization.

26.11. The proposed budget and key financial 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. These are the proposed ratios to guide the organization in the 2025/26 MTEF cycle:

Key Financial Indicators							
	Audited Outcome 2023/24	Original Budget 2024/25	Adjusted Budget 2024/25	Bench-marks	Budget 2025/26	Estimate 2026/27	Estimate 2027/28
Current ratio	0.6:1	1.1:1	0.8:1	1.5 - 2:1	1.1:1	1.7:1	2.2:1
Solvency ratio	2.1:1	2.6:1	2.2:1	Above 2:1	2.5:1	2.7:1	3:1
Debt to Revenue ratio	31%	34%	34%	Below 45%	31%	30%	29%
Remuneration as % of Total Operating Expenditure ratio	26.3%	26.7%	27.5%	25% - 40%	27.1%	27.5%	27.5%
Repairs and Maintenance as a % of PPE ratio		7.1%	7.2%	8%	7.0%	7.0%	7.2%
Capital cost (interest and redemption) as a % of total operating expenditure	12%	5%	5%	6% - 8%	7%	6%	6%
Net Operating Surplus Margin	0%	5%	7%	Above 0%	9%	13%	13%
Cash / Cost coverage (days)	10.2	21.4	15.7	30 - 90 days	22.7	78.1	130.4

Figure 67: Key Financial Indicators

By building these ratios into the determination of the budget size, the city strives and ensures continued financial sustainability while still driving funding of critical investment in service delivery.

26.12. A split between the operating and capital budgets

In 2025/26, the city's total budget amount to approximately R87.8 billion, the split between operating and capital are as follows:

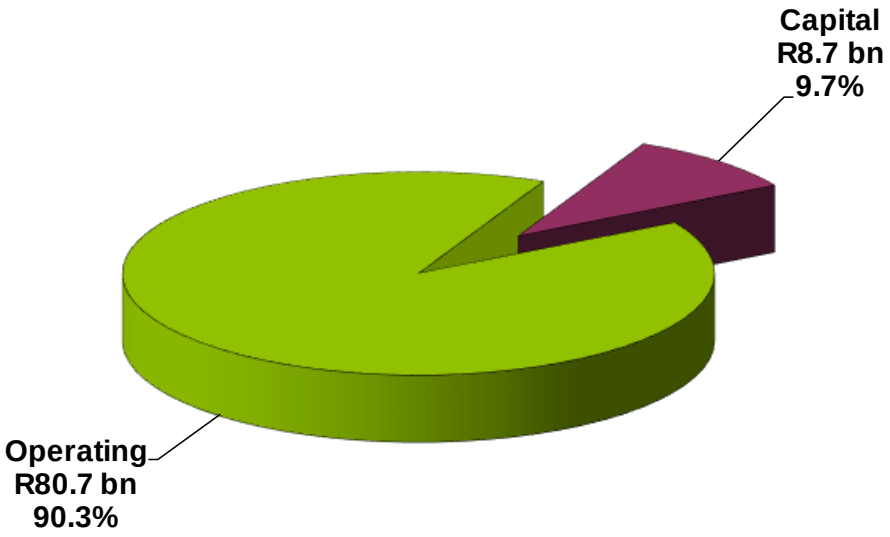


Figure 68: 2025/26 Budget (Capex and Opex)

Financial Performance (revenue and expenditure)

	Original Budget 2024/25 R 000	Adjusted Budget 2024/25 R 000	Budget 2025/26 R 000	%	Estimate 2026/27 R 000	Estimate 2027/28 R 000
Revenue	76 368 851	77 575 507	84 820 301	9.3%	91 128 434	96 237 443
Internal revenue	10 283 441	11 647 124	12 940 245	11.1%	13 193 992	13 938 507
	86 652 292	89 222 631	97 760 546	9.6%	104 322 426	110 175 950
Expenditure	75 668 756	75 410 990	80 669 613	7.0%	83 614 854	87 509 298
Internal expenditure	10 283 441	11 647 124	12 940 245	11.1%	13 193 992	13 938 507
	85 952 197	87 058 114	93 609 858	7.5%	96 808 845	101 447 805
Surplus (Deficit)	700 096	2 164 517	4 150 688		7 513 580	8 728 146
Taxation	41 160	42 130	44 883		47 523	49 661
Surplus (Deficit) for the year	658 936	2 122 388	4 105 805		7 466 057	8 678 484
Capital grants and contributions	3 694 726	3 813 317	4 100 420		5 123 472	4 475 636
Surplus (Deficit) for the year including capital grants and contributions	4 353 662	5 935 705	8 206 225		12 589 529	13 154 120

Figure 69: Financial Performance (revenue and expenditure)

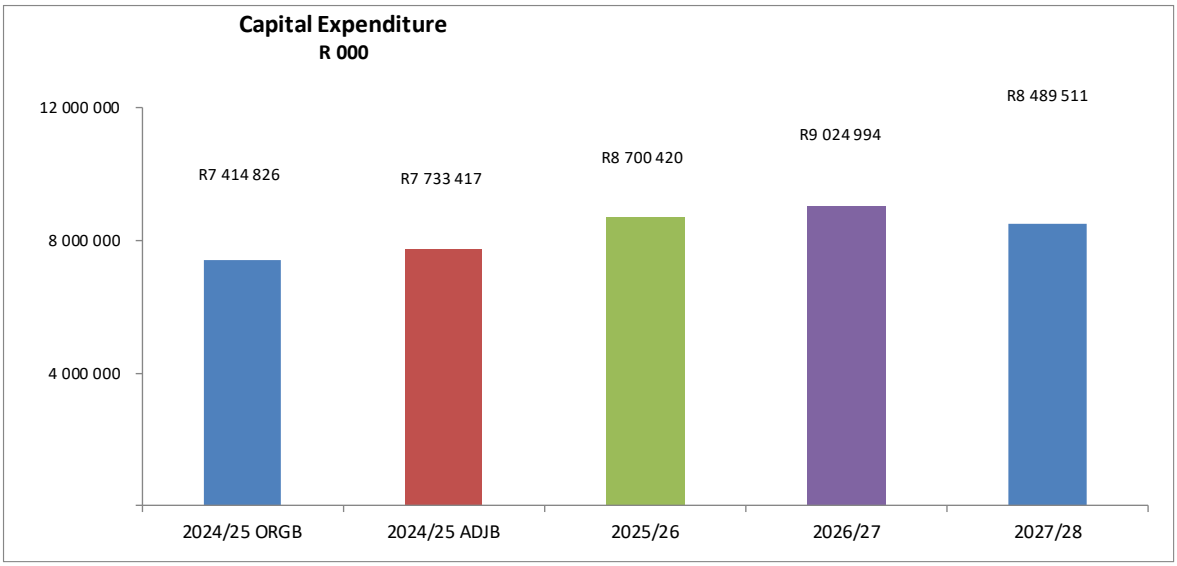
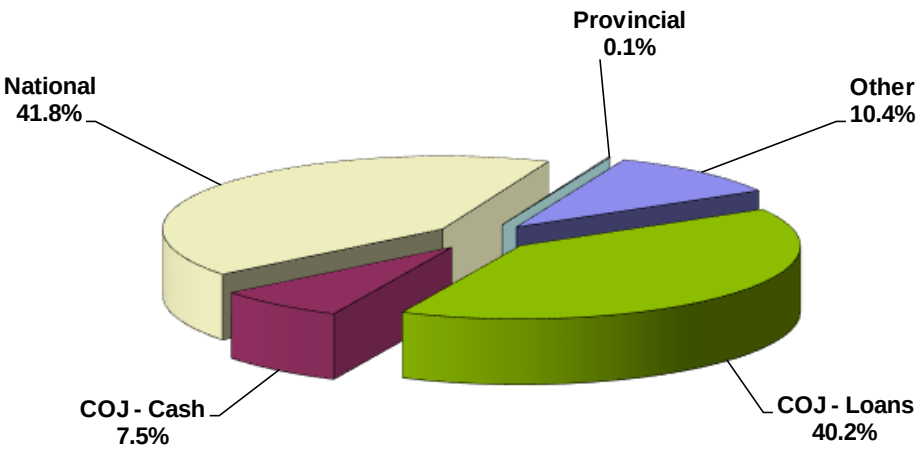


Figure 70: Capital Expenditure

Capital Budget



Capital Budget – sources of funding

Funding source	Original Budget 2024/25 R 000	Adjusted Budget 2024/25 R 000	Budget 2025/26 R 000	Budget 2026/27 R 000	Budget 2027/28 R 000
COJ - Loans	2 500 000	2 700 000	3 500 000	3 500 000	2 700 000
COJ - Cash	1 220 100	1 220 100	650 000	450 000	1 500 000
National	3 219 284	3 220 684	3 636 672	4 616 768	3 810 665
Provincial	12 045	15 450	10 700		
Other	463 397	577 183	903 048	458 226	478 846
Total	7 414 826	7 733 417	8 700 420	9 024 994	8 489 511

Figure 71: Capital Budget – sources of funding

27. 2025/26 Capital Investment Framework

27.1. Introduction

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 2025/2026, 2026/2027 and 2027/2028 financial periods. The CIF 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 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 to promote economic growth and meet the infrastructure and services needs for the City of Johannesburg residents as well as to achieve targeted spatial transformation of the urban environment and realize the overarching strategic objectives of the CoJ.

In the framework of the Gauteng City Region (GCR), the City aligned itself with the National Government's strategic objectives. The strategic goal, which is to position the City as a preeminent metropolitan government that actively supports and creates a sustainable, socially inclusive, locally integrated, and globally competitive GCR, underpins the City's initiatives. Therefore, in this case, the CIF considers broad national frameworks and policies such the National Development Plan (NDP) 2030, the National Spatial Development Perspective (NSDP), 2006, and the Integrated Urban Development Framework (IUDF). 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 needs 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 to 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, Growth and Development Strategy (GDS) and the Metropolitan Spatial Development Framework (MSDF) to achieve and align the City's overarching objectives. 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 high- impact infrastructure and service delivery areas, by prioritising capital projects in these locations;
- Improve on the co-ordination and integration of capital investments in a manner that is planned, delivered and managed;
- Prioritise projects and programmes through a strategic and spatially linked information system known as the Johannesburg Strategic Infrastructure Platform (JSIP) in the context of the City's limited financial resources in a way that maximizes returns (economic, social and environmental), and;
- Direct the City's long-term spatial and socio-economic development strategies for public and private investment, by aligning capital budget requirements of departments and entities to priority areas, as defined in the Joburg 2040 GDS, SDF 2040 and the IDP.

Capital investments in infrastructure are essential to the implementation of the SDF and the City's strategy for development since they set the course for future growth. By using legal and policy criteria, standards, and procedures to guide spatially directed development towards achieving its overall goals and objectives, the SDF's intent is realised. 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 most of the Capital investment in the City, and the successful execution of the capital investment program depends on the guidance the spatial framework offers.

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 several extensive consultations between all departments and entities responsible for capital investment and the Development Planning department. Development Planning is the custodian department of the SDF and related development strategies and 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 several Mayoral Lekgotlas, Budget Steering Committee sittings and ultimately Mayoral Committee and Council approval of the three-year budget.

27.2. Capital Investment and Growth Management

The City's strategic capital investment focus is described in three broad investment categories that relate to managing existing assets, meeting infrastructure backlogs (particularly in marginalised areas) and increasing capacity to direct growth in strategic areas. These are discussed below.

Infrastructure asset management

Infrastructure Asset Management refers to investment in existing infrastructure assets to address asset life cycle requirements. It includes refurbishment and replacement of assets in order to secure continued service delivery. Areas that require to be refurbishment and replacement are given priority in a consolidated infrastructure plan, particularly those where service constraints exist (where demand already exceeds capacity), and the upgrading of capacity is required. Figure 72, Figure 73, Figure 74 and Figure 75 below show the priority areas for upgrading, refurbishment and replacement of existing infrastructure for sewer, water, power and roads.

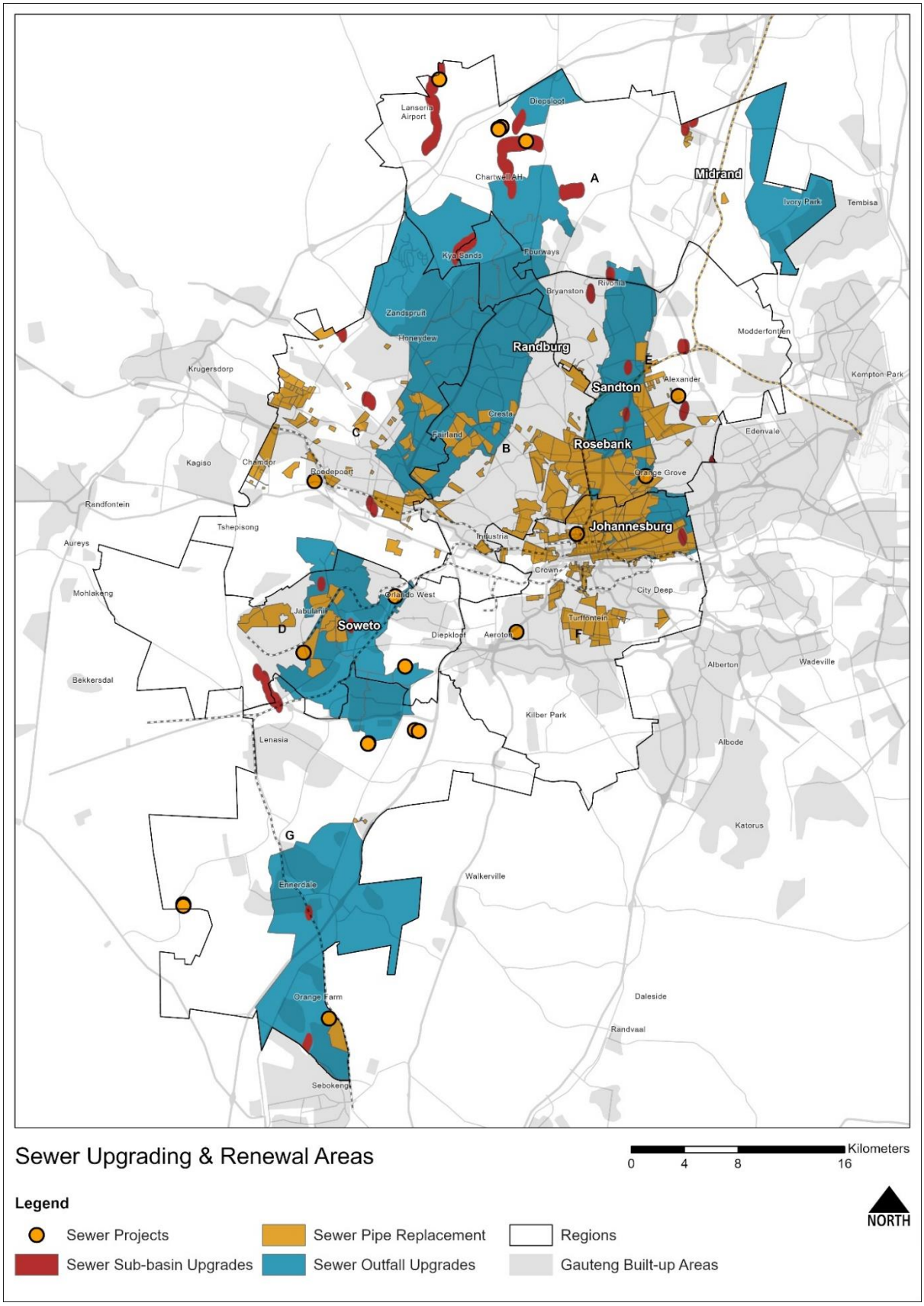


Figure 72: Priority Sewer Upgrade Area (Base map source: SDF 2040, 2024)

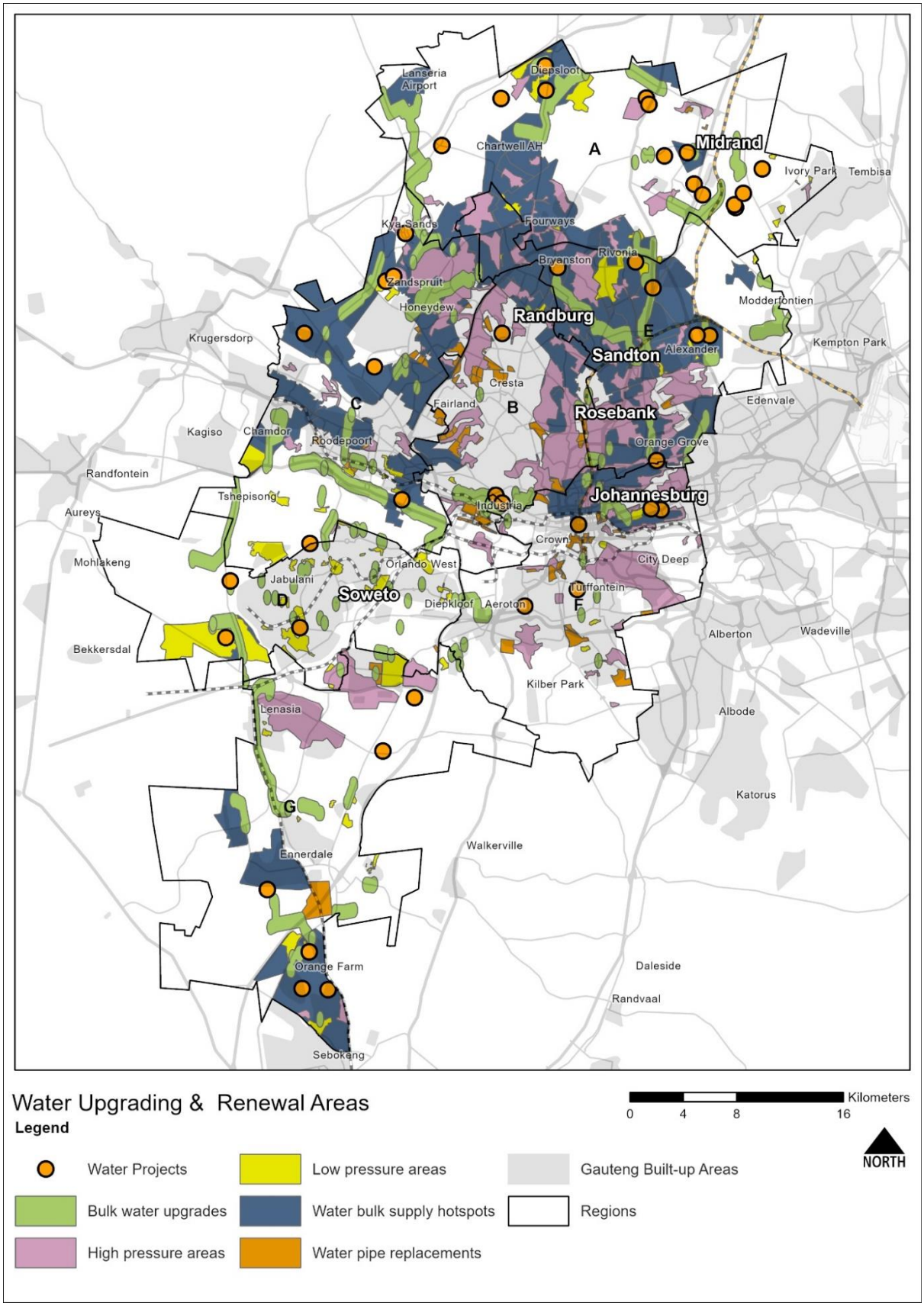


Figure 73: Priority Water Upgrade Areas (Base map source: SDF 2040, 2024)

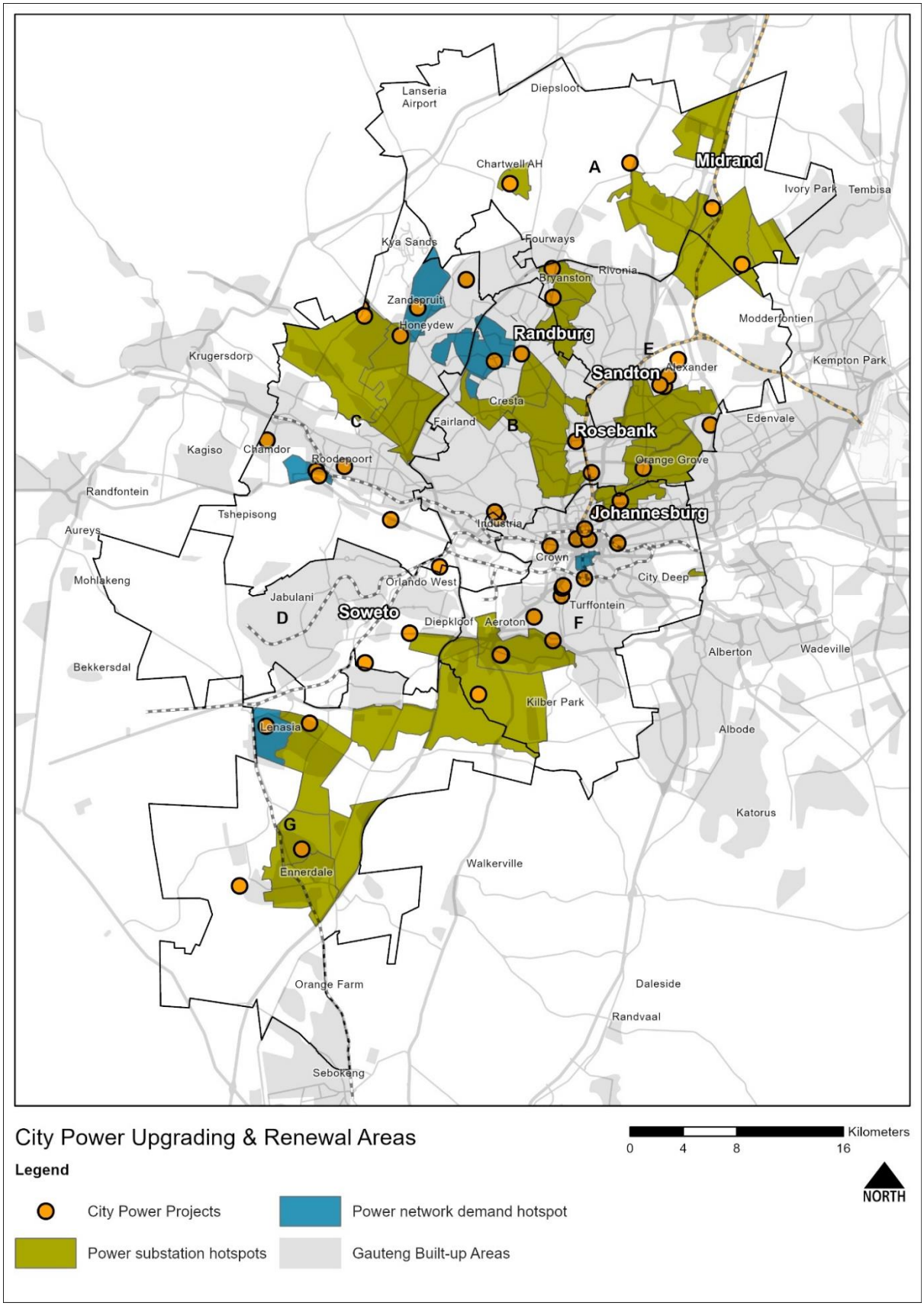


Figure 74 : Priority Power Upgrade Areas (Base map source: SDF 2040, 2024)

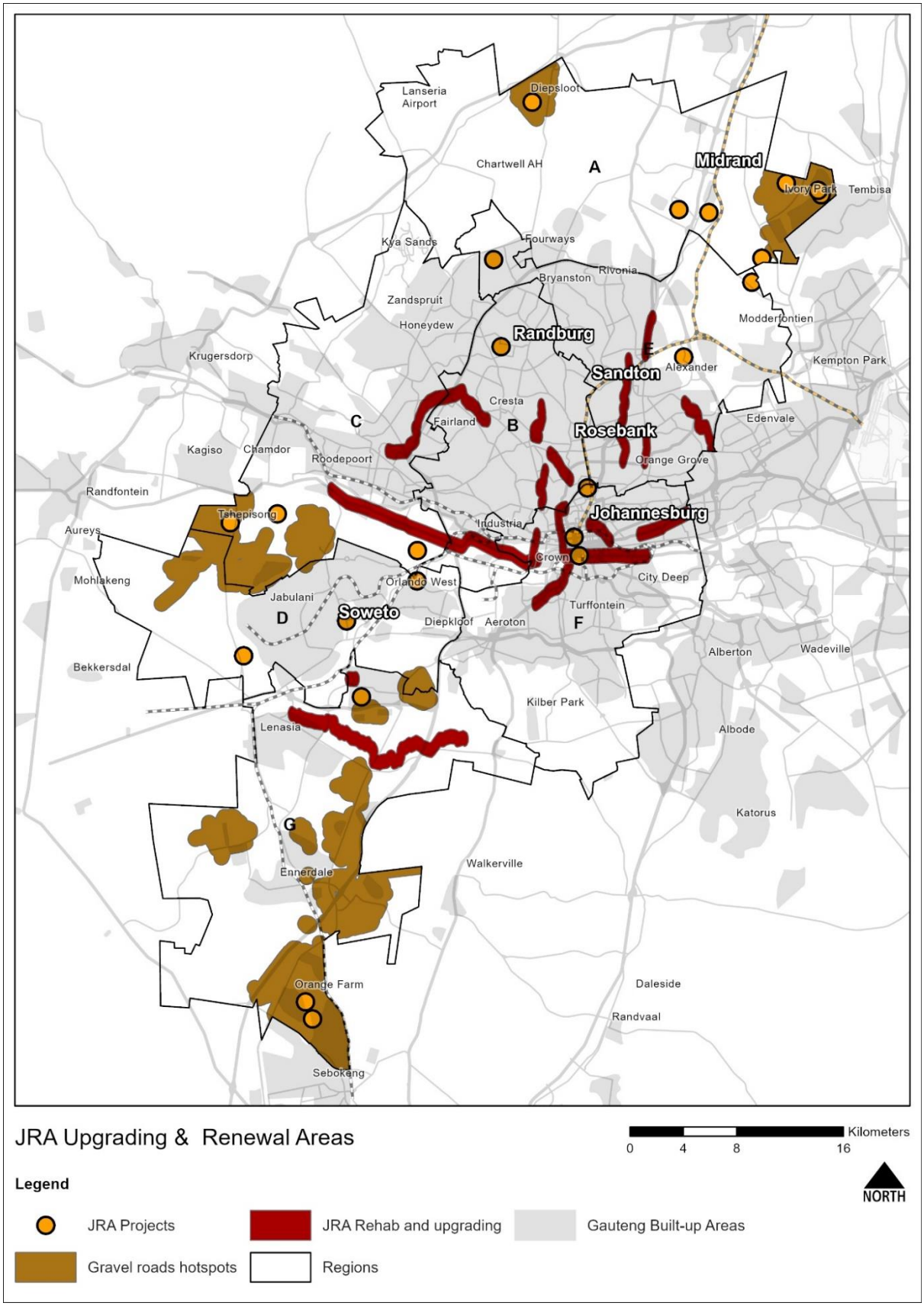


Figure 75: Priority Road Upgrade Areas (Base map source: SDF 2040, 2024)

The upgrading of existing infrastructure (along with refurbishment and replacement) will form part of asset management investments in priority development areas such as transformation zones,

strategic economic nodes and marginalised areas for the SDF, to help achieve the intended development outcomes.

27.3. Infrastructure investment to deal with backlogs in marginalised areas

This investment focuses on servicing backlogs and deficiencies in engineering and social infrastructure in underserviced and 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 marginalised areas, towards creating more sustainable and liveable settlements with improved quality of life for residents.

A number of marginalised area (previously referred to as deprivation areas) programmes are already in place in various parts of the City regions. These include, but are not limited to: Eldorado Park, Riverlea, Orange Farm, Ivory Park/Kaalfontein, Soweto and Alexandra. These programmes will be supplemented by similar programmes focussed on the Zandspruit area and the general area of the southern deprivation areas).

Region	High Impact Programme	Total 2025 / 2026	Total 2026 / 2027	Total 2027 / 2028	MTREF Total
A	Ivory Park, Ebony Park, Rabie Ridge, Mayibuye, Kaalfontein and Diepsloot	R318,184,377	R497,605,257	R495,675,310	R1,311,464,944
B	Riverlea	R47,298,000	R47,298,000	R47,298,000	R141,894,000
C	Zandspruit	R-	R17,000,000	R37,000,000	R54,000,000
D	Soweto/Kliptown	R419,445,625	R633,383,807	R457,409,000	R1,510,238,432
E	Alexandra	R238,133,998	R304,553,000	R305,482,000	R848,168,998
F	Not applicable	R0	R0	R0	R0
G	Orange Farm, Eldorado Park, Driezik	R165,752,593	R127,700,000	R142,177,140	R435,629,733
	Grand Total	R1,188,814,593	R1,627,540,064	R1,485,041,450	R4,301,396,107

Table 14: Allocation of High Impact Areas

A total of R4,3 billion has been allocated to high impact programme areas. Over the course of 2025/26_MTREF, this represents an average total of 16%. The Soweto/Kliptown Diepsloot area (Region D) received the largest share with a total of R1,5 billion over the MTREF. To address the infrastructure backlogs, projects in this area include the renewal and upgrading of bulk infrastructure services. The SDF also discusses on unlocking Soweto as a City district by diversifying land uses in the area to create self-sufficient mixed land use nodes with job opportunities and improved social amenities. Region A is represented by Ivory Park, Ebony Park and Diepsloot to name a few, with a total allocation of R1,3 billion. This area displays high potential and functional interconnectedness with economic centres and adjoining urban areas over time. This is due to its good regional transport connection and relative proximity to large-scale economic centres and centrality in location within the broader City region. The strategy for the R848 million allocation over the MTREF for Alexandra (in Region E) aims to address the township's longstanding infrastructure and socio-economic challenges. The capital budget supports the construction and improvement of essential infrastructure, including roads, water supply, sanitation, and electricity networks. The marginalised areas in Orange Farm and Eldorado Park mainly consist

of historical formal low-income settlements and informal settlements. The strategy for the R435 million allocation over the MTREF is centred on creating liveable neighbourhoods with high quality public amenities and environments that are well connected with economic opportunities in the urban centre and sub-centre. The R141 million and R54 million allotted in Riverlea and Zandspruit; despite being spread across different Regions of the City, have comparable areas of intervention, including but not limited to the improvement of informal settlements, housing projects and developments, infrastructure upgrades, tarring of roads, public transportation and environmental improvements, ECDs, as well as social facilities like clinics, multipurpose centres, and centres for gender-based violence.

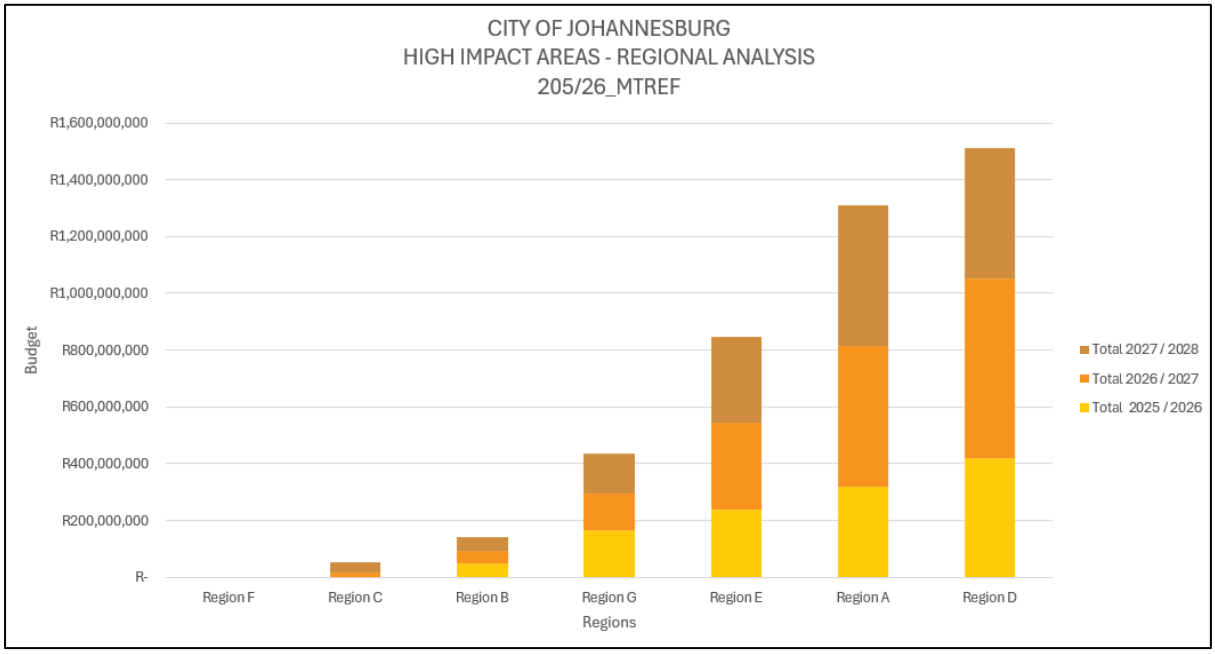


Figure 76: Allocation of High Impact Areas

Despite being isolated and disconnected to be an integral component of the proposed urban core, the high impact areas' location and the surrounding suburban configuration present some expansion prospects that will enhance local connectedness and functionality at a local scale. The high impact areas have the potential to have substantial and far-reaching effects on society and the environment, when considering sustainable cities and urban development. With a more focused approach, the aforementioned areas can work in addressing critical challenges and offer opportunities for substantial positive change within the City.

Formalisation of informal settlements programme

The Formalisation of informal settlements programme also forms as an essential component of the deprivation areas investment plan. A large number of housing projects are currently addressing demand in these areas. The development plan calls for completing ongoing projects and coordinating future in-situ development initiatives with the requirements of the SDF policy. This will enable a sustainable and integrated human settlement prior to the allocation of new capital investment. The programme's strategy intention is intended to create liveable neighbourhoods with high quality public amenities and environments that are well connected with economic opportunities in the urban centre and sub-centre. To prevent communities from becoming even more marginalised (through expansion), various options for formalising and improving informal settlements should be carefully considered. Figure 78 illustrates the budget distribution of housing and informal settlements projects over the various City regions.

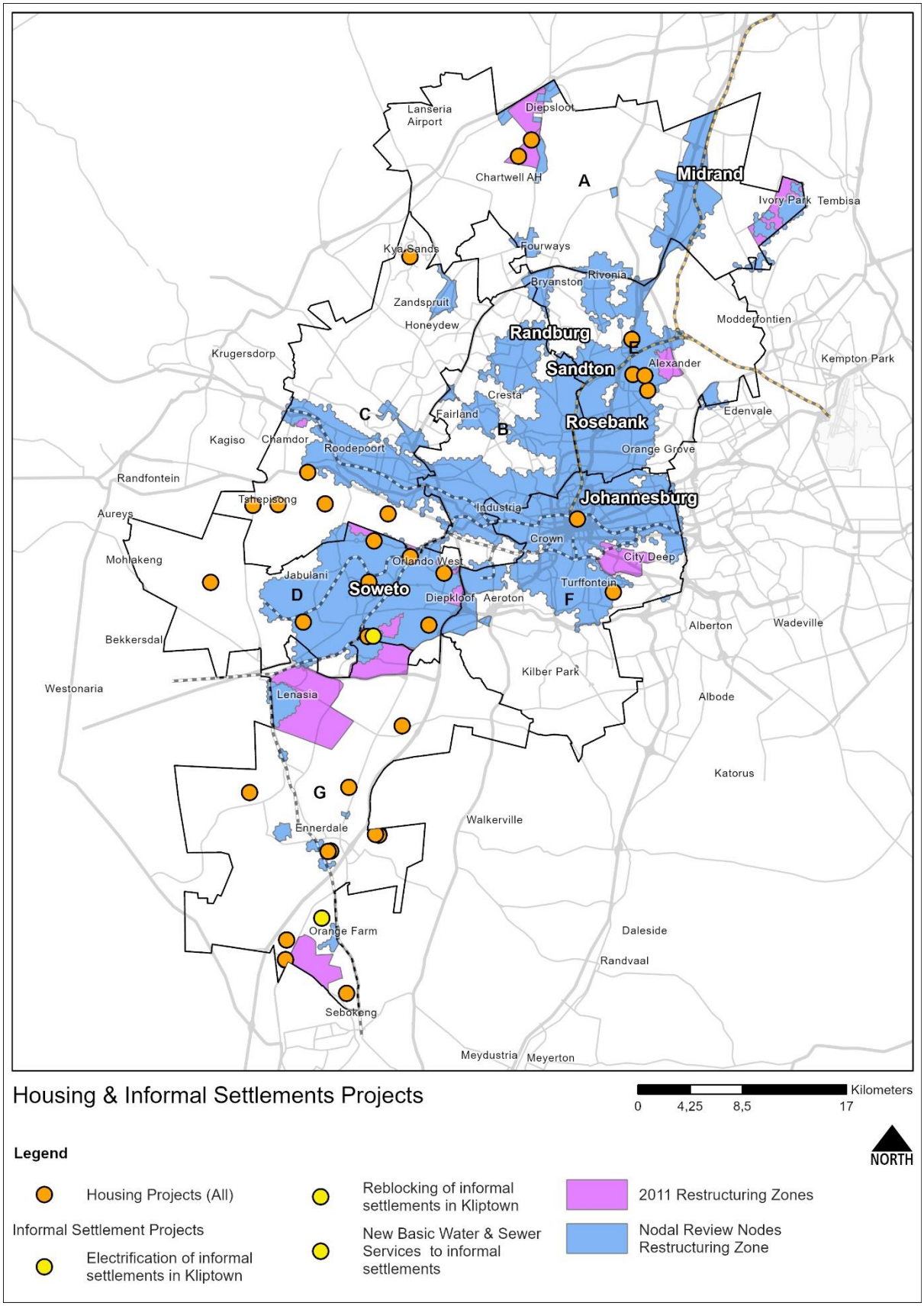


Figure 77: Housing and Informal Settlements Projects

27.4. Increasing infrastructure capacity for development in strategic growth areas

The SDF 2040's spatial vision is a compact, polycentric urban model. Figure 78 depicts the model, which seeks to transform the City's existing structural reality into one that is more efficient, equitable and sustainable on all fronts – socially, environmentally and financially. This investment targets the transformation zone, strategic economic and Transit Orientated Development (ToD) nodes to provide adequate capacity for higher intensity development promoted throughout the SDF. With residential densities declining with distance from these nodes or centres, the concept aims to establish a network of dense metropolitan centres and sub-centres that are well-connected (by public transportation and other transportation networks) and immediately encircled by high-density residential and mixed-use regions.

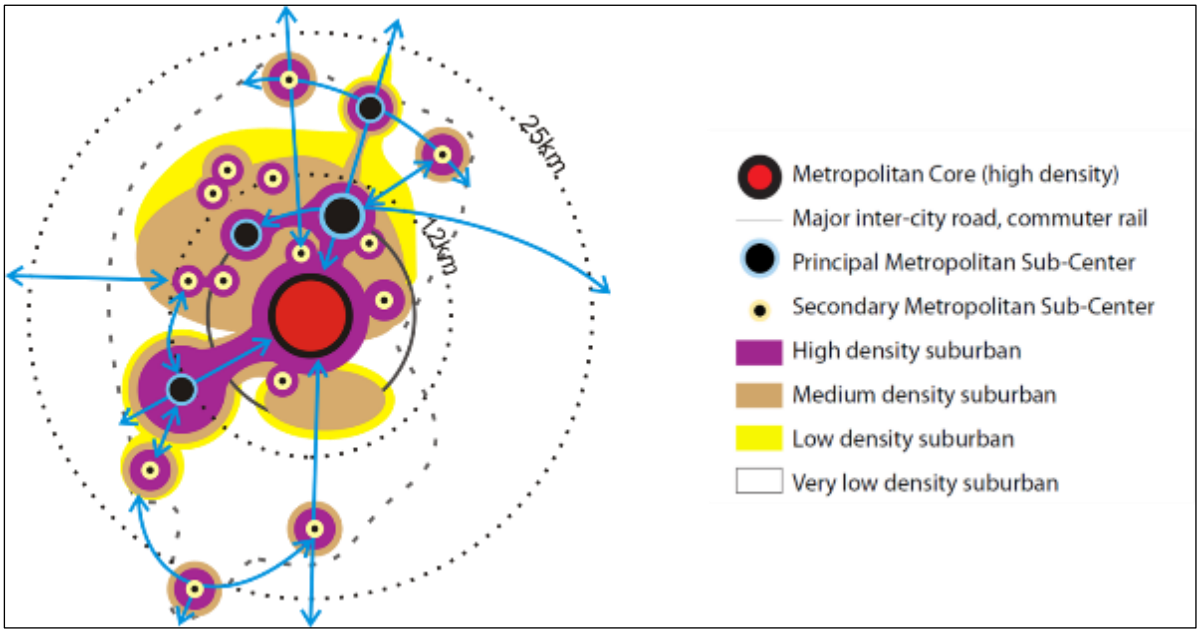


Figure 78: Johannesburg Future City Model: Compact polycentric urban form. (Source: SDF 2040, 2024)

As the primary focus for future development through urban intensification and growth, the Urban Development Zones (UDZ) are transformation zones and, as such, are high priority locations for growth that facilitate capital investment. To direct capital investment, each of the programs that comprise the transformation zone already has comprehensive development frameworks and precinct plans. Investment in these areas encompasses all infrastructure requirements, including engineering infrastructure, social infrastructure and public facilities. The ToD nodes 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. However, it should be highlighted that development initiatives in these areas necessitate proactive capacity improvements to accommodate the suggested densities and to draw in private investment for the building of a more compacted, efficient, and ultimately liveable City.

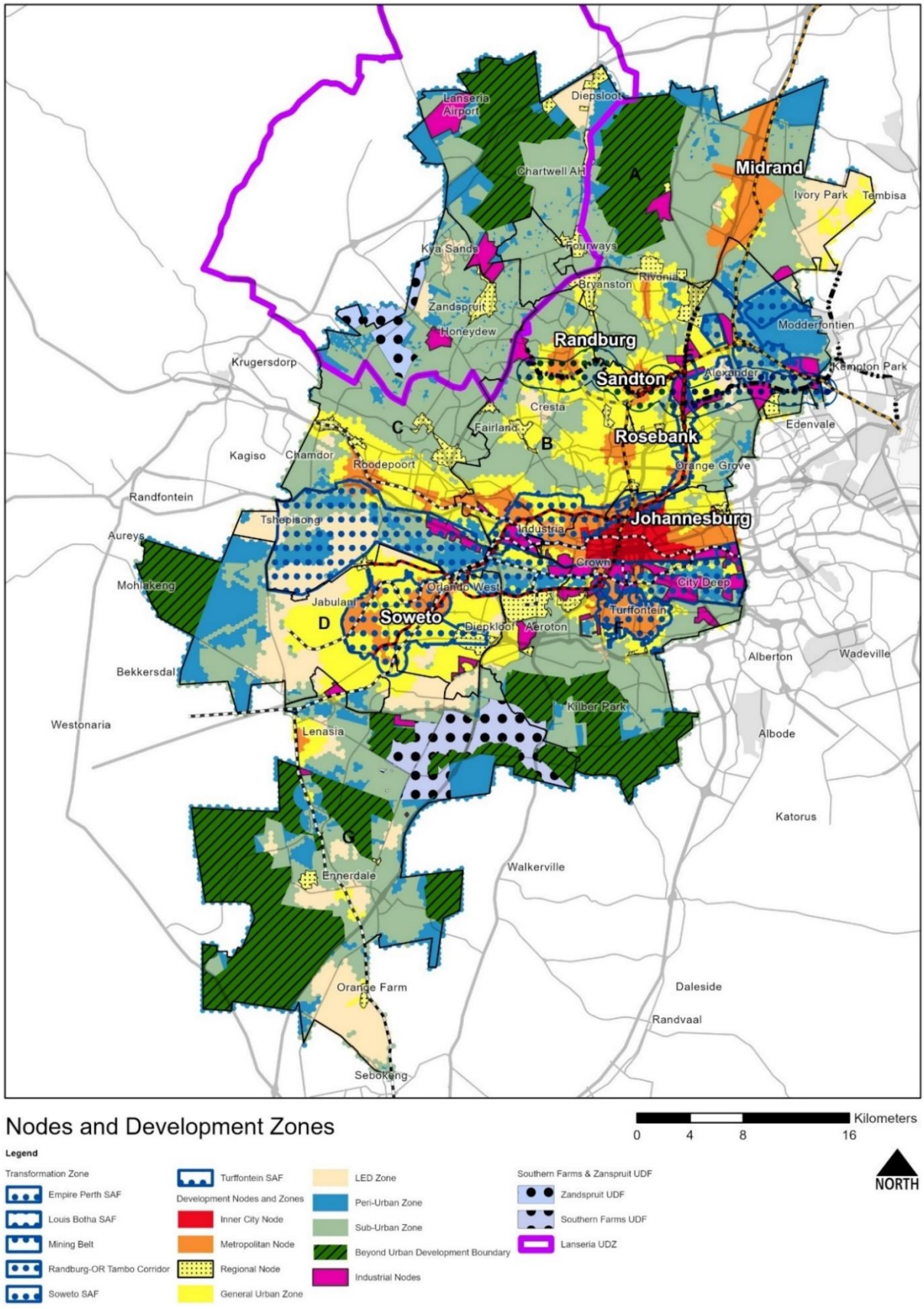


Figure 79: Urban Development Zones - Transformation Zones (Source: SDF 2040, 2024)

Another priority for intensification and expansion is investment to support economic growth centres in terms of the Johannesburg Economic Strategy. Investment in economic infrastructure will

support and safeguard the current economic mainstay of the City and ensure growth opportunities and job creation. The investment focus on the nodes is also of strategic importance for the marginalised area programme to ensure more economic growth and job opportunities in proximity of economically marginalised areas. Investments in economic nodes that are a part of the UDZs (transformation zones) are already incorporated into the respective development programmes.

While broad priority areas for investment have been identified, funding availability, economic growth rates and other practical considerations require that development and growth must be managed. To combine a variety of investments that will have a multiplier effect on returns (financial, environmental, and social), the growth management concept first demands that growth and investment have an area-based focus. The second implication of growth management is the phasing and timing of investment that will open new growth prospects. Therefore, it is critical to continuously analyse and interpret growth trends to inform investment and policy decisions. To gauge its effectiveness regarding the desired development results and aims, growth management is thus connected to the SDF's development indicators. This would therefore make it possible to modify investment policy in the future to better suit current circumstances and development goals.

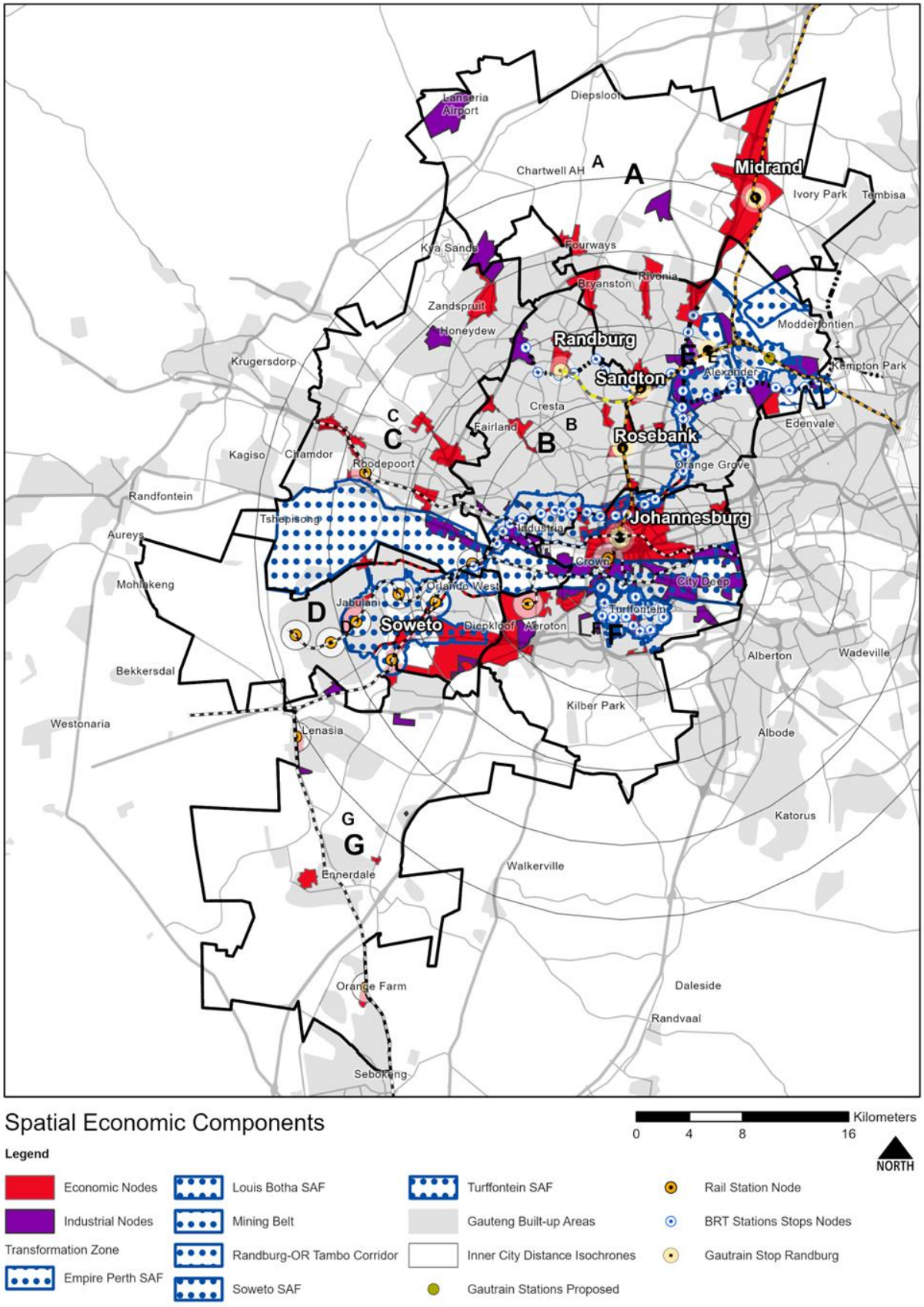


Figure 80: Investment Priority Economic Nodes

27.5. 2025/26 City Priorities

2025/2026 MTREF Capital Draft Budget Implications

The City of Johannesburg's Medium-Term Revenue and Expenditure Framework (MTREF) provides a three-year projection of the capital budget, reflecting the City's efforts to align financial planning with developmental priorities. Allocation trends within the capital budget reveal both strategic intentions and the challenges faced in balancing service delivery with fiscal sustainability.

Given the City's limited capital budget and the many competing demands for development and infrastructure Trade-offs through prioritisation will unavoidably need to be made. The JSIP system and related capital investment planning process help the City meet its objectives for upgrading and developing marginalised areas, strike the best possible balance in infrastructure delivery, and meet its needs and aspirations for future development.

JSIP allows for a centralised decision support process which facilitates full control over strategic infrastructure investment strategies.

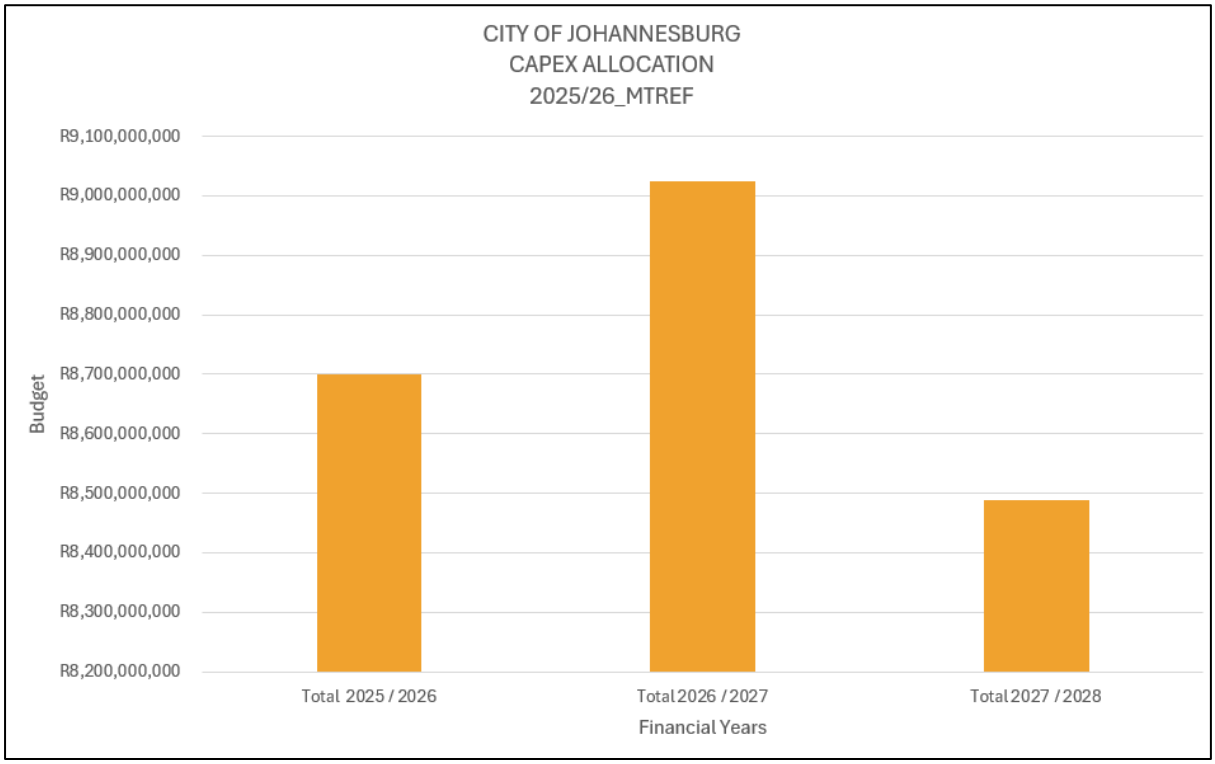


Figure 81:Total Capex per Annum – 2025/2026 MTREF

With an average capital investment of almost R 8.7 billion annually, the City's entire 2025/2026–2027/2028 MTREF capital budget allocation is R R26 214 925 163. Over the past financial years, the capital budget has shown notable fluctuations. These shifts can largely be attributed to changes in funding allocations from National Government, revenue collection performance by the City, and adjustments in project readiness.

Despite year-on-year variances, a general trend remains: the City maintains its focus on directing significant capital investment service delivery—particularly in housing, water, electricity, and sanitation infrastructure. Urban renewal, transport networks, and resilience-building projects, such as green infrastructure, have also gained priority, in line with the City's long-term spatial and developmental goals.

While short-term fluctuations in the MTREF capital allocations are expected due to dynamic financial and operational conditions of the City, the need for a long-term perspective in capital budgeting has become increasingly critical. The Capital Expenditure Framework (CEF)[61] provides the necessary foundation for such a view, helping to identify priority investment areas and align capital planning with the GDS 2040. A more structured, long-term approach ensures that infrastructure investments are sustainable, spatially targeted, and capable of addressing the City's long-term service delivery backlog to transform Johannesburg into a more equitable, sustainable, and resilient City.

27.6. Sources of Funding for the 2025/26 Budget

The City of Johannesburg's ability to deliver services, invest in infrastructure, and foster socio-economic development relies heavily on a diverse mix of funding sources. These sources are categorized into own revenue, borrowings, and intergovernmental transfers, each playing a vital role in financing the City's capital budget.

The allocation R3,5 billion in funding received during the 2025/26 financial year is from borrowings (External Loans). The allocation of this funding has been strategically used for capital projects with long-term benefits, such as road upgrades, health and social developments, as well as water and energy infrastructure. The City's own revenue, Cash (CRR) is R650 million. This is a considerable decrease from the previous financial year. It is imperative to note that own revenue is the foundation of financial sustainability, ensuring that the City can fulfil its responsibilities without unduly depending on external financing. Under the Division of Revenue Act (DoRA), the following grants are provided by the national and provincial government to augment municipal resources: A total of R2.3 billion is allotted for the Urban Settlements Development Grant (USDG), R903 million for other contributions, R772 million for the Upgrading of Informal Settlements Programme (UISP), and R518 million for the Public Transport Infrastructure Grant (PTIS).

CoJ has been introduced to the Urban Development Financing Grant (UDFG) by the National Treasury. The goal of this program, which is especially intended for Metropolitan Municipalities, is to improve trading services' sustainability while adhering to service delivery requirements. It also includes a number of historic grants to help with township development, program and project planning, spatial targeting, and public employment programs to promote sustainable development and uplift communities. The proposed budget allocation for the 2025/26 financial year is R24 million, as a continuation of the Neighbourhood Development Partnership Grant (NDPG). The allocation of R10.7 million from Provincial Grant is a rollover and is allocated to the Library integrated system project.

[61] At the time of reporting, the City's CEF_v1.0 was approved at EMT. The JSIP system is to incorporate the financial and non-financial prioritising criteria.

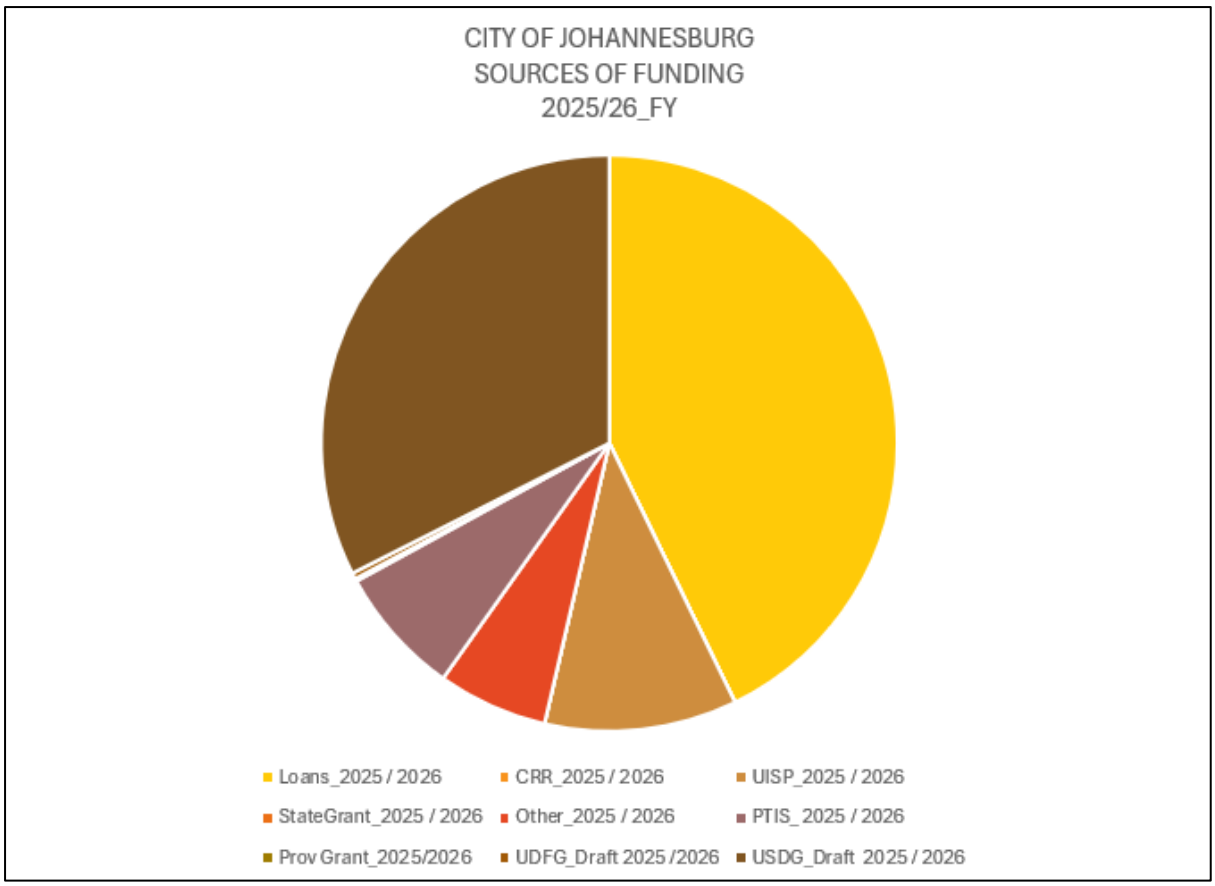


Figure 82: Funding Source Allocations

Key budget allocation process and consideration for the 2025/26_MTREF budget cycle

1. Committed projects from previous original or adjusted capital budgets and projects which are ready for implementation where given priority for the 2025/26_MTREF allocation;
2. The CEF prioritization score per project, as developed by the Office of the COO - SPMO was considered for the 2025/26_MTREF. The scores are highlighted as follows:
    a. IF **0-30%** in CEF - not **strategically important**. Can be considered for reduction.
    b. IF **30-60%** in CEF - **some strategic importance**. Should be considered for reduction in the 2025/26_FY, but may be prioritised over MTREF.
    c. IF **60-100%** in CEF - **strategically important**. Should not be reduced. Must be prioritised in MTREF. Please note that modifications to this criterion was made in order to account for the resources available in the City.
3. Infrastructure projects that are commercially viable and revenue generating potential were prioritised for External Loan funding, while projects pertaining to operational capital (such as furniture and equipment) were adjusted downward in the City's Cash (CRR) revenue.
4. The City's implementation on comprehensive reforms in its trading services – water, sanitation, electracy and waste management were prioritised in the City's capital budget allocation. It is for this reason that 56% of allocated USDG budget (minus Human Settlement's Lufhereng Mixed Development project allocation) was allocated to City Power and Joburg Water.

27.7. Capex Allocations per unit/department/entity

In light of the municipal capital expenditure process, which is based on a three-year budget cycle under the MTREF, the capital budget process entails several in-depth consultations (capital budget planning one-on-one sessions) between units, departments, and municipal Owned Entities (MOEs) that are responsible for capital investment in order to refine funding requests and confirm capital investment alignment with political and strategic directives.

One-on-one sessions provide a platform for departments and entities to ensure clarity, consistency, and alignment with broader planning frameworks within the capital budgeting process. These engagements strengthen collaboration and enhance the integrity of the overall budget planning cycle

Department	Total 2025 / 2026	Total 2026 / 2027	Total 2027 / 2028	MTREF Total
Speaker	R1,373,500	R1,373,500	R1,373,500	R4,120,500
Ombudsman Office	R1,500,000	R1,000,000	R2,000,000	R4,500,000
Group Forensic and Audit Services (GFAS)	R1,890,000	R1,540,000	R2,650,000	R6,080,000
Tourism	R1,247,000	R2,670,000	R2,653,000	R6,570,000
Group Finance	R8,040,000	R3,600,000	R3,600,000	R15,240,000
Economic Development	R5,904,000	R7,928,000	R6,476,000	R20,308,000
Metropolitan Trading Company (MTC)	R26,700,000	R5,900,000	R6,275,000	R38,875,000
Mayor's Office/ City Manager	R10,812,763	R11,990,000	R28,696,000	R51,498,763
Johannesburg Theatre Management Company	R19,059,904	R17,302,768	R19,441,432	R55,804,104
Social Development	R41,908,387	R21,887,943	R23,268,900	R87,065,230
Health	R37,858,977	R31,360,000	R39,110,000	R108,328,977
City Parks and Zoo	R31,118,000	R34,520,000	R53,900,000	R119,538,000
Public Safety	R40,687,642	R46,933,000	R41,873,000	R129,493,642
Joburg Market	R66,978,918	R43,260,000	R30,600,000	R140,838,918
Community Development	R98,586,158	R36,000,000	R36,000,000	R170,586,158
Joburg Property Company (JPC)	R39,749,992	R62,742,400	R100,500,000	R202,992,392
Development Planning	R79,739,163	R98,070,000	R77,570,000	R255,379,163
Metrobus	R157,016,754	R83,894,040	R100,000,000	R340,910,794
Johannesburg Development Agency (JDA)	R104,721,993	R162,196,000	R199,340,000	R466,257,993
Environment and Infrastructure Services (EISD)	R200,587,120	R253,900,000	R72,400,000	R526,887,120
Johannesburg Social Housing Company (JOSHCO)	R206,637,000	R151,945,071	R177,910,000	R536,492,071
Group Corporate and Shared Services (GCSS)	R260,763,459	R192,035,613	R202,904,113	R655,703,185
Group ICT and Information Management Governance	R420,000,000	R271,268,000	R159,504,500	R850,772,500
PIKITUP	R309,645,250	R414,597,000	R489,920,380	R1,214,162,630
Transportation	R573,065,000	R561,572,400	R688,224,000	R1,822,861,400
Johannesburg Roads Agency (JRA)	R915,808,735	R918,328,073	R1,027,009,805	R2,861,146,613
City Power	R1,360,772,750	R1,477,061,692	R1,796,991,230	R4,634,825,672
Human Settlements	R1,974,367,600	R2,149,993,720	R1,114,813,000	R5,239,174,320
Joburg Water	R1,703,880,098	R1,960,124,780	R1,984,507,140	R5,648,512,018
Grand Total	**R8,700,420,163**	**R9,024,994,000**	**R8,489,511,000**	**R26,214,925,163**

Figure 83: Capex allocation by unit/ department/entity

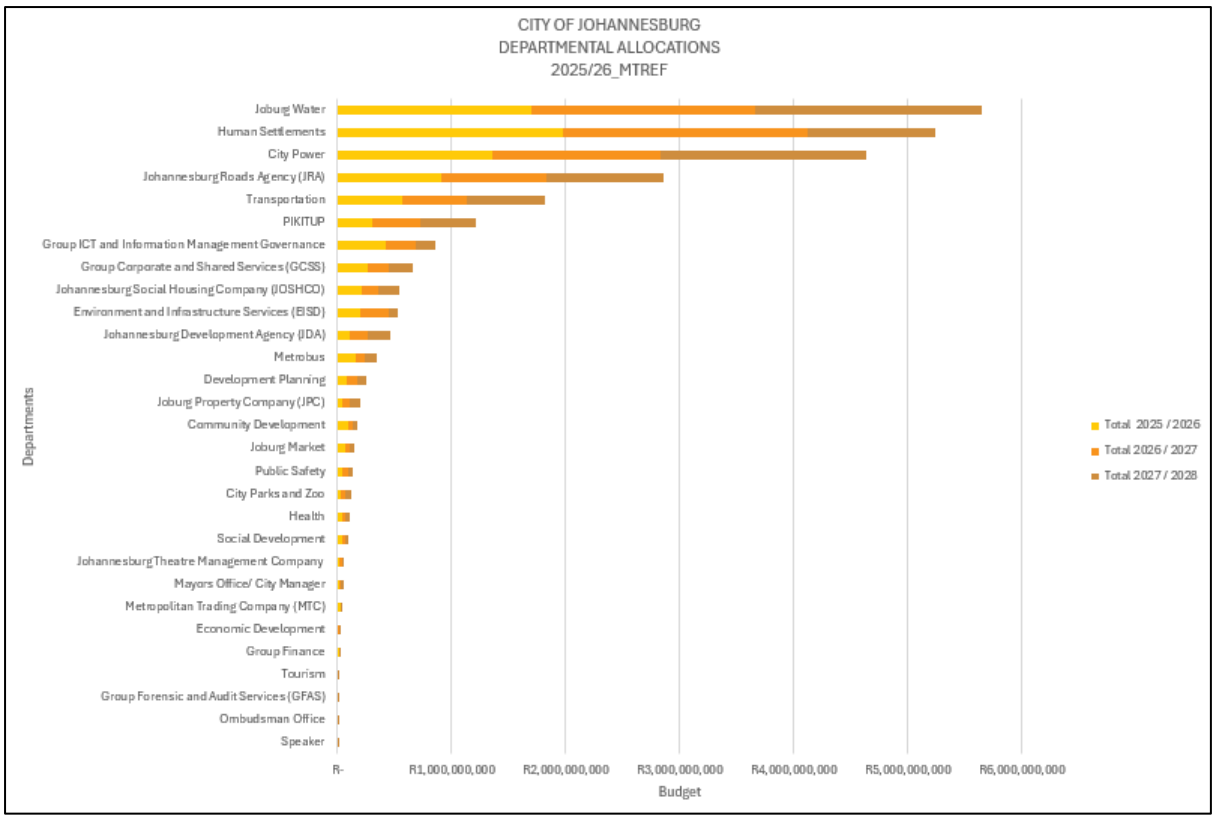


Figure 84: Capex allocation by unit/ department/entity

Figures 84 and 85 above, offer valuable insights into the distribution of capital budget indicatives across units/departments and MOEs. Notable findings are outlined as follows:

- The data reveals varying capital demands across different departments and entities across the City. With an average allocation of R1.4 billion for City Power and Joburg Water entities in the 2025/26 financial year and an average allocation of R5.1 billion for each entity over the MTREF, resulting in Joburg Water and City Power consuming the biggest capital demand. The enhanced capital investment reflects a significant commitment to the Metro Trading Service Reform programme. Significant budget allocations in the Joburg Water entity include but are not limited to: Water Demand Management: New Operate and Maintenance Assets, Roodepoort/ Diepsloot: Diepsloot sewer Pipelines and Bridge, as well as the Northern Works programme. Most of the City Power's allocation is towards new substation services, installation of meters as well as upgrade and renewal of infrastructure.
- Human Settlements department contains the second highest capital demand over the analysis period, reaching a peaked R1,9 billion in the 2025/2 financial year. This is attributed to the Budget Facility for Infrastructure (BFI) grant funding for the Lufhereng Mixed Development project under USDG. The total allocation for the project is R963 million in the 2025/26 financial year and R1.2 billion in the 2026/27 financial year.
- With half of its capital projects being multi-year implementation projects, Johannesburg Roads Agency (JRA) has the most multi-year projects, with an averaged allocation of R2.8 billion throughout the MTREF analysis period. A number of the JRA Department's multi-year initiatives are focused on preserving road infrastructure to the level of service standards set by the City, inclusive, but not limited to: replacement of bridges, tarring of gravel roads and resurfacing of roads. These projects are in alignment with the high impact

implementation initiatives as outlined in the State of the City Address The department is also the implementing agent of the Reconstruction of Lillian Ngoyi.

- The department of Transport's capital budget allocation for the 2025/26_MTREF is designed to enhance public transportation, improve infrastructure and promote sustainable mobility across the City. The allocation of R1.8 billion over the MTREF has key objects, which include, but are not limited to: the expansion of the Rea Vaya Bus Rapid Transit (BRT) system, upgrading public transport facilities and the implementation of intelligent traffic management systems.
- PIKITUP's allocation of R1.2 billion, across the 2025/26_MTREF period looks into maintaining and enhancing core waste collection services, infrastructure for waste management facilities as well as the upgrade and rehabilitation of landfill sites to ensure environmental compliance and long-term operational sustainability.
- Overall, the City's capital demand demonstrates variability across departments such as economic development and strategic departments, community based and operational departments as well as financial and mayoral departments. Lufhereng social housing at JOSCHO, the Orange Farm renewal program with the JDA, the Jabulani precinct upgrades project at Development Planning, the Joburg Art Gallery upgrade and Joburg Library (Centre of excellence) the Community Development department, the Hikensile Clinic at the Health department, the Betrams multipurpose centre, and the shelters for displaced people at the Social Development department are just a few of the projects.The wide variety of projects demonstrates the City's multipronged strategy for emphasising operational effectiveness, community well-being, and the provision of public facilities across multiple sectors.

27.8. Spatial Capex Allocations

Development Zones

A new hierarchy of development zones was introduced in the city by the Nodal Review policy (approved in 2020), which gave the city's development intent a more nuance approach and increased development opportunities in strategically located areas (as determined by the Nodal Review urban potential modelling process). Here, the focus is on infrastructure investment and promoting land development (mainly through rezoning) in the three nodal areas (Inner City, Metropolitan and Regional), the General Urban Zone, and the Local Economic Development Zone. This section of the report will focus mainly on the development zones, while section 27.9, will give more focus on the development nodes as encompassed in the transformation zones. The development zones for the City fall into four distinct categories, as defined in the SDF:

General Urban Zone

An urban (not suburban) zone of the city with up to 5-storey residential or mixed-use buildings. Medium intensity area, with a good scattering of land use mix (local shops and businesses mixed throughout the area but concentrated on high streets and neighbourhood nodes)—a thoroughly walkable environment, with all local amenities available on foot.

Local Economic Development (LED) Zone

An environment similar to the "General Urban Zone" but with a focus on promoting economic land uses (diversifying high-density, single-use, residential areas).

Sub-urban Zone

Medium- to low-density residential areas with a mix of land uses to accommodate local needs as per the scheme (home-based shops, home enterprises, local services, hair salons, estate agencies, etc.)

Peri-urban Zone

Low-density and high-intensity residential/agricultural areas. Mixing of land use as per the scheme. Maintaining a low-intensity residential/agricultural environment

Development Zone	Total 2025 / 2026	Total 2026 / 2027	Total 2027 / 2028	MTREF Total
Beyond Urban Development Boundary	R300 355 000	R619 802 880	R503 075 000	R1 423 232 880
Administrative or Head Office	R540 584 860	R452 724 500	R562 394 460	R1 555 703 820
LED Zone	R487 007 894	R518 234 363	R597 244 680	R1 602 486 937
Sub-Urban Zone	R723 841 953	R971 179 717	R690 219 510	R2 385 241 180
General Urban Zone	R1 027 674 407	R1 114 808 296	R1 018 663 490	R3 161 146 193
Peri-Urban Zone	R1 027 886 800	R1 490 292 000	R680 436 000	R3 198 614 800
Development Node	R990 351 095	R1 135 239 563	R1 228 860 592	R3 354 451 250
Whole of the Metro	R3 152 282 991	R2 722 712 681	R3 208 617 268	R9 083 612 940
Grand Total	**R8 249 985 000**	**R9 024 994 000**	**R8 489 511 000**	**R25 764 490 000**

Table 15: Budget allocation in developmental zones

The budgetary allocation in the development zones throughout the 2025/26_MTREF period is displayed in Table 15 and Figure 85. Capital investment is skewed towards the general urban zone and LED zone with a combined total of R4.7 billion over the MTREF. In order to ensure that the zones are maintained for their highest and best use when serving as the City's economic base, the budget's allocation in these zones allows for development that promote the City's objectives and satisfies the Nodal Review's developmental guidelines intent, as stated in the SDF.

The peri-urban zone over the MTREF receives a total budget allocation of R3.1 billion, or 12% of the entire budget. This zone includes Human Settlements' Lufhereng Mixed Development project. Given the SDF's defined peri-urban zone characteristics, it's probable that the location shown on JSIP system for this project is incorrect and doesn't fully match the SDF's developmental objectives for the particular zone. Departments and entities are required to accurately map the projects and identify the spatial location of each investment requirement in order to have a more distinct understanding of the geographical reach initiatives for capital projects within the City.

The sub-urban zone is allocated a total of R2.3 billion over the MTREF analysis period. 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 remainder of the budget listed as Administrative or Head Office, or Whole of Metro. These categories are National Treasury mSCOA categories which represent non-spatially targeted budget of the Municipality directed towards the operations of the Municipality, or to capital investment which serve the entire City as opposed to a specific spatially targeted area. A total of 41% of the City budget across the MTREF analysis period was allocated to the abovementioned classification categories, indicating a significant percentage of projects that were not spatially targeted.

It will be extremely difficult to assess whether the City is making progress in implementing the SDF through the use of its main policy tool (i.e., the capital budget) if a significant amount of its capital budget is not spatially targeted, as the SDF is a spatially specific document in terms of the development objectives.

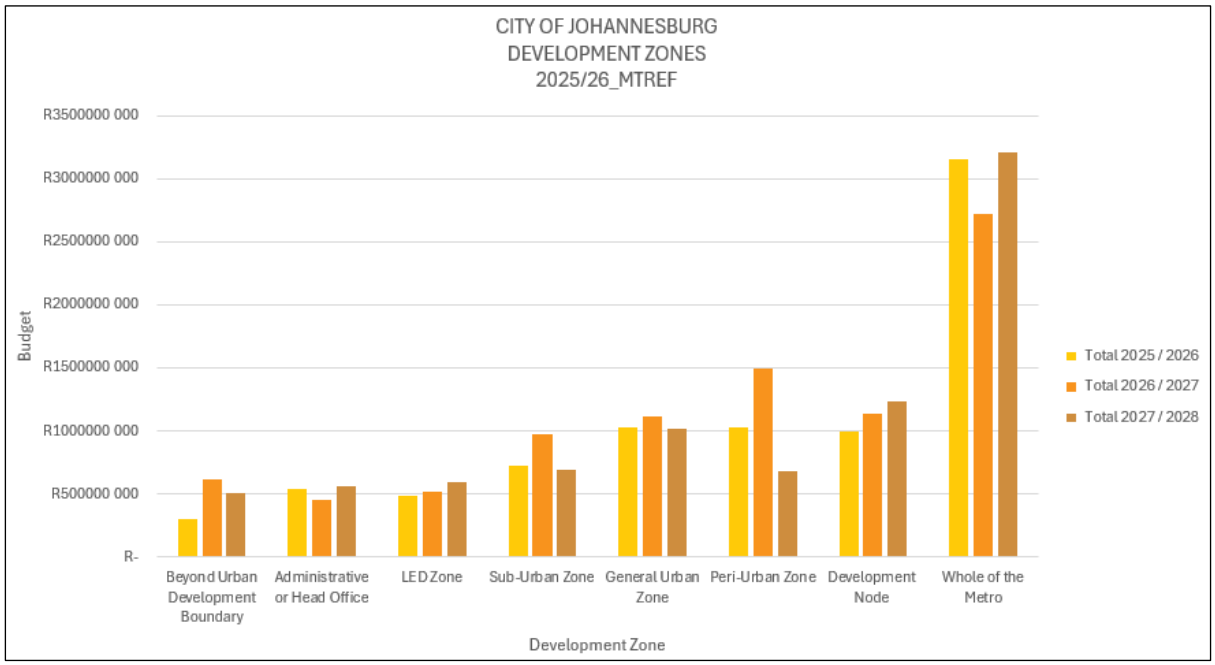


Figure 85: Budget allocation in developmental zones

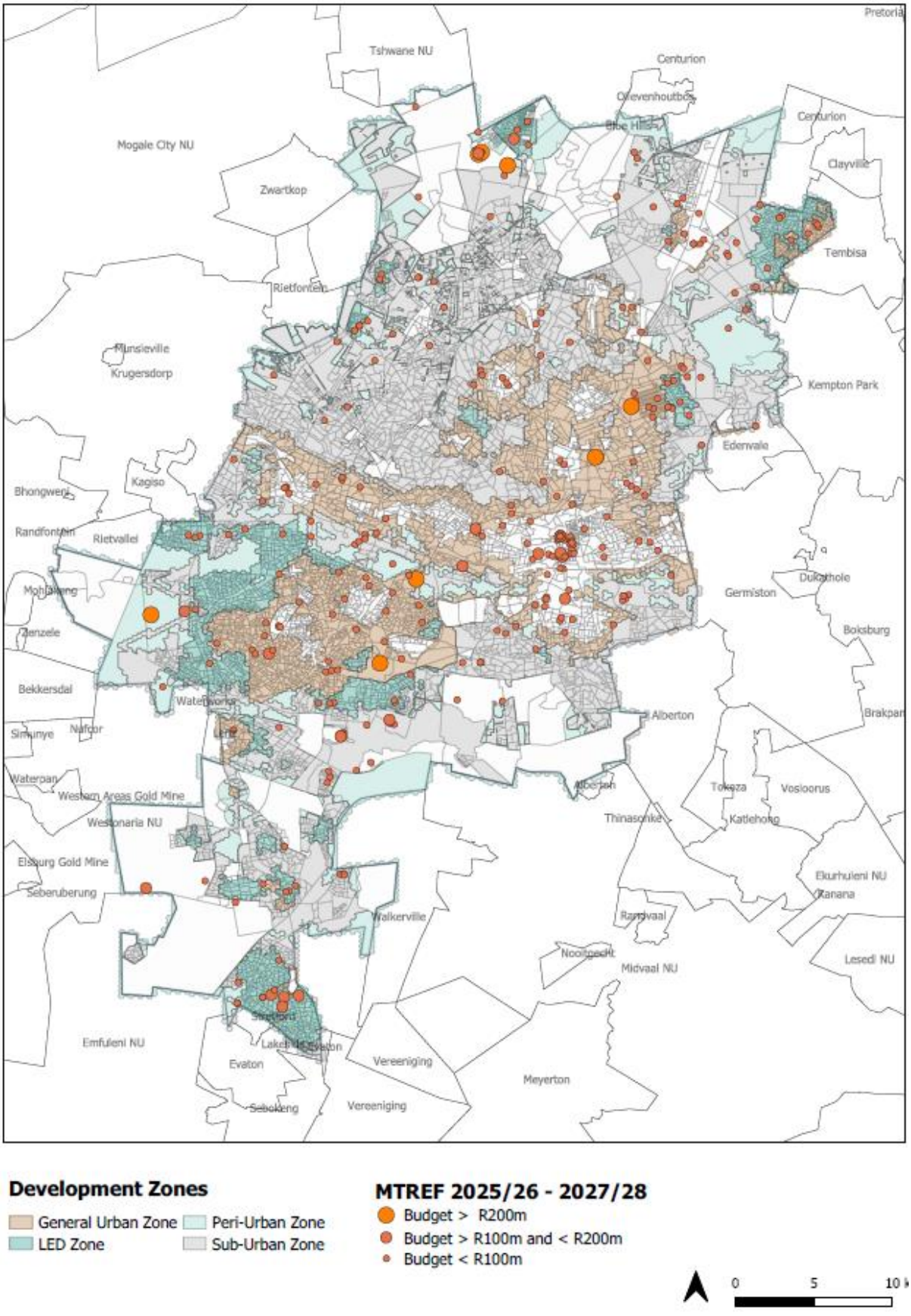


Figure 86: Budget allocation in developmental zones

27.9. Transformation Zones

Transformation zones are areas defined in this SDF where capital investment is prioritised for future urban intensification and expansion have the capacity to trigger positive effects on a city-wide scale. Additionally, these zones indicate areas where the development of detailed spatial plans, where none now exist, will be given priority. These consist of Soweto, Randburg, OR Tambo Corridor, The Inner City, TOD Corridors, and Mining Belt.

Transformation Zones	Total 2025 / 2026	Total 2026 / 2027	Total 2027 / 2028	MTREF Total
Randburg Node	R19 188 000	R29 560 000	R47 575 000	R96 323 000
Soweto SAF	R96 475 179	R73 871 044	R58 863 500	R229 209 723
Empire Perth SAF	R30 531 000	R95 220 000	R125 607 740	R251 358 740
Turffontein SAF	R132 778 000	R130 664 000	R272 107 500	R535 549 500
Randburg-OR Tambo Corridor	R175 226 800	R225 312 000	R185 508 500	R586 047 300
Louis Botha SAF	R169 154 800	R198 769 900	R230 864 400	R598 789 100
Mining Belt	R368 036 059	R656 674 000	R301 449 000	R1 326 159 059
Inner City	R418 989 250	R572 529 899	R444 833 432	R1 436 352 581
Administrative or Head Office	R540 584 860	R452 724 500	R562 394 460	R1 555 703 820
Whole of the Metro	R3 152 282 991	R2 722 712 681	R3 208 617 268	R9 083 612 940
Outside of Transformation Zone	R3 146 738 061	R3 865 965 976	R3 049 690 200	R10 062 394 237
Grand Total	**R8 249 985 000**	**R9 024 994 000**	**R8 489 511 000**	**R25 764 490 000**

Table 16: Budget allocation in transformation zones

Budget allocation to areas identified as transformation zones make up 16% of the capital budget allocation for the City over the analysis period, as depicted in Table 16 and Figure 87. The majority of this allocation is directed towards the Inner City, with a total allocation of R1.4 billion. In order to fulfil the rising demands of urbanisation and become an even more prominent, dynamic centre of the city, the Inner City has enormous potential to increase in terms of land-use development and density. The Inner-City Revitalization programme is a priority in order to restore the core of the City of Johannesburg, to stimulate economic activity in the hub of the South African economy. Project investment within these areas include both refurbishment and replacement of existing infrastructure and new infrastructure.

The Mining Belt is allocated R1.3 billion of the total budget over the analysis period. As detailed in the SDF's overarching spatial framework, the City's strategic development interventions are to unlock the mining belt as it has been selected as one of the crucial development opportunities in the City. The mining belt has several important areas of opportunity, such as the ability to connect Soweto with the larger urban and economic opportunities in the Roodepoort area towards Mogale City and its function in enabling the current Johannesburg Inner City area to expand southward.

Louis Botha, Randburg – OR Tambo Corridor and Turffontein SAF have an averaged allocation of R573 million over the MTREF analysis. These ToD's serve as building blocks within the existing urban structure for the City. The areas have the potential to generate substantial compact economic and housing development around strategic points along the primary movement axis. Key projects include, but are not limited to: BRT phase 1C Roadways, Refurbish Vasco Switching station and the Robinson Deep landfill site.

With 1% allocated to each transformation zone, Soweto SAF and Empire Perth SAF have an average budget of R240 million, or 2% of the total over the analysis. The Randburg Node has a totalled allocation of R96 million throughout the MTRE, at a 0,37% percent average.

Notably, the Administrative or Head Office and the Whole of Metro area receive a sizable amount of the capital budget. Projects that affect the City more broadly than just transformation zones seem to fall under these categories. The goal, however, is to improve data and spatial mapping capabilities as part of a commitment to ongoing improvement in capital planning processes.

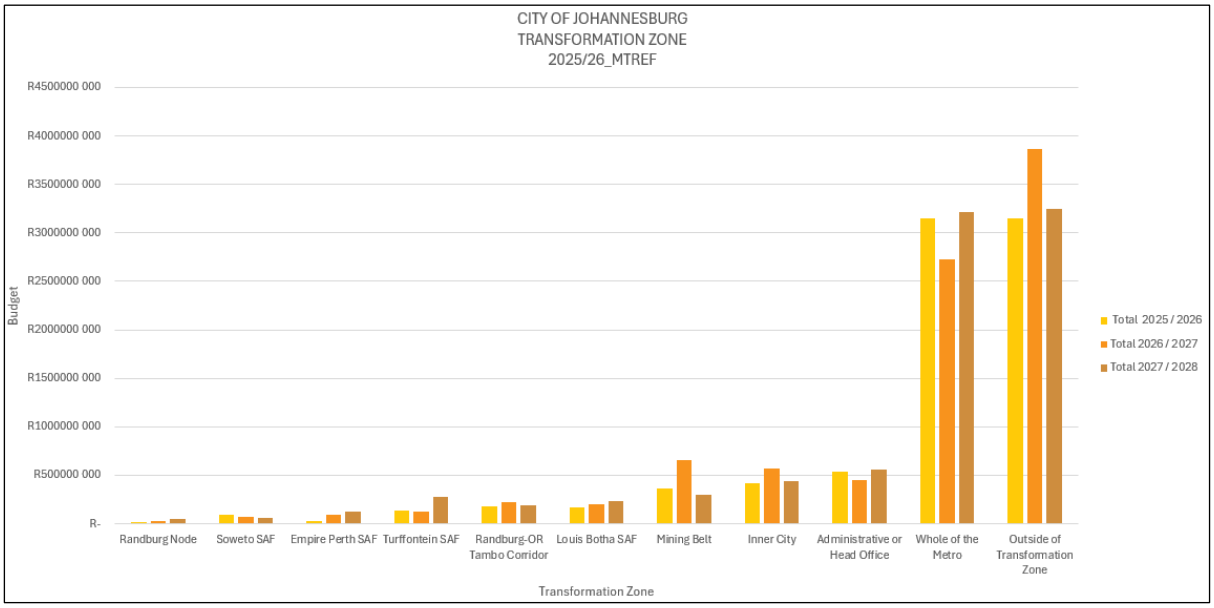


Figure 87: Budget allocation in transformation zones

It should be noted that although some infrastructure projects are planned or located outside of a transformation zone or other spatially targeted areas, the infrastructure may nonetheless directly benefit the targeted area. Further investigation is needed to determine the impact of infrastructure outside of the various strategically targeted areas that contribute to the desired outcomes of these areas.

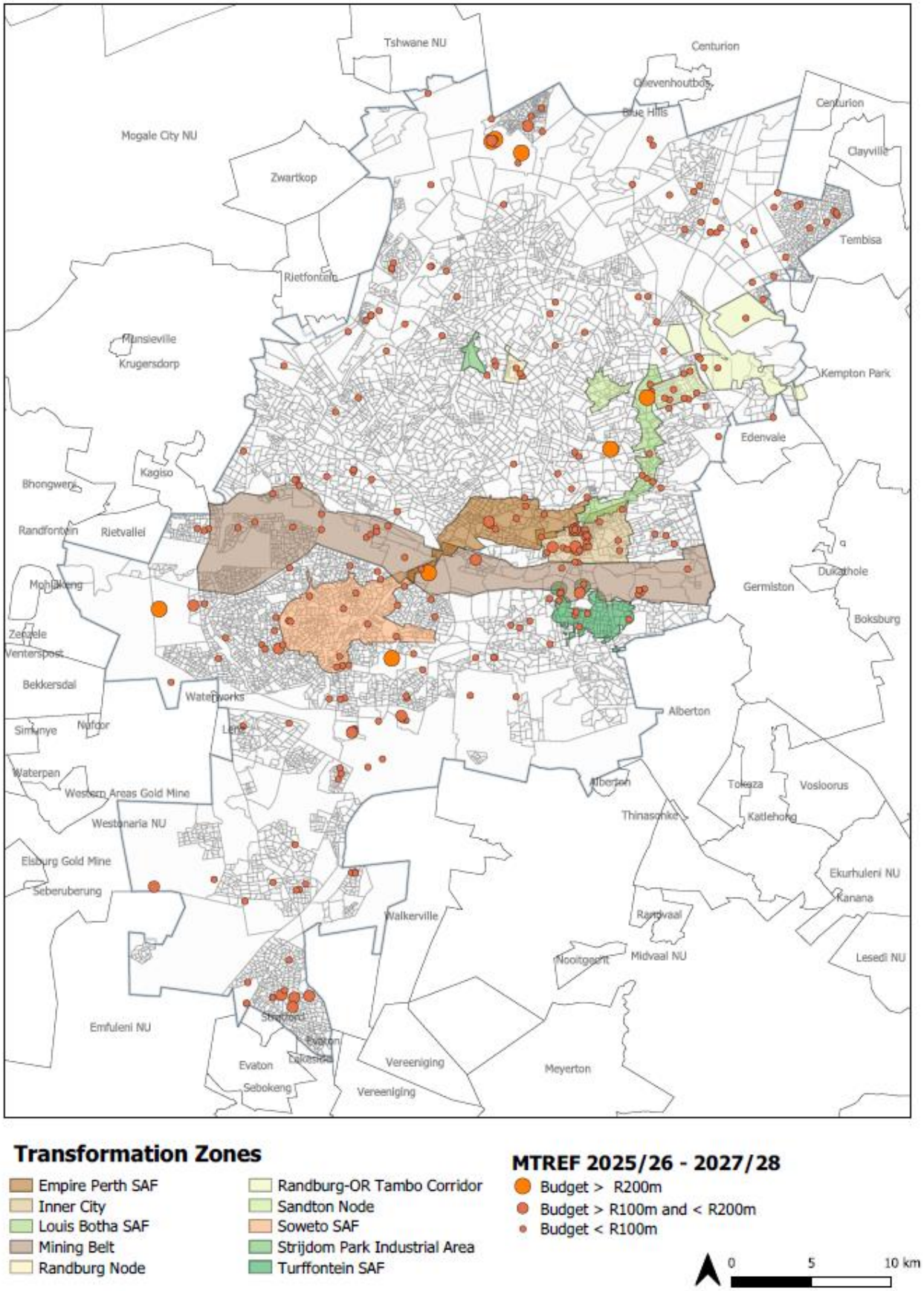


Figure 88: Budget allocation in transformation zones

Marginalised areas

The SDF 2040 (2024) defines marginalised areas—previously known as deprivation areas—as places outside the urban system's periphery that are usually characterised by a high population density. These geographic areas usually lack the characteristics of sustainable and liveable neighbourhoods and are disconnected from services. The marginalised areas for the City fall into three distinct categories, each with its own spatial context, opportunities, and potential for development:

Category 1

Marginalised areas that fall within this category include the broader Ivory Park area, which includes Ebony Park, Kaalfontein and Rabie Ridge. In relation to the larger metropolitan context, these areas are comparatively well located. Over time, the regions show a great deal of potential for integration and functional connectivity with surrounding urban centres and economic hubs.

Category 2

Marginalised areas in this category are Diepsloot, Zandspruit and informal settlements near Lanseria Airport and Kya Sand. These regions are somewhat disconnected from the urban continuity and are primarily located on the western suburban periphery. There are very few opportunities for integrated and sustainable development because the physical form and development patterns that now surround these places are typical of urban sprawl (car-based, low-intensity, mono-functional suburban areas).

Category 3

Marginalised areas in this category are Orange Farm, Lehae, Poortjie and informal settlements in surrounding areas. The marginalised areas in the South mainly consist of historical formal low-income settlements and informal settlements. These marginalised areas are mostly south of Soweto and far removed from any significant economic centres within the City region

It is worth noting however, that some marginalised areas fall within the Transformation Zones discussed in section 27.9 and would, therefore be integrated and redeveloped as part of those development programmes.

Marginalised Areas	Total 2025 / 2026	Total 2026 / 2027	Total 2027 / 2028	MTREF Total
Category 2	R170 363 798	R205 463 720	R185 984 680	R561 812 198
Category 3	R233 406 593	R308 303 343	R317 950 000	R859 659 936
Category 1	R303 112 263	R336 124 300	R346 703 000	R985 939 563
Administrative or Head Office	R540 584 860	R452 724 500	R562 394 460	R1 555 703 820
Whole of the Metro	R3 154 100 132	R2 719 870 081	R3 198 617 268	R9 072 587 481
Outside of Marginalised Area	R3 848 417 354	R5 002 508 056	R3 877 861 592	R12 728 787 002
Grand Total	**R8 249 985 000**	**R9 024 994 000**	**R8 489 511 000**	**R25 764 490 000**

Table 17: Budget allocation in marginalised areas

The budgetary allocation in marginalised areas throughout the 2025/26_MTREF period is displayed in Table 17 and Figure 89. A total of R985 million is allocated to marginalised area, category 1. That is 4% od the City's capital investment over the 2025/25_MTREF period. An important aspect of the City's infrastructure investment mandate is to deal with backlogs in depravation areas. As a result, areas such as Ivory Park and Kaalfonein in marginalised category 1 already have programmes in place to address backlogs. These programmes will be supplemented by similar programmes focussed on the Zandspruit area and the general area of

the Southern marginalised areas, which are areas in marginalised category 2 and marginalised category 3, that receive 2% and 3% of the approved capital budget over the analysis period respectively.

As discussed in the previous sections, a significant portion of the capital budget is invested towards Whole of Metro and Administrative or Head Office. A sizable amount of the capital budget—an average of half of the capital budget for all the financial years throughout the 2025/26_MTREF analysis period—lies outside of the marginalised areas.

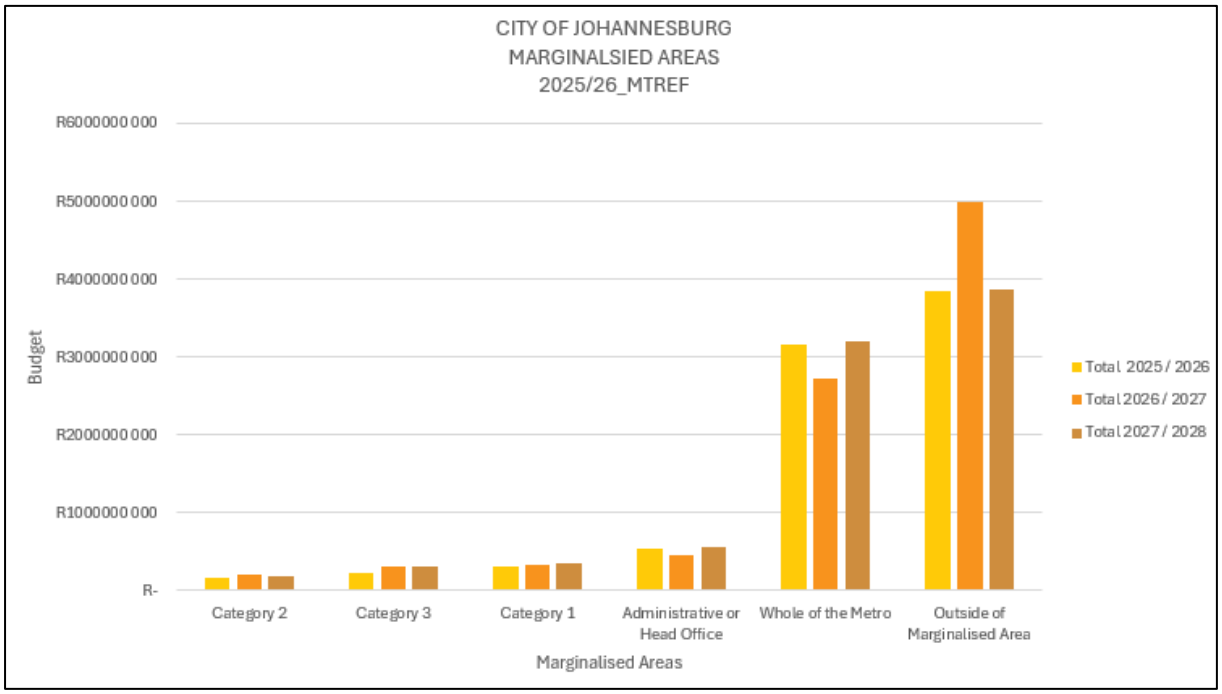


Figure 89: Budget allocation in marginalised areas

The City has a total jurisdiction area of 1645 km^2, of which 223 km^2 are designated as marginalised areas. This makes up 14% of the City's entire spatial area. The 14% of the designated marginalised areas received 9% of the capital allocation over the three-year analysis period. Marginalised areas within the SDF were described as densely populated places that are remote from economic opportunities, leading to a mismatch between employment and housing. Residents of marginalised areas must spend a significant amount of their household budget on transportation in order to get to places with commercial, educational, and employment opportunities as a result of this mismatch. The SDF highlights an import aspect of these areas' development strategy is the transformation of settlements in the marginalised areas into liveable, diverse, and integrated parts of the City. The physical form must be allowed to adapt to better meet the high densities, even though many peripheral, marginalised regions are not the focus of significant population expansion.

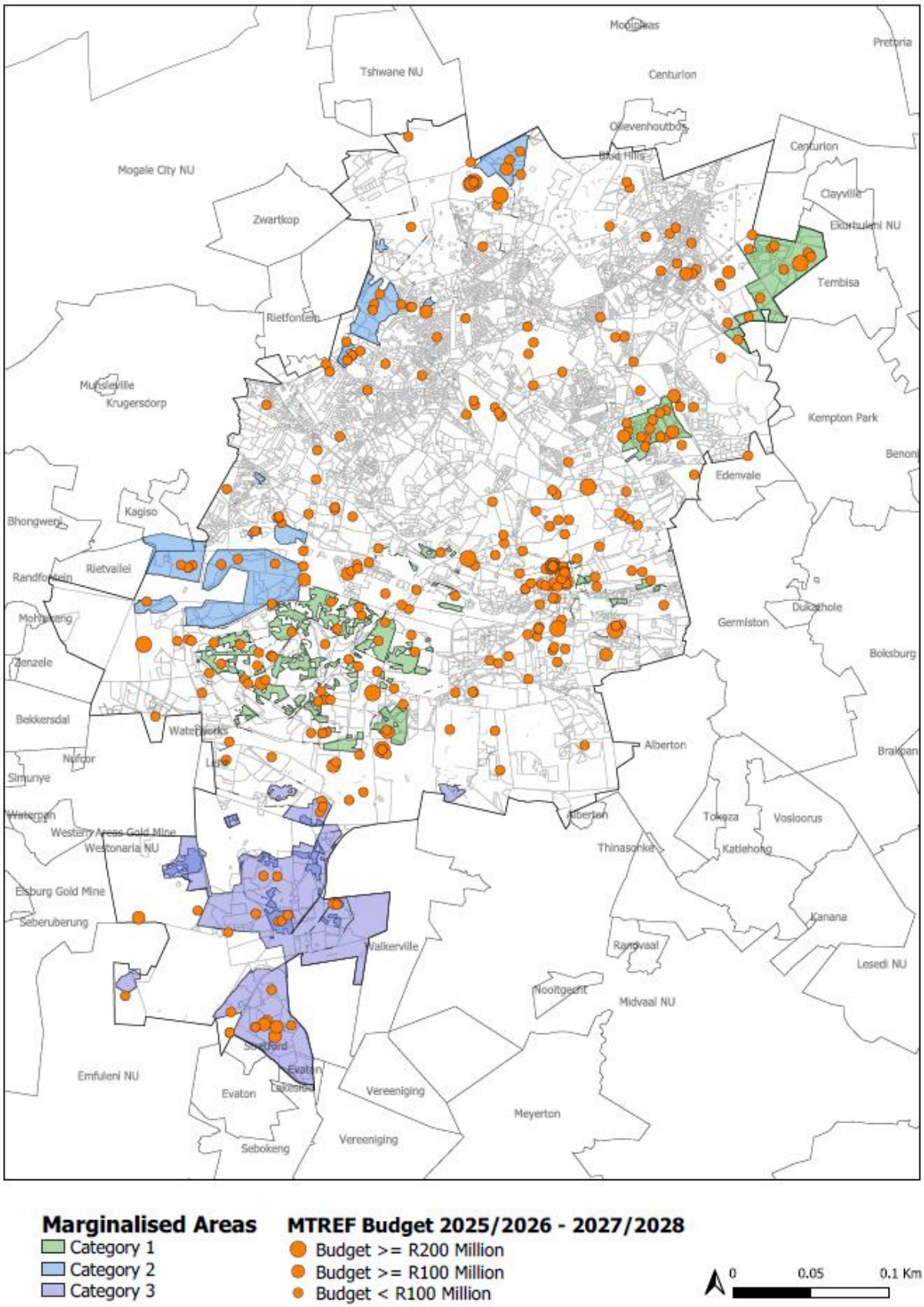


Figure 90: Allocation in marginalised areas

27.10. Climate responsiveness and resilience within the capital budgeting framework

Climate responsiveness and resilience withing a metropolitan municipality refers to the municipality's capacity to both adapt to and endure the effects of climate change while simultaneously taking initiative to lessen its own contribution. It entails a thorough process that considers a number of factors, such as planning, infrastructure, governance, and community involvement. A City's financial viability and program execution is impacted by its capacity to adapt to the effects of climate change, which has direct financial ramifications.

The City's Climate Action Plan (CAP), as approved in March 2021, outlines actions and strategies to guide climate responsive planning. One of the main actions of the plan is to promote ToDs, reiterating specific actions outlined in the SDF, while the IDP increasingly reflects climate considerations.

Examples of how climate responsiveness is being operationalized in capital budget allocation include the City's capital project initiatives, such as the Bus Rapid Transit (BRT) system, waste sorting facilities, the formalisation of human settlements, the upgrading of existing buildings and infrastructure, or the construction of new buildings and infrastructure to be more resilient to the impacts of climate change (upgrading stormwater infrastructure and/or flood attenuation is a good example).

To completely integrate climate responsiveness into the capital planning process, there are still important gaps that need to be filled. It is challenging to track and report on capital investments that are climate responsive or resilient because, despite the institutional capacity challenge, the process still lacks a systematic method to climate budget tagging of projects.

Please note that at the time of reporting, efforts were being made on a more deliberate and systemic effort to strengthen institutional capacity to form part of the capital budgeting process and to embed climate finance mechanisms within the JSIP system, fostering inclusive participation.

27.11. Summary

The City of Johannesburg's Capital Investment Framework (CIF), as reflected in the 2025/26 Medium-Term Revenue and Expenditure Framework (MTREF), represents a strategically aligned and co-ordinated strategy to urban growth. A step to the City's commitment to spatial transformation and inclusive growth is demonstrated by the allocation of capital budget funds towards transformation zones, development zones, and historically marginalised areas that are prioritised by the Spatial Development Framework (SDF). However, a more deliberate approach to spatial targeting is crucial, during the capital budgeting process. A more targeted approach to identifying development and investment areas may be possible with the usage of the JSIP system. Therefore, to better align with the specifications outlined in the SDF, it is imperatively beneficial that departments and entities map projects down to the lowest asset level type. This will assist in reinforcing the validity of project works and affected area locations.

The Capital Expenditure Framework (CEF) has developed to serve as a vital planning and governance tool. It is essential that the City firmly embeds the CEF prioritisation process in the decision making of the capital budget process to maintain alignment with the SDF and to safeguard the safeguard the transparency, consistency, and long-term sustainability of capital investment.

In parallel, the City is advancing key reforms in trading services, including water, energy, and waste—to enhance efficiency, reliability, and financial sustainability. These reforms are integral to

modernising Johannesburg’s service delivery systems and strengthening resilience across critical infrastructure sectors.

Moreover, the City’s infrastructure agenda has a growing emphasis on climate responsiveness and resilience. By embedding climate adaptation and mitigation into planning and investment frameworks, Johannesburg is taking decisive steps to future-proof its urban systems and promote sustainable development. Recognising the effects of climate change and integrating adaptation and mitigation strategies into Johannesburg’s SDF and capital budget planning practices will help the City set a regional example of a sustainable and resilient City.

Anticipating climate change and integrating climate change mitigation and adaptation into Johannesburg's SDF and capital budget planning practices will help the City set a regional example of planning a sustainable, resilient city.

In summary, the City’s capital investment trajectory, anchored by the IDP, SDF and underpinned by the CIF, demonstrates a dedication to inclusive, climate-resilient urban transformation that addresses infrastructure development as well as the advancement of the City's social and economic development.

28. 2025/26 CoJ's High Impact Programmes

For the next MTREF cycle, the City will prioritise its High Impact Programmes in deprivation areas to improve the quality of lives for residents living in these areas. These areas face significant challenges, including:

- High concentration of low-income housing and informal settlements.
- Fragmented urban structure.
- Limited transport options and poor connectivity to urban centres.
- Proximity to economic centres.
- Weak local 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 C	Zandspruit	Informal settlements upgrading, Infrastructure upgrades, social facilities: multi-purpose centres, clinics, public transport facilities
Region D	Kliptown, Soweto	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.
Region G	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, TOD corridors, and the Greater Soweto Area. The focus in these areas include.

- The provision of new housing units with a strong focus on social housing units
- Upgrading of infrastructure (water, sewer, and electricity)
- Improving the public environment (pedestrian walkways, street lighting, open spaces)
- New roads particularly in the Mining Belt
- New social facilities – clinics, libraries, community halls, swimming pools, Early Childhood Development centres

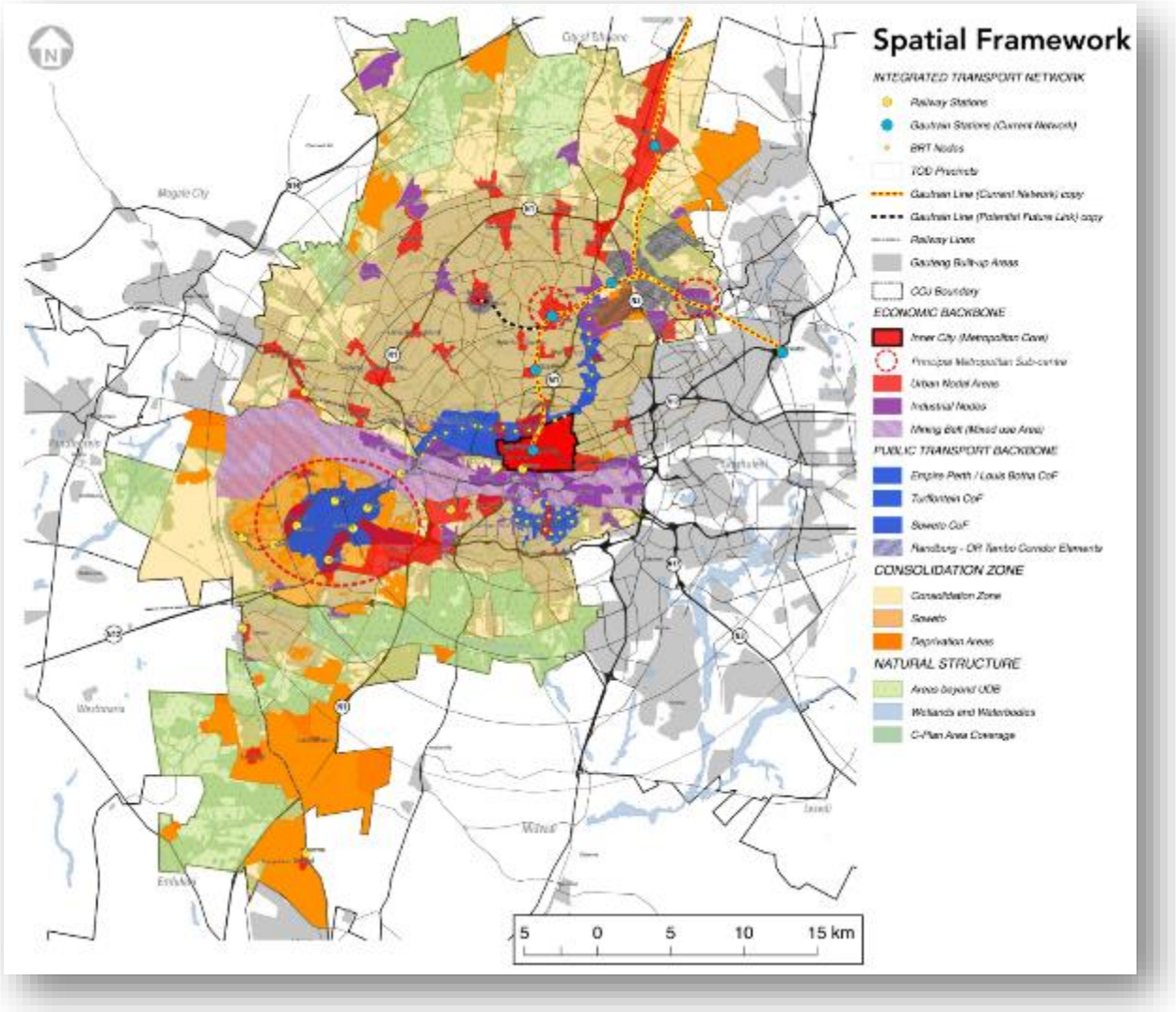


Figure 91: Capex Focus Area (Transformation Zone)

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.

Transit Oriented Development (TOD) Corridors – 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 historic policies of exclusion. Through TOD 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 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 TODs, consolidating growth and development opportunities around existing and future public transport nodes, starting from the TOD Corridors 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.

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 utilises 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.

Louis Botha TOD Corridor

The Louis Botha Avenue Development Corridor is located to the north-east of the Inner City within Region E, between the CBD and northern parts of the City around Alexandra. The southern parts of the corridor study area are predominately residential in nature, encompassing some of the oldest residential suburbs in the city. Further northwards, the corridor passes through several key commercial and industrial areas, such as Bramley, Kew and Wynberg. The corridor also has a role to play in terms of providing opportunities for economic activity, and related employment potential. The northern areas are more significant in this regard, providing some of the best located industrial land in the city.

The catalytic projects and interventions are:

- Paterson Park precinct with approximately 2000 proposed units as well as a regionally accessible social cluster within walking distance of a Rea Vaya station, consisting of mixed-income high density residential developments.
- Construction of the BRT lanes and stations along the corridor have reached technical completion and busses will be operational along the route by June 2022.
- The Great Walk: which links Louis Botha corridor with Sandton CBD via a pedestrian oriented, walkable route.
- Watt Street Interchange, where approximately 900 residential units will be built up in an up to 11 storeys urban environment.
- Land acquisition: 79 properties were acquired by the City in various locations along the Louis Botha corridor and have been tendered out for development by the private sector.

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.

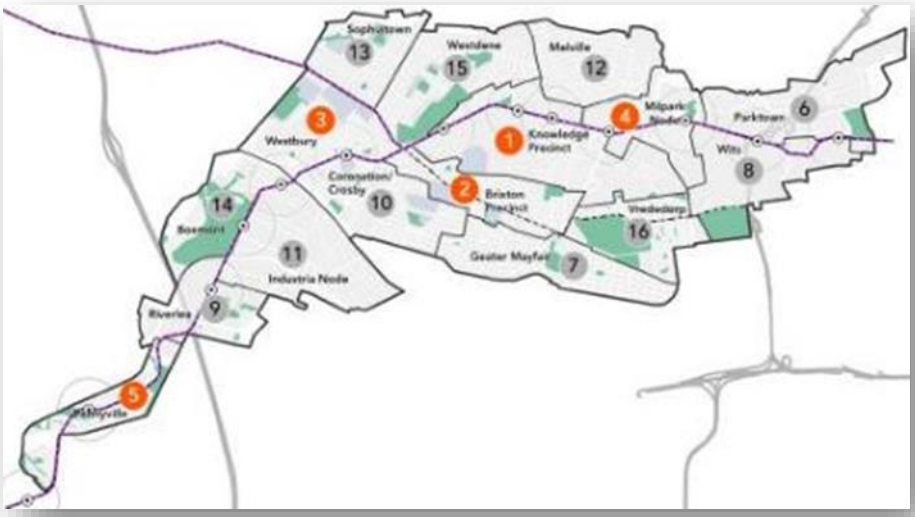


Figure 92: 5 key priority precincts within the Empire Perth TOD Corridor

Some of the catalytic projects within the priority precincts include:

- Milpark Pedestrian Bridge: stronger pedestrian linkage through the construction of a bridge across Barry Hertzog on Stanley Avenue
- Noordgesig Social Cluster: Social Precinct Implementation
- Brixton Social Cluster: The project forms part of the Brixton precinct upgrade and is decomposed into two work packages as follows-
    - Work Package 1: Multipurpose Sports and Recreation Centre, Parking Area, and Sports Fields
    - Work Package 2: Library, Play Area, Upgrading of Swimming Pool, Hard and Soft Landscaping

Water and Sanitation: Transit Oriented Development (TOD) Corridors

Transit oriented development would require the pipe replacement and upgrade of water and sanitation infrastructure to support higher density settlements.

The table below indicates the proposed 2025/26 to 2027/28 Capital Budget Allocation for ToDs:

Node	Project Names	2025/26 Budget	2026/27 Budget		Output

		(R' 000)	(R' 000)	2027/28 Budget (R' 000)	
Louis Botha	Water Upgrade (1.4 km) and 37 Ml Reservoir (Linksfield)	0	5,000	10,000	Support densification initiatives on economic development areas or zones
	Sewer Upgrade (5.4 km)	0	0	0	Create jobs
Empire Perth	Water Upgrade (7.2 km) and 26 Ml reservoir (Hursthill) and 2 Ml Tower Brixton	100,000	50,000	45,000	Support densification initiatives on economic development areas or zones
	Sewer Upgrade (3.5 km)	0	0	0	SMME's Support
Turffontein	Water Upgrade (2.2 km) and 2.5Ml Water Tower (Forest Hill)	6,000	28,195	20,000	Support densification initiatives on economic development areas or zones
	Sewer Upgrade (5.1 km)	0	0	0	Promote private investment
Total		**106,000**	**83,195**	**75,000**	

The Mining Belt – a Snapshot

The Mining Belt is part of a broader spatial system that extends across 6 municipalities in Gauteng from the east to the west. The broader belt begins in the Randfontein and Merafong area in the west of the province to Ekurhuleni in the Brakpan area in the east. In the City of Johannesburg context, the mining belt is divided into the Eastern and Western Mining Belt Corridors. The Eastern Mining Belt Corridor is bordered by the N3 to the East and the M1 to the West. The Western Mining Belt Corridor extends from the M1 in the east up to the 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 93: Eastern Mining Belt Boundary

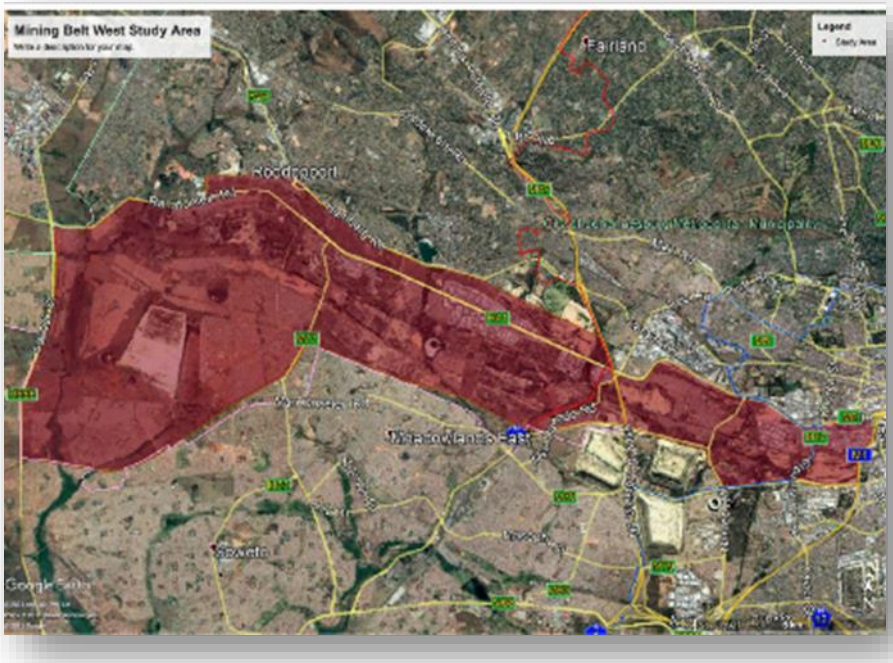


Figure 94: Western Mining Belt Boundary

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 specialised industrial-type node with the opportunity of creating/re-locating 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.

The Mining belt can be separated into two water sub-districts namely the Roodepoort Direct Feeds and the Bram Fischerville Reservoir and Direct Feeds.

Roodepoort Direct Feeds:

The Main Reef Reservoir (also referred to as the Fleurhof Reservoir) and distribution pipeline project has been constructed and recently commissioned. Rand Water connections 503, 887, 510 and 905 will be closed and supplied from the Main Reef Reservoir.

The construction of the Main Reef Tower is planned for 2024/25 and is required to supply the high-lying areas surrounding the Main Reef Reservoir. On completion of the Main Reef Tower, Rand Water connections 817 and 3829 can be closed and supplied from the Main Reef Tower.

Bram Fischerville Reservoir and Direct Feeds:

The water master plan does not propose major changes to the existing water sub-districts in the precinct area. Therefore, the areas in the precinct will be mainly fed directly from Rand Water with no reservoir storage provided by the City of Johannesburg. The reliability of supply will be dependent on Rand Water.

Sanitation

The sewer flows from the Mining belt will drain into two catchment areas namely South Western and Meadowlands Consolidation drainage basins.

South Western:

Sewer flow from Wilfordon, Goudrand, Matholesville and Sol Plaatjes drain in a westerly direction toward the South Western bulk outfall sewer. The collector and bulk sewer pipelines have sufficient capacity to accommodate the existing sewer flows. The South Western bulk outfall sewer flows gravitate to the Olifantsvlei Waste Water Treatment Works (WWTW).

According to the latest flow measurements, the average sewer flow discharged at the Olifantsvlei WWTW is roughly 100 ML/d. The flow measurements are however affected by operational issues at the Van Wyksrust pump station as well as at the inlet screw pump. The average flow measurements in 2024 were 240 ML/d. The Olifantsvlei WWTW has a design capacity of 240 ML/d and therefore has no spare capacity. Furthermore, no future upgrades to the Olifantsvlei WWTW are possible due to geological (dolomite) constraints. Feasibility studies are underway (early stages) to increase the sewer treatment capacity in the Olivantsvlei catchment.

Meadowland Consolidation:

Sewer flow from Creswell Park, Rand Leases and Florida Lake drain in an easterly direction toward the Florida bulk outfall sewer. The collector and bulk sewer pipelines have sufficient capacity to accommodate the existing sewer flows. The Florida bulk outfall sewer flows gravitate to the Bushkoppies WWTW. Sewer flows can also be diverted to Olifantsvlei WWTW depending on the operation of the Olifantsvlei diversion.

According to the latest flow measurements, the average sewer flow discharged at the Bushkoppies WWTW is 175 ML/d. The flow measurements are however affected by vandalism and electromechanical failure. The average flow measurements in 2024 were 200 ML/d. The Bushkoppies WWTW has a design capacity of 200 ML/d and therefore has no spare capacity. Projects are underway to restore the treatment capacity at the Bushkoppies WWTW as well as the expansion of the treatment capacity.

28.1. 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.

Wastewater Treatment Works

Lanseria has been identified as a key economic zone in the north-western catchment of the CoJ. Urban development (Lanseria Smart City) is currently being stifled due to the lack of bulk infrastructure. Sewage generated in the catchment is being pumped to the Northern WWTW, which is proving to be problematic due to lack of capacity to accommodate new Lanseria Smart City developments. The implementation of the Lanseria WWTW will open and activate economic development in this region. A new Bulk Outfall Sewer will also need to be constructed so that sewage generated in the Lanseria Basin can be transported, by gravity, to the new WWTW.

Johannesburg Water plan to roll out a series of high-level projects and interventions that seek to increase the current infrastructure capacity to support the CoJ's economic development needs. Lanseria (50 ML) WWTW is one of the major capital projects intended to be implemented. The

project is expected to be implemented over eight years and has been included in the three-year capital plan. Upon completion, this project will provide additional capacity to at least an equivalent of 50 000 households. It will also reduce the current pressure on the Northern WWTW, whilst unlocking economic development, resulting in job creation and poverty alleviation within the CoJ.

The project is estimated to cost about **R3.4 billion**, covering the construction of both WWTW and the bulk sewer outfall. The planning of the first phase of the project is complete with a Water Use license issued and the environmental authorization granted with off-set conditions.

The table below indicates the proposed 2025/26 to 2027/28 Capital Budget Allocation for Lanseria WWTW:

Project	**Additional Capacity**	**2025/26 Budget**	**2026/27 Budget**	**2027/28 Budget**
		(R' 000)	**(R' 000)**	**(R' 000)**
Lanseria WWTW (50 Ml/d)	50 Ml/d	7,000	50,000	50,000
Total	**50 Ml/d**	7,000	50,000	50,000

Electricity - Public Lighting

The main arterials leading to the Lanseria Smart City are inadequately lit, if at all, and plans are in place to install new public lighting infrastructure to enhance the safety of all road users on these routes. The traditional lighting masts, supply cables, and supply points are vulnerable to vandalism. To align with the Smart City theme, it is City Power's intention to illuminate these routes with standalone masts that will be solar-powered.

Project	**Proposed 2025/26 Budget**
	(R' 000)
Install public lights along all main arterials to Lanseria International Airport	45,000
Total	**45,000**

Orange Farm – A Snapshot

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 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.

Water and Sewer

The sewer discharge from Orange Farm is treated at Sebokeng WWTW, which is currently having operational challenges.

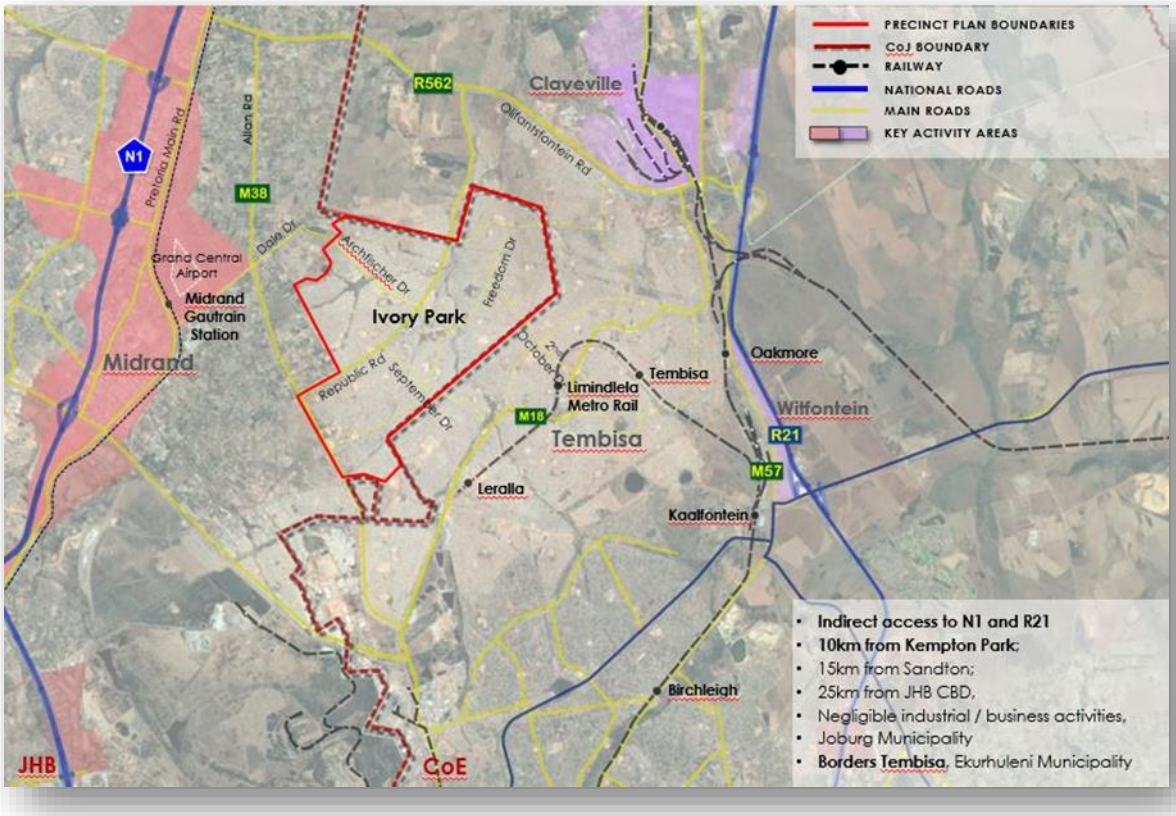
The table below indicates the proposed 2025/26 to 2027/28 Capital Budget Allocation for Orange Farm Program:

Project Names	Proposed 3 Year Budget			Output
	2025/26 Budget (R' 000)	2026/27 Budget (R' 000)	2027/28 Budget (R' 000)	
Orange Farm: Water Demand	**55,000**	**27,500**	**36,000**	**Renewal of existing infrastructure**
Planned replacement: Sewer mains	**64,064**	**30,000**	**10,000**	**Renewal of existing infrastructure**

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[62] 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.
- Formalisation 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 prioritisation 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

[62] City of Johannesburg: Department of Development Planning (2016). Spatial Development Framework 2040

such as the Urban Development Framework and the Marginalised Area Assessment as well as community IDP inputs.

The Ivory Park Urban Development Framework as mentioned above, is cantered on the nodal development of the area. However, the prioritisation 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 prioritisation is not based on nodes.

The table below indicates the proposed 2025/26 to 2027/28 Capital Budget Allocation for Ivory Park Program:

Project Names	Proposed 3 Year Budget			Output
	2025/26 Budget (R' 000)	2026/27 Budget (R' 000)	2027/28 Budget (R' 000)	
Ivory Park	**0**	**15 287**	**10 000**	**Renewal of existing infrastructure**

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 Human Settlements Department is still the main implementer of improved services in the area. The Department is in close contact with the civil organisations and is in the process of finalising a new social compact with the Kliptown community.

The table below indicates the proposed 2025/26 to 2027/28 Capital Budget Allocation for Soweto Programme:

Project Names	Proposed 3 Year Budget			Output
	2025/26 Budget (R' 000)	2026/27 Budget (R' 000)	2027/28 Budget (R' 000)	
Soweto: Water Demand	42,000	40 000	20,000	Renewal of existing infrastructure
Planned Replacement: Sewer mains	37,050			Renewal of existing infrastructure

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 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.”

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.

Water and Sanitation

The overall estimated cost of infrastructure required to support the development.

- Water **R 689 303 700.00**
- Sewer **R 803 464 400.00**

Precinct	JW Infrastructure Master Plan	Status
A	• Construct 29.5Ml Southern Farm Reservoir • Construct 550mm Ø supply pipeline to supply new reservoir	Long-term plan Long-term plan
B	• Construct 35Ml Lehae Reservoir • Construct a parallel 1100mm diameter bulk pipeline from the Rand Water connection to supply the Cosmos & Hospital Hill reservoirs. Existing 675mm Ø to be used as distribution pipe to Cosmos reservoir supply zone. • Upgrade existing Hospital Hill pump station to 740l/s • Construct 500mm Ø parallel rising main to Lenasia HL reservoir • Construct 15Ml Reservoir to augment the existing 6Ml • Southern Farm will need to augment the site again with a 8 Ml Lenasia HL reservoir	Long-term plan At design stage Project complete Project complete Project complete Long term plan
C	• Construct 29.5Ml Southern Farms High Level Reservoir • Construct 550mm Ø bulk pipeline to supply new reservoir	Long-term plan Long-term plan
D	• Construct 12.5Ml Southern Farm Low Level Reservoir • Construct 355mm Ø bulk pipeline to supply new reservoir	Long-term plan Long-term plan

Sewer

Precinct	JW Master Plan	Recommendation

A	• Construct new 400mm Ø outfall sewer • Construct 400l/s pump station • Construct 710mm Ø rising main draining into Bushkoppies WWTW	Long-term plan Long-term plan Long-term plan
B	• Construct new 600mm Ø outfall sewer • Construct 400l/s pump station • Construct 710mm Ø rising main draining into Bushkoppies WWTW	Long-term plan Long-term plan Long-term plan
C	• Construct new 450mm Ø / 525mm Ø outfall sewer • Construct 350l/s pump station • Construct 630mm Ø rising main draining into existing South Eastern Outfall • Upgrade South Eastern Outfall to 1650mm Ø up to head of works. This is an intermediate plan, with the long term plan being to drain to Waterval WWTW in EMM.	Long-term plan Long-term plan Long-term plan Long-term plan
D	• Construct new 450mm Ø / 525mm Ø outfall sewer • Construct 350l/s pump station • Construct 630mm Ø rising main draining into existing South Eastern Outfall • Upgrade South Eastern Outfall to 1650mm Ø up to head of works. This is an intermediate plan, with the long term plan being to drain to Waterval WWTW in EMM	Long-term plan Long-term plan Long-term plan Long-term plan

Electricity

It is envisaged that the capacity required to service the precincts that are in the City Power area of supply will be around 200 MVA. It is anticipated that the development will reach saturation in 2038. To ensure that this demand can be catered for, there are several projects that will have to be implemented. The projects that will be implemented to facilitate this development are the following:

No.	Project Description	Estimated Cost
1	Network upgrades from Nancefield substation	R 13.8 million
2	Install an additional power transformer at Nancefield	R 32.9 million
3	Construct Trade Route switching station	R 71.1 million
4	Upgrade of the transmission lines between Nancefield and Trade Route	R 73.2 million
5	Construction of a new medium voltage switching station	R 41.3 million
6	Install an additional transformer at Lehae substation	R 30.7 million
7	Construction of a new 135MVA substation for Southern Farms	R 179 million
8	Construct the transmission network to the substation	R 36.3 million

9	Upgrade the Fordsburg – Orlando transmission lines	R 106 million
10	Upgrade the Prospect–Mondeor transmission lines	R 79 million

28.2. Smart Metering Programme (City Power)

The Smart Metering Program is a technological innovation that brings about smart solutions, enhancing the management of energy distribution, improving energy efficiency, and facilitating real-time monitoring. This program will benefit City Power and the City of Johannesburg by providing resilience and flexibility in managing energy use and reducing dependency on Eskom.

Smart meters provide real-time data on energy consumption, enabling the identification of areas with high energy usage and facilitating corrective action. They also help analyse energy usage patterns, identify opportunities for energy efficiency, and support demand response initiatives. Furthermore, smart meters can detect energy theft and tampering, reducing revenue losses for City Power.

The Advanced Metering Infrastructure (AMI) enables two-way communication between the meter and City Power, allowing for real-time data exchange and remote meter management. AMI also eliminates the need for manual meter reading, reducing labour costs and improving accuracy. Additionally, AMI can detect outages and notify the utility, enabling faster response times and reducing downtime.

The benefits of the Smart Metering Program for the City of Johannesburg and City Power are numerous. These include improved energy efficiency, enhanced revenue management, better customer service, and data-driven decision-making. By providing valuable data insights, the program enables more effective energy management and supports the city's goals of reducing energy consumption and improving service delivery.

Project	**Indicative budget**		
	2025/26 Budget	**2026/27 Budget**	**2027/28 Budget**
	(R' 000)	**(R' 000)**	**(R' 000)**
Install pre-paid meters and protective enclosures	**25,000**	**9,818**	**42,500**
Replace obsolete energy meters	**25,000**	**24,000**	**18,000**
Rollout of smart meters	**20,000**	**44,138**	**34,000**
Total	**70,000**	**77,956**	**94,500**

28.3. Rehabilitating Kya Sands: A Comprehensive Waste Management Programme

The Kya Sands landfill site, decommissioned in 2010 by Pikitup after reaching its operational lifespan, was initially subject to a five-year rehabilitation effort in accordance with the Department of Water Affairs Minimum Requirements (1998). However, despite these efforts, the site has since

become a hotspot for illegal dumping, creating severe environmental hazards and negatively impacting surrounding communities.

The Crisis of Illegal Dumping

Over the years, the landfill has been informally reopened by illicit operators, often referred to as "Waste Lords," who facilitate uncontrolled dumping. This has led to widespread pollution, spontaneous fires, and health hazards. The neighbouring Bloubosrand residential suburb to the east, the Hoogland industrial area to the south, and small holdings to the north have all suffered the consequences of this escalating issue. The situation is further compounded by residents within the informal settlement who solicit nominal fees from informal waste removal businesses, effectively enabling the proliferation of illegal dumping.

Kya Sands, which comprises land owned by both municipal and provincial government as well as private entities, has drawn significant concern from local businesses and the Bloubosrand community. Some businesses have even threatened to relocate due to the deteriorating environmental conditions. In response, the City of Johannesburg has launched a comprehensive Waste Management Programme aimed at rehabilitating the site and establishing an Integrated Waste Management Facility.

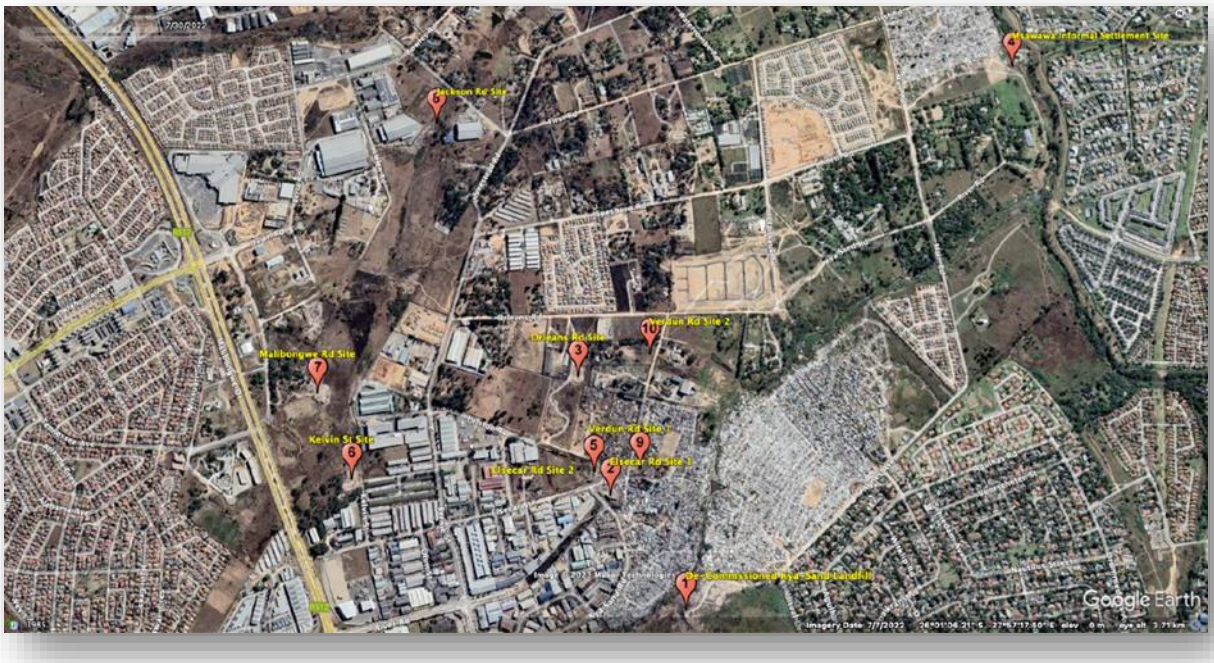


Figure 95: Kya Sands illegal aerial view

Figure 96: Illegal settlements next to illegal dumping

The City of Johannesburg has initiated a comprehensive waste management programme to rehabilitate the site and establish an Integrated Waste Management Facility.

Project Scope

The programme consists of four key components:

- Project Management, Quality Assurance, and Reporting
  - Development and execution of a project work plan.
  - Compliance with environmental and waste management regulations.
  - Implementation of a risk management plan.
  - Regular technical and financial reporting.
  - Air quality monitoring using active and passive samplers.
  - Community and stakeholder engagement.
  - Deployment of PSIRA-registered armed security personnel to prevent illegal dumping.

- Rehabilitation of the Kya Sands Landfill Site
  - Surveying, identification, and quantification of illegal dumping.
  - Restoration of the landfill's boundary with a reinforced concrete barrier.
  - Clearing and recycling of illegally dumped waste.
  - Development of a comprehensive rehabilitation plan.
  - Installation of security infrastructure including guardhouses, fencing, and high-mast solar lighting.

- Design of an Integrated Waste Management Facility
  - Conducting feasibility studies and site surveys.
  - Development of an End-Use Plan with long-term monitoring and maintenance strategies.
  - Obtaining necessary legal authorizations for future waste management operations.

    - Preliminary and detailed engineering designs for an Alternative Integrated Waste

- Provision of Security Services
    - Deployment of specialized armed security guards and K9 units.
    - 24/7 monitoring through Push to Talk (PTT) systems, CCTV, and offsite remote surveillance.
    - Tactical support security teams to prevent unauthorized access and dumping.

Community Benefits and Involvement

The rehabilitation of Kya Sands promises substantial benefits for the communities of Johannesburg, particularly Kya Sands and Cosmo City:

- **Environmental Restoration:** A cleaner, healthier environment free from hazardous waste and pollution.
- **Improved Air Quality:** Elimination of waste burning, reducing harmful emissions.
- **Fire Prevention:** Prevention of spontaneous fires caused by illegal dumping.
- **Preservation of Property Values:** Maintaining a well-managed, aesthetically improved area.
- **Social and Economic Stability:** Reduction of negative social and environmental impacts associated with unmanaged waste disposal.

Community engagement is a vital component of the project, with residents encouraged to participate through:

- Active involvement in public monitoring of illegal dumping removal.
- Employment opportunities in construction, waste clearing, and site management initiatives.

Towards a Sustainable Future

The Kya Sands Waste Management Programme represents a decisive step towards rectifying historical environmental mismanagement. By addressing illegal dumping, enhancing site security, and laying the groundwork for a sustainable waste management framework, this initiative will significantly improve the quality of life for surrounding communities. Moreover, it ensures that the rehabilitation efforts lead to long-term environmental preservation, making Johannesburg a cleaner and safer city for all its residents.

PART E: PERFORMANCE MONITORING

29. 5-year IDP corporate scorecard

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	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of Entity	Cluster Lead	Supporting Department
1.	To maintain financial sustainability	Probability and liquidity ratios	Percentage of Debt (Total Borrowings/ Revenue)	Core departments and entities must manage ratio requirements	33%	< 37%	< 37%	< 37%	< 37%	< 37%	Group Finance	Good Governance	All depts. And entities
2.	To maintain financial sustainability	Probability and liquidity ratios	Cash/Cost coverage ratio (Excluding Unspent Conditional Grants) – In Months.	Core departments and entities must manage ratio requirements	14 days	30 Days	30 Days	30 Days	30 Days	30 Days	Group Finance	Good Governance	All depts. and entities
3.	To maintain financial sustainability	Probability and liquidity ratios	Current ratio	Core departments and entities must manage ratio requirements	0.64:1	1.2:1	1.2:1	1.2:1	1.2:1	1.2:1	Group Finance	Good Governance	All depts. and entities
4.	To maintain financial sustainability	Probability and liquidity ratios	Net Operating Surplus Margin	Core departments and entities must manage	0,44%	2%	> 0%	2%	2%	2%	Group Finance	Good Governance	All depts. and entities

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of Entity	Cluster Lead	Supporting Department
				ratio requirements									
5.	To maintain financial sustainability	Probability and liquidity ratios	Remuneration as a Percentage of Total Operating Expenditure	Core departments and entities must manage ratio requirements	27%	35%	<35%	<35%	<35%	<35%	Group Finance	Good Governance	All depts. and entities
6.	To maintain financial sustainability	Probability and liquidity ratios	Interest expense to Total operating expenditure ratio	Core departments and entities must manage ratio requirements	4%	10%	< 10%	< 10%	< 10%	< 10%	Group Finance	Good Governance	All depts. and entities
7.	To maintain financial stability	Collection of debtors	Percentage Collection of revenue on property and billed services	Implement Revenue management strategy to improve collections, customer incentives and all billable properties on LIS, Stand-by-stand audit	89.5%	87.7%	90%[63]	92%	93%	94%	Group Finance	Good governance	All depts. and entities

[63] Group Finance acknowledges the target set by of a daily collection rate of R 200m per day. This translates into R 5,2 billion per month (26 days for the months). This target is included in the departmental scorecard as a stretched target for the year. GF will also review this KPI during the adjustment budget period with the intention of moving this to 91%.

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of Entity	Cluster Lead	Supporting Department
8.	To maintain financial sustainability	Probability and liquidity ratios	Solvency ratio	Core departments and entities must manage ratio requirements	2.3:1	2.3:1	2.3:1[64]	2.3:1	2.3:1	2.3:1	Group Finance	Good Governance	All depts. and entities
9.	To ensure the longevity of City infrastructure for today and for future generations	Repairs and maintenance	Percentage of spend on repairs and maintenance to Property, Plant and Equipment	Implementation of the integrated Asset Management Plan	5.1%	6.9%	8%[65]	8%	8%	8%	OCOO	Good Governance	All depts. and entities
10.	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	96%	97%	100%	100%	100%	100%	OCOO	Good Governance	All depts. and entities

[64] The NT guideline for this target is 2.1. The baseline is 2.1. This target was achieved in previous financial years. At 2.3:1, CoJ is not at any risk. At this point our asset base is not under threat in the medium term. It is envisaged that this will improve as the presidential interventions are implemented. This will allow the CoJ to exceed the above target. It must be noted the during the year, the target is set at the NT ratio of 2.1 for the first three quarters while quarter four is set a 2.3. This allows for the "hockey stick" effect in our processes, where most the expenditure occurs in quarter 4

[65] The 7.1% target reflects current budget constraints, but the 8% National Treasury benchmark is attainable. This depends on improved asset accounting, inclusion of private sector refurbishments, and leveraging partnerships. A forthcoming Council-approved Partnerships Policy will ensure co-funded infrastructure is recognised, making the 8% investment ratio both realistic and achievable.

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: Energy Mix

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
11.	Aspiring for Uninterrupted electricity Service	Energy Mix	Installed capacity of approved embedded generators on the municipal distribution network (EE4.12)	Demand Side Management Programme; Self-Generation Programme; Wheeling; Small Scale Embedded Generation (SSEG); Off Grid Public Lighting and Independent Power Producers (IPP)	26.47 MW	9.5 MW	30MW	30MW	40MW	40MW	City power	Sustainable Services Cluster	None

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	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
12.	To improve the conditions of people in Johannesburg	Access to water	Number of additional households provided access to basic water at minimum LoS 1 in informal settlements.	Water programme. Installation of basic water services in informal settlements in the form of communal standpipes or yard standpipes to address backlogs	927HH[66]	1 250 HH	800 HH[67]	2000 HH	2000 HH	2000 HH	Joburg Water	Sustainable Services	Development Planning and Housing

[66] The quarter 1 target of zero is set for KPIs 12 & 13 due to the delays in obtaining the list of informal settlements from Human Settlement. This allows proper planning and finalisation of engineering studies, designs and environmental processes for readiness to implement the projects in each new Financial Year. Over the past 3 financial years, it has been a challenge to get the approved list on time; hence, the delays resulted in the need to set the first quarter targets at zero. The target of 800 households reflects readiness assessments and dependency on Human Settlements. Water license delays are noted.

[67] Slovo Park (300) and Zandspruit (500) constitute this target, which was established last year following months of comprehensive pre-work by the Department of Human Settlements in conjunction with Johannesburg Water. Johannesburg Water will persist in evaluating the project's preparedness for additional settlements. A mid-year upward adjustment to the target will be submitted if the circumstances permit the inclusion of additional settlements.

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
13.	To improve the living conditions of people in Johannesburg	Access to sanitation	Number of additional households provided access to basic sanitation at minimum LoS 1 in informal Settlements	Sanitation programme. Installation of basic sanitation services in informal settlements in the form of VIP toilets, ablution blocks or pour flush toilets to address backlogs	0HH	1 700 HH	2 300 HH[68]	3 050 HH	3 450 HH	3 500 HH	Joburg Water	Sustainable Services	Development Planning and Housing
14.	To improve the living conditions of people in Johannesburg	Access to electricity	Number of dwellings provided with connections to mains electricity supply by the municipality[69]	Electrification Approach using off-grid and microgrid solutions where grid extension is not viable.	3515	3200	700[70]	700	700	700	City Power	Sustainable Services	Development Planning and Human settlements

[68] Similar constraints as KPI 12. Target reflects dependency on Human Settlements and water-use licenses

[69] Dwellings definition: NEW developments that require electricity connections for residential use including informal and formal households will be counted.

[70] Target for dwellings is based on project readiness for electrification and budget availability per annum.

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
				Prioritisation of High-Density, High-Backlog Areas as part of supply resilience efforts.									
15.	To improve the living conditions of people in Johannesburg	Access to waste removal	Percentage of known informal settlements receiving basic removal services removal services	Decentralised Fleet and Depot Model to expand reach in informal settlements. Incorporation of Local Cooperatives into basic removal services through new service-	100%	100%	100%[71]	100%	100%	100%	PIKITUP	Sustainable Services	Development Planning and Human settlements

[71] Total of 201 Informal settlements.

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
				level contracts									
16.	To improve the living conditions of people in Johannesburg	Support for the Vulnerable	Number of eligible individuals registered for the ESP (Extended Social Package)	Registration Awareness Campaigns Form partnership with NGO Data Management System	81 094	100 000	160 000	170 000	180 000	190 000	Social Development	Human and Social Development	GICT City Power Joburg Water Group Finance MTC
17.	To increase service delivery through savings coming from reduced water losses	Water losses	Total water losses	Implementation of the WCWDM strategy that has some Smart Technology interventions (Introduction of AI water leak	226 968 ML	190 338Ml	204 700Ml	196 099 Ml	188 255 Ml	180 274 Ml	Joburg Water	Sustainable services	Revenue Shared Service

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
				detection systems in place) Entities trading reforms									
18.	To increase service	Improve water Security	Average total daily water demand	Improve water security by saving water through reducing demand. This means encouraging customers to use less water and change their habits. We must also carefully manage how much water is in the bulk system to make sure	1 782Ml/d	1 700 Ml/d	1 650Ml/d	1 600Ml/d	1 550Ml/d	1 500Ml/d	Joburg Water	Sustainable services	Revenue Shared Service

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
				it matches or exceeds what the City actually needs.									
19.	To increase service delivery through savings coming from reduced electricity losses	Electricity losses	Percentage total electricity losses (EE4.4)	•Transformer Refurbishment Program •Switchgear Re-furbishment / Replacement Program •Network Simulation Studies Project •Substation Automation •Microgrids for the Electrification of Informal Settlements •Transformer	31.90%	28%	25,83%[72]	25,37%	24%	24%	City Power	Sustainable services	Revenue Shared Service

[72] % total losses subject to budget approval

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
				Replacement & Upgrade Pro-gram •Overhead Lines Replacement Program •High Voltage Cables Re-placement Pro-gram •Energy Efficien-cy (Public Light-ing) •Medium Voltage Networks									
20.	To reduce waste disposed at landfill site	Recycling	Percentage waste diverted from landfill	Recycling by the private sector; Domestic separation-at-source	18,7%	-	26%[73]	17%	18%	18%	EISD	Sustainable Services Cluster	PIKITUP

[73] Target of 26% is subject to the availability of budget from PiU for its S@S rollout at households

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
21.	To provide reliable public transport system for the citizens of the City	Improved Eco-mobility	Average number of Rea Vaya passenger trips per working day[74]	Operation of BRT Phase 1 C BRT ridership ship Service promotion and customer outreach programme	28 752	42 500	48 182[75]	66 206[76]	71 401[77]	71 401	Transport	Economic growth	BOC78
22.	To provide reliable public transport system for the citizens	Improved Eco-mobility	Percentage increase in ridership from Metrobus routes	Improved fleet availability and adherence to scheduled trips	22 425	26 000	33%	15%	20%	20%	Metrobus	Economic growth	None

[74] The original ridership target was based on the anticipated launch of the Rea Vaya phase 1C(a) which was expected to contribute to the increase passenger numbers. However, this phase has been delayed due to a number of factors such as delays in the procurement of buses, finalisation of the negotiations etc. Additional, one of the BOCs (Bus Operating Companies), namely, Piotrans operating the Rea Vaya phase 1A is currently under business rescue and cannot meet its obligations on the allocated bus schedule on Rea Vaya operations. The BOC (Piotrans) is expected to operate 116 buses during peak period but was only able to deploy an average of 30 buses including during peak hours. This had a negative impact on the envisaged / set target. The city is in the process of operationalising the Rea Vaya phase 1C(a) and simultaneously continuing to engage the Business Rescue Practitioner towards the stabilisation of the Rea Vaya phase 1A services.

[75] This is the average number of passenger trips per working day on the Rea Vaya system. Calculated as per SOP (Standard Operating Procedures

[76] This is the average number of passenger trips per working day on the Rea Vaya system. Calculated as per SOP (Standard Operating Procedures)

[77] This is the average number of passenger trips per working day on the Rea Vaya system. Calculated as per SOP (Standard Operating Procedures)

[78] Bus Operating Company

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
	of the City												
23.	Aspiring for uninterrupted service	Ensure energy security	Percentage of energy demand supplied by renewable sources	Onboard additional energy capacity to meet current and future energy demands •Small Scale Embedded Generation •City Power own installation of renewables •IPP programme energy demands	New indicator	-	10%	10%	10%	10%	City Power	Sustainable Services Cluster	EISD Pikitup Transport Joburg Market Treasury NERSA DMRE ESKOM

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 PRIORITY: Job Opportunity and Creation

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department Of Entity	Cluster Lead	Supporting Department
24.	To increase the number of families (or individuals whose life situations have reportedly improved due to taking up the job opportunities provided by the City's EPWP	Job opportunities	Number of Expanded Public Works Programme (EPWP) work opportunities created City-Wide	EPWP, Programme implemented, and beneficiaries tracked. Projects implemented by City departments and MOEs.	18 958	12 250	20 000	[79]20 000	20 000	20 000	Economic Development	Economic Growth	All social and service delivery departments and entities

[79] **The reduced targets are informed by:** EPWP Incentive Grant allocation reduction from R34,7 million in 2018/19 to R7,7 million in 2022/23. The impact manifested on 2022/23 Q1 & 2 which were not achieved. The cost to create one work opportunity has increased drastically across all the sectors: Infrastructure Sector increased from R120/day to R350/day, as informed by Engineering Bodies such as SAFCEC, which is 291% increase in the past five years. Social, and Environment and Culture from R100/day to R220/day, which relates to 220% increases in the past five years.

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department Of Entity	Cluster Lead	Supporting Department
25.	Percentage of EPWP participants supported through skills development and training on-site programmes.[80]	Job opportunities	% of EPWP participants supported through skills development and training on-site programmes.[81]	EPWP, Programme implemented, and beneficiaries tracked. Projects implemented by City departments and MOEs.	New indicator	-	2% of cumulative annual EPWP achievement.	3% of cumulative annual EPWP achievement.	4% of cumulative annual EPWP achievement.	4% of cumulative annual EPWP achievement.	Economic Development	Economic Growth	All social and service delivery departments and entities

[80] Due to dynamics in how EPWP work opportunity is defined and calculated, not all EPWP projects qualify to be designed to include a proper exit strategy, or skills development programme for future employability. The EPWP projects range from 1 day to 24 months. These might also include emergency and blitz projects. The 2% that is linked to the EPWP cumulative annual EPWP performance is also linked to the labour force intake, possible partnerships and industries.

[81] Due to dynamics in how EPWP work opportunity is defined and calculated, not all EPWP projects qualify to be designed to include a proper exit strategy, or skills development programme for future employability. The EPWP projects range from 1 day to 24 months. These might also include emergency and blitz projects. The 2% that is linked to the EPWP cumulative annual EPWP performance is also linked to the labour force intake, possible partnerships and industries.

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	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of Entity	Cluster Lead	Supporting Department
26.	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 material finding	Unqualified without material finding	Unqualified without material finding[82]	Unqualified without material finding	Unqualified without material finding	Unqualified without material finding	Group Finance	Good governance	All departments and entities
27.	To reduce the levels of corruption in the City	Promotion of ethics and integrity within the City	Percentage reduction of historic corruption [83] incidents reported 30 June 2024	Strengthen investigations by prioritising historic cases, finalising those with limited information, communic	New Indicator	-	85%	90%	95%	95%	GFIS	Good Governance	All departments and entities

[82]This aligns to the SOCA Turnaround plan KPI to Resolve 100% of audit findings and sustain clean audit status

[83] Corruptions refers to alleged fraud & corruption, theft of assets, maladmistration, historic UIFW, illegally occupied buildings, breach of security and cybercrime incidents that were investigated as at 30 June 2024. The total number of cases anticipated as at 30 June 2025 is 650.

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of Entity	Cluster Lead	Supporting Department
				ating outcomes, and monitoring remedial actions.									
28.	Improve the City's responsiveness to service delivery breakdowns	Service standard charter	Percentage of Municipal Entities and Departments achieving 85%+ compliance of Service Level Standards (SLS) Charter Measured Quarterly	Ensure that the timeous provision of quality services is rendered to the citizens/ community Ensure SLS are improved on a quarterly basis	New Indicator	-	72,7%	73%	74%	75%	Group Governance	Good Governance	Respective departments and entities
29.	Sustained and improved Intergovernmental Relations	District Development Model	Percentage of Presidential Working Group, COGTA Turnaround Plan and COJ Turnaround Plan	The outcomes of the DDM ensure that the PWG initiatives, the COGTA Turnaroun	New Indicator	-	100%	100%	100%	100%	GSPCR	Good Governance	All department and entities

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of Entity	Cluster Lead	Supporting Department
			interventions implemented as part of the City's DDM implementation Plan.[84]	d Plan, COJ Turnaround Plan and other DDM initiatives are coordinated and implemented accordingly.									

[84] The DDM enables alignment of strategic initiatives like the Presidential Working Group, COGTA and COJ Turnaround Plans. KPI: "Percentage of DDM-aligned interventions integrated into the One Plan and operationalised through the City's Planning Hub and Fusion Centre." Progress includes revised One Plan and 100% operational readiness of coordination platforms.

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: Infrastructure Development and Refurbishment

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
30.	To improve the quality of life	Informal settlements upgrade	Number of informal settlement households provided with electricity	Upgrading of Informal Settlements programme	1520	2000	3000	2800	2800	2800	Human settlements	Sustainable services	City power
31.	To improve road infrastructure and enabling increased mobility	Road infrastructure	Number of lane kilometres of road resurfaced	10-year Road Master Plan Upgrading in Deprived Areas through condition-based assessments Aligns Capex with Strategic Corridors	152.84LKM	60LKm	75 LKm[85]	30LKM	35LKM	40LKM	Johannesburg Roads Agency	Economic growth	Transport

[85] Budget related. The rate per km of resurfacing ranges between R1.5million/ Lkm and R1.7million/ Lkm. In the past two financial years and the new financial year the budget reduced from R170m to R85.6m and to R53.6m hence reduction in target.

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
				to support transit-oriented development									
32.	To improve road infrastructure and enabling increased mobility	Road infrastructure	Number of kilometres of gravel roads upgraded to surfaced roads	Upgrading of gravel roads to surfaced roads including associated stormwater drainage and sidewalks. Use of JRA asphalt plant to source asphalt material in order to reduce the cost per kilometre of upgrading.	7.76 km	12.5km	10.4km[86]	9.5km	10km	15km	Johannesburg Roads Agency	Economic growth	Transport

[86] Budget related. The cost per kilometre of gravel road upgrade ranges between R21m/km and R25m/km. The budget reduced from R256m in the current financial year to R250m next financial also considering market rates and CPI, hence the minor reduction in target.

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
33.	To improve road infrastructure and enabling increased mobility	Road infrastructure	Number of kilometres of open stormwater drains converted to underground systems	Removal of existing open stormwater channels and construction of new underground stormwater drainage system to eradicate flooding.	1.91km	1.5km	1.0km[87]	1.3km	1.4km	1.5km	Johannesburg Roads Agency	Economic growth	Transport
34.	To promote integrated human settlements	Development of serviced sites	Number of serviced sites developed	Serviced sites developed	701	600	1000	500	500	500	Human Settlements	Sustainable services	Human Settlements
35.	To promote integrated human settlements	Registration and issuing of title deed	Number of title deeds issued to the beneficiaries	Issuing title deeds	2131	1500	2500	2500	3000	3000	Human Settlements	Sustainable services	None
36.	To reduce the housing gap	Sustainable human settlements	Number of social housing units completed	Housing stock to create rental stock	495	556	500	630	630	630	JOSCHO	Sustainable services	Joburg Water City Power

[87] - Budget related. The rate per kilometre of stormwater conversion ranges from R21m/km to R21,7m/km. The budget in the current financial year reduced from R35m to R20m in the next financial year, also considering the CPI and market/tendered rates hence the reduction in target.

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
				which is ready for occupation[88]									
37.	To promote integrated human settlements	Construction of Mixed Housing Units	Number of mixed housing opportuni-ties created	Bulk and Linked Infrastructure: Upgrade services and connect to key developments; Attracting Invest-ment: Leverage private and development funding for housing; Comprehensive Planning: Build integrated communities with services and opportunities	3022	2010	3500	4000	5000	6000	Human Settlements	Sustainable Services	MEs

[88] Rentals that are social and affordable

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
38.	To reduce housing gap market	Sustainable human settlements	Number of hostels rehabilitated	Construction of hostels aligned to updated City housing typologies and occupancy standards.	04	04	05	04	04	04	Human settlements	Sustainable services	JOSHCO
39.	To reduce housing gap market	Sustainable human settlements	Number of flats rehabilitated	Construction of new social and affordable rental housing aligned to updated City housing typologies and occupancy standards.	11	10	10	09	10	12	Human settlements	Sustainable services	None

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	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
40.	To enhance public safety through built environment compliance	Urban Safety Compliance	Percentage of compliance improvement on high-risk buildings focusing on hotspot areas	Assign a dedicated team from EMS Identify, engage and sign SLA with role-players such as GFIS, Legal Develop a schedule to determine the frequency for inspection Owner education on EMS regulations Issue notifications	New	-	60%[89]	65%	70%	80%	Public Safety	Human and social cluster	Development Planning, JPC, Housing

[89] 60% to be determined during the first quarter when the situational analysis is done. Situational Analysis- Dedicated team from EMS; Identify and list the prioritised buildings; Identify and prioritise risks; Identify, engage and sign SLA with role-players like GFIS, Legal and Develop a schedule to determine the frequency for inspection

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
				Engage other municipal agencies post the issuance of notifications.									
41.	To reduce violent crime and increase policing effectiveness	Crime Reduction	Percentage reduction in criminal activities in the city of Joburg	Implementation of City Safety Strategy Joint operations with SAPS and other law enforcement agencies Education and Awareness campaigns Interventions[90] to deter crime	New indicator	-	3% reduction	3% reduction	3% reduction	3 reduction %	Public Safety	Human and Social Development	JMPD, SAPS, CRUM
42.	To promote civic order	By-law Enforcem	Number of actions where	Proactive patrol Assessment	2 419	-	10000	20000	30000	40000	Public safety	Human and social cluster	JMPD, SAPS, CRUM

[90] Interventions such as visible policing, roadside checks, roadblocks, night life operation

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
	and reduce repeat violations	ent Outcomes	JMPD triggers early interventions to reduce By-law violations	Awareness campaigns Operational inhouse enforcement Joint operations with other stakeholders and agencies Referral of unresolved violations to relevant stakeholders such as Municipal courts									
43.	To improve the safety of citizens in the City	Safer City	Number of wards with ward-based policing[91] programme	Proactive patrol Assessment Awareness campaign Operational inhouse	132[92]	135	135	135	135	135	Public safety	Human and social cluster	CRUM

[91] The KPI reflects the City's commitment to consistent, 24-hour ward-based policing across all 135 wards, ensuring visible law enforcement presence through structured operations. Due to limited resources, a ward cluster resource allocation/ officer deployment approach is applied.

[92] Equal to 97% per the integrated annual report 2023/24.

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
				en-forcement Joint operations with other stakeholders and agencies Referral of unresolved violations to relevant stakeholders such as Municipal courts									
44.	To strengthen your child's immune system to fight diseases like polio, measles, hepatitis B, diphtheria, tuberculosi	Immunisation	% of eligible children fully immunized by age 1 (One)[93]	Immunisation of children under 1	81.4%	87.30%	87.4%	87.5%	87.6%	87.6%	Health	Human and Social Development	Department of Health

[93] Immunization is happening throughout the City's clinics; the target is set at population estimate per facility as per the catchment area

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
	s (TB) and meningitis.												
45.	Substantially reduced HIV prevalence and non-communicable diseases	HIV/AIDS	Percentage of HIV positive patients initiated on treatment	Testing and treatment of people tested positive for HIV and started on treatment	97.9%	96.3%	96.3%	96.3%	96.3%	96.3%	Health	Human and Social Development	Department of Health
46.	Substantially reduced TB prevalence and non-communicable diseases	TB	All DS-TB treatment success rate[94]	Testing and treatment of people tested positive for TB and started on treatment	88,1%	86,5%	88%	88.2%	88.3%	88.3%	Health	Human and Social Development	Department of Health
47.	Fostering Collaborative leadership and partnerships	Development of Urban Upgrade / Renewal in identified areas	Number of shared environments managed based on partnerships	Coordinate redevelopment of hijacked, derelict, and underutilised inner-	New Indicator	-	15	15	15	15	OCOO	Good Governance	Group Legal

[94] TB clients who started drug-susceptible tuberculosis (DS-TB) treatment and who subsequently successfully completed treatment as a proportion of all those in the treatment outcome cohort

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
			agreements	city buildings through public-private partnerships. Promote inclusive urban regeneration by integrating affordable housing, safer public spaces, and improved infrastructure.									
48.	Safer City -Improved quality of life and development driven resilience for all	Development of Urban Upgrade / Renewal in identified areas	Number of bad buildings identified and profiled	Conduct building audits and compile a registry of bad buildings.	New indicator	-	400	400	400	400	OCOO	Good Governance	JOSHCO JPC
49.	Safer City -Improved quality of life and developm	Development of Urban Upgrade / Renewal	Number of bad buildings advertised for	Disposal of City owned bad buildings	New indicator	-	10	10	10	10	OCOO	Good Governance	JOSHCO JPC

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
	ent driven resilience for all	in identified areas	disposal in the CoJ register	in the CoJ asset register									
50.	Safer City -Improved quality of life and development driven resilience for all	Development of Urban Upgrade / Renewal in identified areas	Number of people profiled and referred for TEA	Co-ordinate the evacuate of people form unlawfully occupied and unsafe buildings.	New indicator	-	700	750	800	850	OCOO	Good Governance	Human Settlements JOSHCO JPC
51.	Safer City	Substance Abuse Programme	Number of individuals receiving treatment and rehabilitation services through community-based and inpatient treatment centers.	Maintenance of the LDAC Coordination of Regional Stakeholder Psycho-social Support Managing the Crisis Line Operating Treatment Centres	New indicator	-	2000	3000	3500	4000	Social Development	Human Social Development	Department of Health
52.	Safer City Active and Engaged Citizenry	Support for Homeless	Number of homeless individuals accessing	Psycho-social Support	New indicator	-	7000	3500	4000	4000	Social Development	Human Social Development	Internal City Departments and MEs,

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department of entity	Cluster Lead	Supporting department
			support services	Shelter Management Family Re-unification Homeless Forum									Provincial Government Departments, NPOs, Private sector

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	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department Of Entity	Cluster Lead	Supporting Department
53.	Priority 8: Active and Engaged Citizenry	Public Participation	Number of citizens participated in the city events or engagements[95]	Physical and Virtual engagements, notices, registers	19 605	12 000	250 000	260 000	270 000	280 000	Legislature	Governance	GSPCR, CRUM, Group Comms
54.	To have more satisfied citizenry	Customer satisfaction	Customer Satisfaction Index Score	The Customer Satisfaction Survey will focus on initiatives from the War Room, regional accelerated service delivery and	New indicator[96]	New indicator	63%[97]	64%	65%	66%	GSPCR	All service delivery depts.	All service delivery Departments

[95] All City public engagements must be accounted for instead of only focusing on the Legislature public participation activities (Community Based Planning sessions; IDP public consultation sessions; By-laws public consultation sessions; Civic education and outreach sessions; and ward public meetings)
[96] While Customer Satisfaction has been tracked previously, this KPI represents the establishment of a new, consolidated baseline for annual reporting.
[97] 2025/26 Customer Satisfaction Survey, The Customer Satisfaction Index measures public perception of service improvements linked to War Room interventions, regional accelerated delivery, and key turnaround areas including water, energy, waste, roads, and safety. It tracks impact, identifies service gaps, and informs continuous improvement through evidence-based community feedback.

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department Of Entity	Cluster Lead	Supporting Department
				all service delivery areas that require turnaround ie water, energy, waste, roads, safety and measure improvements in these areas. Regional acceleration and turnarounds									

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 PRIORITY: Sustained Economic Growth

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department Of Entity	Cluster Lead	Supporting Department
55.	To improve the economy of the City	Investment attraction	Rand Value of New Investments Secured Through City-Led Promotion and Partnerships	Investment attraction policy and partnership collaboration	R19.619 Billion	R19.5 Billion	R20 billion	R22 billion	R22 billion	R22 billion	Economic Development	Economic Growth	DED
56.	To facilitate an inclusive Spatial Economy that unlocks the growth potential	Economic Growth	Percentage Increase in the City of Joburg GDP[98]	Implementation of the Economic Growth Strategy Roll out high-impact catalytic projects	New Indicator	-	1.5%	2%	2.5%	3%	Economic Development	Economic Growth	EDPP

[98] % increase in the city's GDP growth— Means real GDP growth as a measure of economic expansion that reflects the increase in the total value of goods and services produced in an economy, adjusted for inflation.

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department Of Entity	Cluster Lead	Supporting Department
				Unlock private investment in priority sectors Scale township enterprise and job creation programs									
57.	To provide skills development training programmes	Skill Development Strategy	Percentage achievement of the Annual Skills Development plan as provided for in the Skills Development Act	Mainstream the implementation of Skill development Strategy City wide	New Indicator	-	100%[99]	100% Implementation, and monitoring and evaluation of the city-wide skills development strategy.	100% Implementation, and monitoring and evaluation of the city-wide skills development strategy.	100% Implementation, and monitoring and evaluation of the city-wide skills development strategy.	Economic Development	Economic Growth	Depts / ME
58.	To stimulate the Joburg Economy	Investment attraction	Number of Investment events in partnership with	Investment attraction policy and partnership	New Indicator	-	8[101]	16	24	24	Economic Development	Economic Growth	Depts / ME

[99] City-wide skills development strategy developed and approved by Council.

[101] Investment events in partnership with stakeholders

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department Of Entity	Cluster Lead	Supporting Department
			stakeholders.[100]	collaboration									
59.	To build a diversified Sectoral Economy that leverages on niche and growth sectors	Investment attraction	Rand value of leveraged funding used for capital projects in targeted areas	Implementation of the Economic Growth Strategy	New Indicator	-	R200 million[102]	R300 million	R400 million	R500 million	Economic Development	Economic Growth	Depts / ME
60.	To facilitate an inclusive Spatial Economy that unlocks the growth potential	Investment attraction	Number of Catalytic Enterprise Support Infrastructure Projects Implemented	Implementation of the Economic Growth Strategy	New Indicator	-	2	2	3	3	Economic Development	Economic Growth	Depts / ME

[100] This KPI refers specifically to events where the City, directly or through entities such as Group Communications, provides financial or strategic support to generate measurable investment benefits. This includes flagship events (e.g. G20 engagements, heritage activations, culinary and cultural showcases, and strategic lifestyle or sporting events) that attract business participation and stimulate economic interest. Only events with clear investment outcomes or potential are included.

[102] Leveraged from private and public partnerships

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department Of Entity	Cluster Lead	Supporting Department
61.	To stimulate the Joburg Economy	Generate demand for tourism	Number of visitors coming to Johannesburg	Implementation of the Tourism Strategy	4 037 537	4.1 million	4.3 million	4.3 million	4,6 million	4.8 million	JTC	Economic Growth	DED (JTC)
62.	To stimulate the Joburg Economy	Generate demand for tourism	Economic impact generated through MICE activities hosted	Implementation of the MICE Support Programme (to enable MICE bidding and support) Participation in domestic and global business trade shows.	R266 million	R105 million value of MICE activities confirmed	R110 million	R115 million	R120 million	R125 million	JTC	Economic Growth	DED
63.	To stimulate the Joburg Economy	Generate demand for tourism	Total tourism spending in Johannesburg	Implementation of the Tourism Strategy	New indicator	-	R30bn	R34bn	R34bn	R34bn	JTC	Economic Growth	DED

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 PRIORITY Green Economy

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Audited Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department Of Entity	Cluster Lead	Supporting Department
64.	To improve the economy of the City	Investment attraction	Number of green economy projects with measurable job creation	Promotion of the green economy in economic development initiatives	2	2	2	2	2	2	Economic Development	Economic Growth	All depts. And entities

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	2023/24 Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department Of Entity	Cluster Lead	Supporting Department
65.	To reduce the digital divide	Smart City	Number of smart and innovative solutions that bring about efficiencies and contribute towards spatial and socio-economic transformation.[103]	20 Smart City Focus Areas	20	25	25	30	40	50	OCOO	Good Governance	Public safety, Group Corporate and Shared Services, Community Development, Health, City Parks and Zoo, Group Communications and City Power

[103] By reducing the cost of doing business internal operational costs and for investors, eliminate unnecessary queues at municipal contact centres, digitalise business processes, etc); and creating a better, smart city in line with the 8 Mayoral Pronouncements (at SOCA 2025)

KPI NO	Strategic Objective	Key Performance Area	Key Performance Indicator	Intervention	2023/24 Baseline	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target	Lead Department Of Entity	Cluster Lead	Supporting Department
66.	To reduce the digital divide	Smart City	Number of digital transformation programmes implemented in LIS to promote digital literacy [104]	-Digital Literacy -Coding -Mobireadathon -Gamification	4	5	6 [105]	7	8	9	Community Development	Human and Social Development	GICT, MTC
67.	To reduce the digital divide	Smart City	Percentage monthly users accessing the City's public Wi-Fi network	Wi-Fi hotspot rollout	New indicator	-	15%	15%	15%	15%	GICT	Good Governance	MTC

[104] 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)

[105] Digital Infrastructure Management (Networks & Hardware; Integrated Library System (ILS); and eLearning/ online Programs).

30. Service Standards Charter

To improve service delivery, the City of Johannesburg, as a metropolitan municipality, holds the responsibility to ensure that services are delivered efficiently, effectively, and consistently to meet the needs of its residents, businesses, and visitors. This includes enhancing the overall experience of individuals interacting with the municipality through clear communication, timely responses, and prompt resolution of queries and complaints. The City is committed to fostering a culture of continuous improvement by regularly evaluating and refining services to respond to the evolving needs of its communities.

In support of increased transparency and accountability, the City continues to promote the monitoring of service standards and delivery benchmarks. Through initiatives such as the development of a Service Level Charter, the City empowers citizens and stakeholders to hold the municipality accountable for its performance..

30.1. City Power

No.	Core Services	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)	3 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 taken to communicate planned power interruptions.	7 days
7.	Average time taken to communicate unplanned interruption post logging	3 hours

30.2. Johannesburg Water

No.	Core Services	Service Level Standard
1.	Percentage of planned water supply interruptions concluded within prescribed timeline of notification per category (A, B or C): A = 12 Hours B = 24 Hours C = 72 Hours	50%
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%

No.	Core Services	Service Level Standard
10.	Percentage of actual water meter readings submitted to bill	88%
11.	Percentage of planned service interruptions communiqués sent within seven days	95%
12.	Percentage of unplanned service interruption communiqués sent immediately	95%
13.	Ratio of households per chemical toilet	12:1

30.3. Pikitup

No.	Core Services	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	48 hours	100%
4.	Delivery of new or replacement wheelie bins (240ℓ) ordered by customer	7 days	85%
5.	Collection of refuse bags on the curb side	48 hours	90%
6.	informal settlements provided with waste management services	Daily (7 days SLA)	90%

30.4. Johannesburg Roads Agency

No.	Core Services	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 (KPI'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 14 days. 60% within 20 days. 80% within 30 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.

30.5. Metrobus

No.	Core Services	Service Level Standard
1.	% of scheduled public bus trip arriving on time	90%

2.	Bus timetable	90-95% adherence to daily bus schedule
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 resolved within 1 hour

30.6. Johannesburg Fresh Produce Market

No.	Core Services	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 the ripening facilities	90% Availability
6.	Cold Room facilities	Average temperature variance not greater than 2°c of agreed customer requirements

30.7. Human Settlements Department

No.	Core Services	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 5 days of receiving a request.
2.	Title deed registration	Within 21 days from lodgement date
3.	Title deeds issued in a period less than 6 months after registration	6 months

30.8. Health Department

No.	Core Services	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 request within 48 hours

30.9. Public Safety Department

No.	Core Services	Service Level Standard
1.	Vehicle registration.	80% Process complete in under 1 hour from point of service
2.	Driver License renewal	80% Process complete in under 1 hour from point of service

No.	Core Services	Service Level Standard
3.	Bulk Vehicle registration	80% Process complete in under 24 hours from point of service
4.	Fire calls dispatch times	78% Fire calls dispatched within 3 minutes
5.	Fire calls response times	64% Fire calls responded to within 15 minutes
6.	By-law enforcement	100% response to complaints within 24 hours
7.	Accident reports	85% Available within 48 hours of accident log
8.	Traffic control	100% % response to all calls received within 30 minutes

30.10. Community Development Department

No.	Core Services	Service Level Standard
1.	Implementation of Programmes (Sport and Recreation).	95% implementation of programmes at facilities.
2.	Implementation of Programmes (Arts, Culture and Heritage).	95% implementation of programmes at facilities.
3.	Public Pool with Lifeguard.	Ratio of 1:120 for peak period. Ratio of 1:70 for off-peak and Ratio of 1:50 for off-season (heated pools).
4.	Cleanliness and Hygiene standards.	90% of operational facilities will be inspected weekly to assess cleanliness and hygiene standards.
5.	Access to Library Information Services.	85% of libraries open according to individual operating hours (excluding planned closures with a two-week notice period and emergency closures on an as and when basis).

30.11. Group Forensic and Investigation Services

No.	Core Services	Service Level Standard
1.	Pre-employment screening completed within 21 working days (except for international qualifications/criminal verification)	85%
2.	New complaints received, registered and feedback to client within 5 working days	100%
3.	% Investigation of cases completed within 100 working days (except for complex cases)	75%

30.12. Group Finance Department

No.	Core Services	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

No.	Core Services	Service Level Standard
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.	Turnaround time for issuing refunds.	98% of refunds issued within 30 days.
5.	Call Centre Average Waiting Time per minute.	80% within 60 seconds.

30.13. Johannesburg Property Company

No.	Core Services	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 9 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 5 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 6 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

30.14. Metro Trading Company

No.	Core Services	Service Level Standard
1.	Response to acknowledgement incidents, requests, enquiries and complaints on network and ICT services	100% Acknowledgement Within 1 hour of receiving the request
2.	Resolution of P1 request and enquiries regarding network services	> 95% Resolution/Response rate within 4 hours of logging a call
3.	Resolution of P2 request and enquiries regarding network services	> 90% Resolution/Response rate within 8 hours of logging a call

No.	Core Services	Service Level Standard
4.	Resolution of P3 request and enquiries regarding network services	> 85% Resolution/Response rate within 24 hours of logging a call
5.	Resolution of P4 request and enquiries regarding network services	100% Resolution/Response rate within 7 days of logging a call

30.15. Group Corporate and Shared Services

No.	Core Services	Service Level Standard
1.	Respond to requests for LR advice	2 days turnaround time from date received.
2.	General Correspondence responses	2 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.	Response within 2 weeks from date received and at least 60 days for approved requests.
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).	2 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.	2 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)

30.16. Group Legal Contracts

No.	Core Services	Service Level Standard
1.	% Achievement with turn-around times in providing Legal Support.	100% resolution based on the following: Complex matters 15 days Less complex cases 8 days Comments 4 days

		General advice 3days Minute taking 5 days

30.17. Johannesburg City Theatres

No.	Core Services	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.

30.18. Johannesburg Social Housing Company

No.	Core Services	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	7
6.	Period taken to acknowledge receipt complaints lodged	24hours
7.	Days taken to resolve lodged complaints/queries.	5

30.19. Transport Department

No.	Core Services	Service Level Standard
1.	Rea Vaya Station waiting time peak (trunk route) on a working day	10 minutes maximum
2.	Rea Vaya Station waiting time off peak (trunk route) on a working day	30 minutes maximum
3.	Rea Vaya Feeder bus peak waiting time on a working day	15 minutes maximum
4.	Rea Vaya Feeder bus off peak waiting time on a working day	30 minutes maximum
5.	Safety of commuters	100% compliance to safety and security of commuters
6.	Bus seating-standing	Enforcing of bus seating standing in line with applicable regulations
7.	Comments on permit applications / concurrencies	30 days turnaround time
8.	Access Restriction Applications (SAR)	90 days turnaround time from receipt of application

30.20. Johannesburg City Parks and Zoo

No.	Core Services	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	3 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
11.	Maintenance of Flagship Nature Reserves	12 maintenance cycles per quarter
12.	Maintenance of Nature Reserves	3 maintenance cycles per quarter
13.	Maintenance of Ridges and Koppies	1 maintenance cycle per quarter
14.	Maintenance of Bird Sanctuaries	3 maintenance cycles per quarter
15.	Maintenance of the Zoo Farm	12 maintenance cycles per quarter
16.	Maintenance of Johannesburg Botanical Gardens	12 maintenance cycles per quarter
17.	Maintenance of The Wilds	12 maintenance cycles per quarter

Targets per Quarter

No	Core Services	No of targeted areas	Service Standards	Q1 Target	Q2 Target	Q3 Target	Q4 Target
18.	Number of facilities cleared of invasive terrestrial alien vegetation per annum	70 Areas	1 cycle per area	1 cycle (14 areas)	1 cycle (21 areas)	1 cycle (21 areas)	1 cycle (14 areas)

No.	Core Services		Service Level Standard				
19.	Number of wetland areas rehabilitated per annum (reeds control, river trails maintenance, litter &debris control)	70 Areas	1 cycle per area	1 cycle (14 areas)	1 cycle (21 areas)	1 cycle (21 areas)	1 cycle (14 areas)
20.	Number of facilities controlled of aquatic invasive alien vegetation per annum	10 Areas	1 cycle per area	1 cycle (2 areas)	1 cycle (3 areas)	1 cycle (3 areas)	1 cycle (3 areas)

30.21. Development Planning Department

	Core Services	Service Level Standard
1.	Statutory Building Inspections	85% within 48 hours of the request.
2.	eProperty Information Service	95% of the requests are attended to within two working days (16 working hours).
3.	Online mapping websites	95% available (Dependency: Hosting infrastructure availability).
4.	% of Weekly Deeds transfers validated, successfully captured, and updated in GIS & LIS and processed to Valuations & Billing within 12 days from Deeds Office file date to ensure accurate billing	100% within 12 days.
5.	Planning Law Enforcement Inspections	Ensure that 90% of new complaints are inspected within 7 working days
6.	Processing of Consent use (land use applications)	95% within 2 months (excluding post-decision legal administration)
7.	Early Childhood Development Centres (ECDs) applications	95% within 2 months
8.	Consent use applications for Spaza Shops	95% within 1.5 months
9.	Site Development Plan (SDP) applications	95% within 28 days
10.	Commercial Site Development Plan (SDP) applications	95% within 15 days
11.	Post-decision legal Admin: Consent[106]	95% within 3.0 months
12.	Post-decision legal admin: Subdivisions/Division of land	95% within 3 months
13.	Post-decision legal Admin: Township (Excludes processes out of the City's hands, e.g., lodging documents with SG, opening a township register, etc.)	95% Section 82 Application - 1 month

30.22. Social Development

No.	Core Services	Service Level Standard
1.	% of eligible individuals successfully registered for the Extended Social Package (ESP) within	Excellent (90-100%)

[106] Post-decision Consent, 3 months (includes 10 days for Registration; 22 days Technical Implementation; 1.5 months LA Core)

No.	Core Services	Service Level Standard
	72 hours, measured against the total number of identified eligible individuals.	Most eligible individuals are successfully registered within the set timeframe. • Satisfactory (75-89%) A significant portion is registered, but some gaps remain. •Needs Improvement (50-74%) Moderate success, requiring focused intervention. • Critical (<50%) Low registration rate, indicating the need for urgent corrective action
2.	% of individuals successfully enrolled in the Substance Abuse Programme compared to the total number of individuals identified as requiring intervention within a specific period.	• Excellent (90-100%) Most identified individuals are successfully enrolled. • Satisfactory (75-89%) A significant portion is enrolled, with some gaps. • Needs Improvement (50-74%) Moderate enrolment, requiring enhanced outreach efforts. • Critical (<50%) – Low enrolment, indicating a need for urgent corrective action.
3.	% of planned awareness campaigns successfully executed across the city within a specific period.	• Excellent (90-100% Almost all planned campaigns successfully executed. • Satisfactory (75-89%) Most campaigns completed, but some not delivered as planned. • Needs Improvement (50-74%) Significant gaps in campaign execution. • Critical (<50%) Majority of planned campaigns not executed, requiring
4.	% of homeless individuals who access support services compared to the total number of identified homeless individuals in a given period.	• Excellent (90-100%) Almost all planned campaigns successfully executed. • Satisfactory (75-89%) Most campaigns completed, but some not delivered as planned. • Needs Improvement (50-74%) Significant gaps in campaign execution. • Critical (<50%) Majority of planned campaigns not executed, requiring

30.23. Office of the Ombudsman

No.	Core Services	Service Level Standard
1.	% Of new complaints processed in-line with the By-law (read with the Ombudsman SOPs)	90% of new complaints processed 90 days
2.	% Resolution of accepted complaints in line with the Ombudsman By-Law (read with Ombudsman SOPs)	60% of resolution of accepted complaints in 90 days
3.	Number of proactive/own instance investigations resolved	25 number of proactive/own instance investigation resolved Quarterly.
4.	Reports on recommended corrective action not implemented by City departments and entities.	4 reports on recommended corrective action within 90 days.
5.	% Monitoring the implementation of integrated marketing and communications strategy	100% within 90 day.

31. GDS Outcome Indicators

As the City achieves some success, there are select indicators that will indicate the progress made against our long-term plan, Joburg 2040 GDS. The following outcome indicators will be tracked:

	GDS OUTPUT	MAYORAL PRIORITY	INDICATOR	DEFINITION OR RATIONALE	SOURCE	PERIODICITY	BASELINE 2020/21	PREVIOUS 2022/23	CURRENT 2023/24	TARGET 2025-2030
1	Reduce poverty and increase productivity	-	**Human Development Index: HDI**	A composite relative index used to compare human development across population groups or regions. HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge and a decent standard of living. A long and healthy life is typically measured using life expectancy at birth. Knowledge is normally based on adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. In order to gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development	IHS Markit	Annually	**0.75**	0.68	**0.70**	0.80
2	Reduce poverty and increase productivity	-	**Gini coefficient**	Measures income distribution or, less commonly, wealth distribution among a population. The coefficient ranges from 0 (or 0%) to 1 (or 100%), with 0 representing perfect equality and 1 representing perfect inequality.	IHS Markit	Annually	**0.63**	0.59	**0.59**	0.58
3	Reduce poverty and increase productivity	-	**Poverty rate (Stats SA defined)**	As of 2021, this corresponds to the upper-bound poverty line: R1335 (in April 2021 prices) per person per month. This refers to the food poverty line plus the average amount derived from non-food items of	IHS Markit	Annually	**51%**	40%	**41%**	30%

	GDS OUTPUT	MAYORAL PRIORITY	INDICATOR	DEFINITION OR RATIONALE	SOURCE	PERIODICITY	BASELINE 2020/21	PREVIOUS 2022/23	CURRENT 2023/24	TARGET 2025-2030
				households whose total expenditure is equal to the food poverty line.						
4	Food security that is both improved and safeguarded	-	**Food access inadequacy**	Measures number of people that experienced challenges accessing food	General Household Survey (GHS, Stats SA)	Annually	**15%**	19%	**25%**	5%
5	Food security that is both improved and safeguarded	-	**% of city population living below the food poverty line**	The food poverty line is defined by Stats SA as the level of consumption below which individuals are unable to purchase sufficient food to provide them with an adequate daily diet. Those below this line are either consuming insufficient calories for their nourishment, or must change their consumption patterns from those preferred by low income households. This variable measures the number of individuals living below that particular level of consumption for the given area, and is balanced directly to the official food poverty rate as measured by Stats SA – food poverty line: R624 (in April 2021 prices) per person per month	IHS Markit	Annually	**24.80%**	24.03%	**23.80%**	8%
6	A safe and secure city	**Safer city**	**Overall Crime Index**	The crime index is a composite weighted index of crime. This variable provides a comparative time series of the change in the level of crime. The higher the index number, the higher the level of crime in the selected year and region. However, a single figure by itself is meaningless unless compared with a figure from either another year or another region	IHS Markit	Annually	**114 per 10000**	102.83 per 10000	**109.92 per** **10000**	98 per 10000

	GDS OUTPUT	MAYORAL PRIORITY	INDICATOR	DEFINITION OR RATIONALE	SOURCE	PERIODICITY	BASELINE 2020/21	PREVIOUS 2022/23	CURRENT 2023/24	TARGET 2025-2030
7	A safe and secure city	**Safer city**	**% residents who feel safe walking in the area where they live after dark?**	Measures perception on safety by residents in the area where they live	Quality of Life survey (QoL)	Biennial	**17%**	NA	**12%**	34%
8	A society characterised by healthy living for all	-	**Immunization coverage under 1 year**	Children under 1 year who completed their primary course of immunisation as a proportion of population under 1 year	Health department (CoJ)	Quarterly	**85.00%**	82.80%	**81.40%**	95%
9	Sustainable and integrated delivery of water	**Sustainable service delivery** **Infrastructure development and refurbishment**	**% households with access to water**	Percentage of households with access to basic water supply, defined as the household's main source of drinking water is piped (tap) water inside dwelling/house, piped (tap) water inside yard, and/or piped water to a community stand: <200 m.	General Household Survey (GHS, Stats SA)	Annually	**99.20%**	99.60%	**98.35%**	100%
10	Sustainable and integrated delivery of sanitation	**Sustainable service delivery** **Infrastructure development and refurbishment**	**% Households with access to improved sanitation**	Percentage of households accessing ("using") a toilet facility that meets minimum standards for basic sanitation out of all households within the municipality. Minimum standards are currently defined as a either a flush toilet (sewerage system) and/or flush toilet (septic tank), and/or a pit toilet connected to ventilation (VIP).	General Household Survey (GHS, Stats SA)	Annually	**94.90%**	94.60%	**94.90%**	99%
11	Sustainable and integrated delivery of energy	**Sustainable service delivery**	**% Household access to electricity for lighting**	Percentage of households that have access to electricity services for lighting within the municipal area.	General Household Survey (GHS,	Annually	**89.12%**	88.64%	**89.51%**	96%

	GDS OUTPUT	MAYORAL PRIORITY	INDICATOR	DEFINITION OR RATIONALE	SOURCE	PERIODICITY	BASELINE 2020/21	PREVIOUS 2022/23	CURRENT 2023/24	TARGET 2025-2030
		Energy mix **Infrastructure development and refurbishment**			Stats SA)					
12	Sustainable and integrated delivery of energy	**Energy mix**	**Energy Mix Index**	Increase the proportion of megawatt hours of clean energy[107] used in the City of Johannesburg as a percent of the total energy consumed.	City Power	Annually	**4%**	NA	**4%** =	35%
13	Sustainable and integrated delivery of waste	**Sustainable service delivery** **Infrastructure development and refurbishment**	**% Household access to weekly refuse collection**	The percentage of households served by regular solid waste collection is an indicator of city health, cleanliness and quality of life, and is recognised as a right within the South Africa Constitution	General Household Survey (GHS, Stats SA)	Annually	**88.4%**	84.10%	**85.70%** ‹	99%
14	Sustainable human settlements	**Sustainable service delivery**	**% of households with formal shelter**	Number of households residing in formal dwellings as a percentage of the total number of households within the municipality.	General Household Survey (GHS, Stats SA)	Annually	**82%**	81.2%	**81.08%** ‹	85%
15	Job-intensive economic growth	**Job opportunity and creation**	**Unemployment Rate**	Represents the total number of unemployed people in a region, according to the strict definition. In other words, it considers all people who are currently not working, but who are actively looking for	Quarterly Labour Force Survey (QLFS,	Quarterly	**27.90%** in 2015	34.11%	**34.30%** ‹	18-6%

[107] Clean energy sources are those defined in City Power's Energy Mix Strategy, being: customer embedded PV generation (own roof and traded); municipal building PV generation; IPP PV mining and rooftop programs; methane to energy; solid waste to energy and natural gas generation as well as Eskom's clean energy used.

	GDS OUTPUT	MAYORAL PRIORITY	INDICATOR	DEFINITION OR RATIONALE	SOURCE	PERIODICITY	BASELINE 2020/21	PREVIOUS 2022/23	CURRENT 2023/24	TARGET 2025-2030
				work. It therefore excludes those who and not actively seeking work. These people, if they would like to work, are referred to as discouraged work seekers and form part of the non-economically active population.	Stats SA)					
16	Job-intensive economic growth	**Job opportunity and creation**	**Youth unemployment rate**	The population between 15 and 34 years of age that are unemployed divided by the total number of youth in the labour market (employed plus unemployed)	Superweb (Stats.SA)	Quarterly	**44.90%**	47.06%	**49.8%**	35-10%
17	Increased competitiveness of the economy	**Sustained economic growth**	**GVA**	Gross Value Added (GVA) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies. GVA indicates growth of the overall economy	IHS Markit	Annually	**2.54%** in 2011	2.84%	**2.50%**	5%
18	Increased competitiveness of the economy	**Sustained economic growth**	**TRESS Index**	Measures the degree of concentration of an area's economy on a sector basis. A Tress index value of 0 means that all economic sectors in the region contribute equally to GVA, whereas a Tress index of 100 means that only one economic sector makes up the whole GVA of the region.	IHS Markit	Annually	**55.77** in 2011	56.77	**56.85**	40
19	A responsive, accountable, efficient and productive metropolitan government	**Good governance**	**% satisfied with the performance of Local Municipality**	Percentage of residents who are satisfied with the performance of City of Joburg municipality	Quality of Life survey (QoL)	Biennial	**28%**	NA	**24%**	50%
20	Meaningful citizen participation and empowerment	**Good governance** **Active and engaged citizenry**	**Quality of Life Index**	The QoL index measures socio-economic circumstances, satisfaction with service delivery, psycho-social attitudes, value-base, and other characteristics of residents in the Gauteng City-Region.	Quality of Life survey (QoL)	Biennial	**62**	NA	**61**	65

	GDS OUTPUT	MAYORAL PRIORITY	INDICATOR	DEFINITION OR RATIONALE	SOURCE	PERIODICITY	BASELINE 2020/21	PREVIOUS 2022/23	CURRENT 2023/24	TARGET 2025-2030
21	Guaranteed customer and citizen care and service	**Good governance** **Active and engaged citizenry**	**Customer Satisfaction Index**	Customer satisfaction surveys seek to evaluate only the City's services, based on quality and satisfaction dimensions. Respondents convey their experiences from services encountered and compared that with what was expected.	Customer Satisfaction Survey (CSS)	Biennial	**59%**	61%	**NA**	65%
22	Guaranteed customer and citizen care and service	**Good governance Active and engaged citizenry**	**% citizens satisfied with customer service provided by the City's staff**	Percentage of citizens satisfied with services they received from City's officials	Customer Satisfaction Survey (CSS)	Biennial	**61%**	53%	**NA**	70%
23	Financially sustainable and resilient city	**Financial sustainability**	**Financial Ratios: Acid test**	Evaluate the overall financial condition of the City: compares a company's most short-term assets to its most short-term liabilities to see if a company has enough cash to pay its immediate liabilities, such as short-term debt.	IHS Markit	Annually	**0.83** In 2011	1.07	**1.07**	>1
24	Financially sustainable and resilient city	**Financial sustainability**	**Financial Ratios: Debt ratio**	Evaluate the overall financial condition of the City: the proportion of a company's assets that are financed by debt	IHS Markit	Annually	**0.52** In 2011	0.45	**0.45**	<0.4
25	Financially sustainable and resilient city	**Financial sustainability**	**Financial Ratios: Current ratio**	Evaluate the overall financial condition of the City: measures a company's ability to pay short-term obligations or those due within one year	IHS Markit	Annually	**0.85** In 2011	1.08	**1.08**	1.5-2

32. Circular 88 Indicators

ENERGY AND ELECTRICITY							
Circular 88 Outcomes	No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2023/24)	Target for (MTREF) (3 years)	Target for 2029/30 (End of Term)	Lead department /Entity
EE1. Improved Access to Electricity	**1**	Percentage of households with access to electricity	EE1.1.	77.61%	77.6%	78.39%	City Power
EE3. Improved reliability of electricity services	**2**	Average System Interruption Duration Index	EE3.5	7317.43	6000 min	6000 min	City Power
	3	Average System Interruption Frequency Index	EE3.6	12.09	12	12	
EE4. Improved energy sustainability	**4**	Percentage total electricity losses	EE4.4	31.9%	23%	23%	City Power
	5	Municipal electricity consumption per 10 000 of the population	EE4.5	New	24,124.53 kWh/person	24,124.53 kWh/person	City Power

ENVIRONMENT AND WASTE							
Circular 88 Outcomes	No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2023/24)	Target for (MTREF) (3 years)	Target for 2029/30 (End of Term)	Lead Departments and Entities
ENV2. Minimised solid waste	**6**	Tonnes of municipal solid waste sent to landfill per capita	ENV2.1	1 040 870	3 300 000 (cumulative)	4 400 000 (cumulative)	Pikitup
	7	Tonnes of municipal solids waste diverted from landfill per capita	ENV2.2	340 593 tonnes	725 700 tonnes	875 700 tonnes	EISD
ENV3. Increase access to refuse removal	**8**	Percentage of households with basic refuse removal services or better	ENV3.1	86.2%	90%	95%	Pikitup
	9	Percentage of scheduled waste service users reporting non-collection	ENV3.2	0.0%	10%	5%	Pikitup

FINANCIAL MANAGEMENT							
Circular 88 Outcomes	No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2023/24)	Target for (MTREF) (3 years)	Target for 2029/30 (End of Term)	Lead Departments and Entities
	10	Percentage of total operating revenue to finance total debt	FM2.1	26.6%	40%	40%	Finance

FINANCIAL MANAGEMENT							
Circular 88 Outcomes	No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2023/24)	Target for (MTREF) (3 years)	Target for 2029/30 (End of Term)	Lead Departments and Entities
FM2. Improved financial sustainability and liability management	**11**	[108]Percentage change in cash-backed reserves reconciliation	FM2.2	0%	0%	2%	Finance
FM3. Improved liquidity management	**12**	Percentage change in cash and cash equivalent (short term)	FM3.1	-45.9%	98%	98%	Finance
	13	Percentage of total operating expenditure on remuneration	FM4.2	27%	38%	38%	Finance
	14	[109] Percentage of total operating expenditure on contracted services	FM4.3	8.2%	-	-	Finance
FM5. Improved asset management	**15**	Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure	FM5.1	10.1%	-25%	14%	Finance
	16	Percentage change of renewal/upgrading of existing Assets	FM5.2	0.3%	28%	28%	Finance

[108] NT Addendum 6 amended the formular from ((1) Cash Backed Reserves (Previous Year) – (2) Cash Backed Reserves (Current Year)) ÷ (1) Cash Backed Reserves (Previous Year) to ((1) Cash backed reserves (current year) – (2) Cash backed reserves (previous year)) ÷ (1) Cash backed reverses (previous year)

[109] The City's financial statements are in line with GRAP principles which require that expenditure be disclosed in terms of its nature hence on the face of the statement of financial performance there is no contracted services as a separate line item. Currently, the City's reporting system, which is not yet MSCOA compliant, is unable to collect accurate information in the format required for the KPI. Therefore, a request is made for exemption on this KPI to allow the City an opportunity to conclude the process of MSCOA compliance that will separate contracted services expenditure from each expenditure line item without compromising compliance with the requirements of GRAP standards".

FINANCIAL MANAGEMENT							
Circular 88 Outcomes	No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2023/24)	Target for (MTREF) (3 years)	Target for 2029/30 (End of Term)	Lead Departments and Entities
	17	Percentage change of repairs and maintenance of existing infrastructure	FM5.3	AFS	0.1%	0.1%	Finance
	18	Percentage change in Gross Consumer Debtors' (Current and Non-current)	FM7.1	AFS	2%	8%	Finance
FM7. Improved revenue and debtors management	**19**	Percentage of Revenue Growth excluding capital grants	FM7.2	AFS	20%	23%	Finance
	20	Percentage of net operating surplus margin	FM7.3	0.4%	4%	6%	Finance

FIRE AND DISASTER SERVICES							
Circular 88 Outcomes	No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2023/24)	Target for (MTREF) (3 years)	Target for 2029/30 (End of Term)	Lead Department and Entities
FD1. Mitigated effects of fires and disasters	**21**	Number of fire related deaths per 100 000 population	FD1.1	144	-	-	Public Safety
	22	Number of disaster and extreme weather- related deaths per 100 000 population	FD1.2	0	100% statistical data reported	100% statistical data reported	Public Safety

FIRE AND DISASTER SERVICES							
Circular 88 Outcomes	No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2023/24)	Target for (MTREF) (3 years)	Target for 2029/30 (End of Term)	Lead Department and Entities
FD2. Reduced risk of fire and disaster vulnerability	**23**	Disaster Management Centre Readiness	FD2.1	Completed administrative offices at Public Safety HQ. Full incorporation into the city IT & C system	Launch the Central Disaster Communication Centre. Advertise and appoint the Head of Centre. Advertise and appoint prescribed technical staff.	Completed feasibility study for Disaster Training/Public Information Centre & Disaster Operations Centre	Public Safety
	24	Fire Services function in accordance with prescribed requirements	FD2.2	New Indicator from 2024/25	Procurement of fifteen fire engines Recruitment of forty-three fire fighters	Fifteen fire engines delivered. Forty-three additional fire fighters employed	Public Safety

GOVERNANCE							
Circular 88 Outcomes	No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2023/24)	Target for (MTREF) (3 years)	Target for 2029/30 (End of Term)	Lead Department and Entities
GG1. Improved municipal capability	**25**	Percentage of municipal skills development levy recovered	GG 1.1	94.6%	100% of recoverable skills development levy as determined in Skills Act for those	100% of recoverable skills development levy as determined in Skills Act for those quarters	GCSS

GOVERNANCE							
Circular 88 Outcomes	No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2023/24)	Target for (MTREF) (3 years)	Target for 2029/30 (End of Term)	Lead Department and Entities
					quarters under review in line with the LGSETA Financial Year	under review in line with the LGSETA Financial Year	
	26	Top Management Stability	GG 1.2	65%	84% of days in a year that all S56 positions are filled by fulltime appointed staff not in acting capacity, top management stability	88% of days in a year that all S56 positions are filled by fulltime appointed staff not in acting capacity, top management stability	GCSS
GG2. Improved municipal responsiveness	**27**	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
	28	Attendance rate of municipal council meetings by participating leaders (recognised traditional and/or Khoi-San leaders)	GG 2.2	N/A	N/A	N/A[110]	Legislature

[110] There are no known recognised traditional and/or Khoi-San leaders. According to Act No 3 of 2019: Traditional and KhoiSan Leadership Act, 2019, 'traditional leader'' means a person who has been recognised as a king or queen, principal traditional leader, senior traditional leader or headman or headwoman in terms of section 8 and includes regents, acting traditional leaders and deputy traditional leaders;

GOVERNANCE							
Circular 88 Outcomes	No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2023/24)	Target for (MTREF) (3 years)	Target for 2029/30 (End of Term)	Lead Department and Entities
GG2. Improved municipal responsiveness	**29**	Protest incidents reported per 10 000 population	GG2.3	52[111]	0.00282 protests reported per 10,000 population	0.00282 protests reported per 10,000 population	Public Safety
GG3. Improved municipal administration	**30**	Audit Opinion	GG 3.1	Unqualified without material finding	Unqualified without material finding	Unqualified without material finding	Finance
GG4. Improved council functionality	**31**	Percentage of councillors attending council meetings	GG 4.1	76%	100%	100%	Legislature
GG5. Zero tolerance of fraud and corruption	**32**	Number of alleged fraud and corruption cases reported per 100 000 population	GG 5.1	406	380	385	GFIS

[111] Note: The provided number is for Simple count of all unauthorised protest incidents reported due to the challenges with population figures in the city.

HOUSING AND COMMUNITY FACILITIES							
Circular 88 Outcomes	No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2023/24)	Target for (MTREF) (3 years)	Target for 2029/30 (End of Term)	Lead Department and Entities
HS1. Improved access to adequate housing (Including security of tenure)	**33**	Percentage of households living in adequate housing	HS1.1	New	81,2%	81,2%	Human Settlements
	34	Percentage of informal settlement upgraded to phase 3	HS1.3	5%	9%[112]	7%	Human Settlements
HS2. Improved functionality of the residential property market	**35**	Percentage of residential properties in the subsidy market[113]	HS2.2				Finance
	36	Percentage of households living in formal dwellings who rent	HS2.3	98.20%	98%	98%	JOSHCO
HS3. Increased access to and utilisation of social and community facilities	**37**	Percentage utilisation rate of community halls	HS3.5	45.8%	100%	100%	Community Development
	38	Average number of library visits per library	HS3.6	35 311.17	3,000,000	6,000,000	Community Development
	39	Percentage of municipal cemetery plots available	HS3.7	100%	16 451 (1,6%)	16 451 (1,6%)	JPCZ

[112] The targets for the KPI will be reviewed and updated annually, as the implementation of Phase 3 upgrading of informal settlements is contingent on the readiness of the settlements.
[113] This KPI is not being tracked as yet as the sources of data are being clarified.

HOUSING AND COMMUNITY FACILITIES							
Circular 88 Outcomes	No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2023/24)	Target for (MTREF) (3 years)	Target for 2029/30 (End of Term)	Lead Department and Entities
					available burial spaces	available burial spaces	

LOCAL ECONOMIC DEVELOPMENT							
Circular 88 KPI	No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2023/24)	Target for (MTREF) (3 years)	Target for 2029/30 (End of Term)	Lead Department and Entities
LED2. Improved levels of economic activity in municipal economic spaces	**40**	Rates revenue as a percentage of the total revenue of the municipality	LED2.1	20%	20%	21%	Finance
	41	Rateable value of commercial and industrial property per capita	LED2.2	72 364	74 057	74 057	Finance

TRANSPORT AND ROADS							
Circular 88 KPI	No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2023/24)	Target for (MTREF) (3 years)	Target for 2029/30 (End of Term)	Lead Department and Entities
TR 6. Improved quality of municipal road network	**42**	Number of potholes reported per 10kms of municipal road network	TR6.2	9 084.84	25	30	JRA

WATER AND SANITATION									
Circular 88 Outcomes	No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2023/24)	Target for (MTREF) (3 years)			Target for 2029/30 (End of Term)	Lead Department and Entities
WS1. Improved access to sanitation	**43**	Percentage of households with access to basic sanitation	WS1.1	0%	18.70%	19.36%	20.12%	20.88%	Joburg Water
WS2. Improved access to water	**44**	Percentage of households with access to basic water supply	WS2.1	0%	40.05%	40.53%	40.96%	41.40%	Joburg Water
WS.3 Improved quality of water and sanitation services	**45**	Frequency of sewer blockages per 100kms 0f pipeline	WS3.1	464.66	290	280	270	560	Joburg Water
	46	Frequency of water mains failures per 100kms of pipelines	WS3.2	402.36	460	450	440	454	Joburg Water

WATER AND SANITATION									
Circular 88 Outcomes	No	IDP Performance Indicator (Outcomes)	Ref No.	Baseline (estimated Annual Performance 2023/24)	Target for (MTREF) (3 years)			Target for 2029/30 (End of Term)	Lead Department and Entities
	47	Frequency of unplanned water service interruptions	WS3.3	70.49	105	105	105	464	Joburg water
WS4. Improved quality of water (incl. wastewater)	**48**	Percentage of drinking Water samples complying to SANS241	WS4.1	99.2%	99%	99%	99%	99%	Joburg Water
	49	Percentage of wastewater samples compliant to the water use license conditions	WS4.2	78.9%	90%	90%	90%	90%	Joburg Water
WS5. Improved water sustainability	**50**	Percentage of non-revenue water	WS5.1	46.2%	40%	35%	35%	30%	Joburg Water
	51	Total water losses	WS5.2	-	190 338 500 Kl	184 794 660 Kl	179 412 291 Kl	174 186 691 Kl	Joburg Water
	52	Total per capita consumption of water	WS5.3	261.73 l/c/d	265l/c/d	269 l/c/d	267 l/c/d	267l/c/d	Joburg Water
	53	Percentage water reused	WS5.4	3.4%	1%	3%	5%	10%	Joburg Water

33. UISP Indicators

No	Output Indicators	Baseline 2023/ 2024	2025/26 Targets	Quarterly Targets				Total Budget R 000		Quarterly budget R 000				Lead Department/Entity
				Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4	
1.	Number of serviced sites delivered in relevant housing programmes	701	1500	100	200	300	1500	392 297 [114]	-	98 074	196 148	294 222	392 297	Human Settlements
2.	Hectares of Well – located land acquired for development of housing opportunities.	13.4 Ha	20 Ha	0	10 Ha	0	20 Ha	50 890	-	12 722	25 445	38 168	50 890	Human Settlements
3.	Construction of interim services within sites created through informal settlement upgrading policy (water/sanitation)	Water: 1622 Sanitation: 823	2500	100	200	300	2500	392 297	-	98 074	196 148	294 222	392 297	Human Settlements

[114] Regarding the UISP budget, formalisation is allocated under a single budget line, meaning that both serviced sites and interim services fall under the same budget allocation.

No	Output Indicators	Baseline 2023/ 2024	2025/26 Targets	Quarterly Targets				Total Budget R 000		Quarterly budget R 000				Lead Department/Entity
				Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4	
4.	Number of additional households provided access to basic water at minimum LoS 1 in informal Settlements.	927 additional households provided access to basic water at minimum LoS 1 in informal settlementsformal settlements	2 200 additional households provided access to basic water at minimum LoS 1 in informal settlements	0 additional households provided access to basic water at minimum Lost 1 in informal Settlements	200 additional households provided access to basic water at minimum LoS 1 in informal settlements	1 000 additional households provided access to basic water at minimum LoS 1 in informal settlements	2 200 additional households provided access to basic water at minimum LoS 1 in informal settlements	50 000	-	5,000	20,000	35,000	50,000	Joburg water
5.	Number of additional households provided access to basic sanitation at minimum LoS 1 in informal Settlements	0 additional households provided access to basic sanitation at minimum LoS 1 in informal settlements	3 050 additional households provided access to basic sanitation at minimum LoS 1 in informal settlements	0 additional households provided access to basic sanitation at minimum LoS 1 in informal settlements	750 additional households provided access to basic sanitation at minimum LoS 1 in informal settlements	1 500 additional households provided access to basic sanitation at minimum LoS 1 in informal settlements	3 050 additional households provided access to basic sanitation at minimum LoS 1 in informal settlements	-	92,000	5,000	17,000	35,000	92, 000	Joburg water
6.	Percentage of informal settlements receiving basic removal services	100%	100%	100%	100%	100%	100%	-	231 000	57 000	57 000	58 000	59 000	PIKITUP

34. Performance Monitoring, Reporting and Evaluation framework

Performance monitoring, reporting, and evaluation (M&E) are critical tools for ensuring that the City of Johannesburg (CoJ) delivers on its commitments, improves service delivery, and fosters accountability. The City's Performance Management System (PMS) enables the tracking of both organisational and individual performance, linking Key Performance Indicators (KPIs) to the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP), and other strategic frameworks.

The M&E function has evolved from tracking service outputs to focusing on measurable outcomes and impact. This transition aligns with the Results-Based Management (RBM) approach, ensuring that City programmes are not only implemented but also deliver tangible improvements to residents' lives.

34.1. Legislative Framework

The City's M&E processes comply with the following legislative and regulatory requirements:

Legislation/Policy	Requirements for monitoring and evaluation
Municipal Systems Act, (Act 32 of 2000)	The MSA requires all municipalities to promote a culture of performance through the establishment of a PMS, which must set Key Performance Indicators (KPI) and targets, as well as monitor, review, and report on municipal performance, based on indicators linked to the Integrated Development Plan (IDP), including the national indicators prescribed by National Department of Cooperative Governance and Traditional Affairs (CoGTA)
Municipal Planning and Performance Management Regulations (MPPMR):	MPPMR (2001) require that a municipality's Integrated Development Plan (IDP) identifies all Key Performance Indicators (KPIs) set by the municipality. The 2001 Regulations, also defines a municipality's performance management system as a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review and reporting and improvement will be conducted including determining the roles of different role-players in the PMS process. The regulations require that in developing a PMS, a municipality must ensure it complies with the requirements of the MSA by demonstrating the operation and management of the PMS, clarifying roles and responsibilities, determining frequency of reporting and accountability lines for performance as well as ensuring alignment of IDP processes with employee performance management.
Municipal Finance Management Act, (Act 56 of 2003) (MFMA)	The MFMA sets out reporting obligations of the municipality on the budget and IDP implementation, to promote sound financial management.
Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006):	Set out how the performance of municipal managers will be directed, monitored, and improved.
Framework for Managing Programme Performance Information	The framework set out how performance information should be managed by government institutions. It 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 institutionalisation of monitoring and evaluation in government-wide

34.2. Revised M&E Framework: A Results-Based Approach

The 2025/26 IDP M&E framework introduces a simpler, outcomes-driven approach with a focus on real-time tracking, data-driven decision-making, and continuous service improvement.

1. **Performance Monitoring Enhancements**

- Integrated M&E Dashboard: The City will implement a centralised dashboard tracking KPIs in real time, integrating data from departments, entities, and public feedback.
- Outcome-Based KPIs: Shift from counting completed projects to tracking their impact on service delivery.
- AI and Data Analytics: Use predictive analytics to identify service delivery risks and proactively adjust interventions.

2. **Reporting Improvements**

- Quarterly Performance Reviews: Strengthened reporting to include real-time feedback loops to correct underperformance.
- Annual Performance Report: Improved alignment with National Treasury MFMA Circular 63, focusing on outcomes and financial accountability.
- Mid-Year Performance Assessment (Section 72 Report): Links performance adjustments to budget reprioritisation.

3. **Evaluation Strategy**

- Impact Assessments: Move beyond output tracking (e.g., number of potholes fixed) to assessing improvements in road conditions and mobility.
- Performance Audits: Strengthen alignment with the Auditor-General of South Africa (AGSA) requirements, ensuring transparency and audit compliance.
- Public Satisfaction Surveys: Align with Gauteng City-Region Observatory (GCRO) Quality of Life Survey to assess service delivery impact

.

34.3. Integrated Performance Planning and Tracking

Linking IDP, SDBIP, and Performance Scorecards

The IDP's five-year strategic objectives are translated into annual targets through the SDBIP. These targets are further cascaded into departmental business plans and individual performance scorecards.

Level	Purpose	Performance Measures
IDP (5-Year Plan)	Long-term vision and strategic objectives	GDS outcomes, service delivery goals

SDBIP (Annual Plan)	Annual targets for service delivery	KPIs for financial sustainability, safety, infrastructure, service delivery
Departmental Scorecards	Execution of service delivery	Monthly and quarterly tracking of projects
Individual Scorecards	Employee contributions	Job-specific KPIs

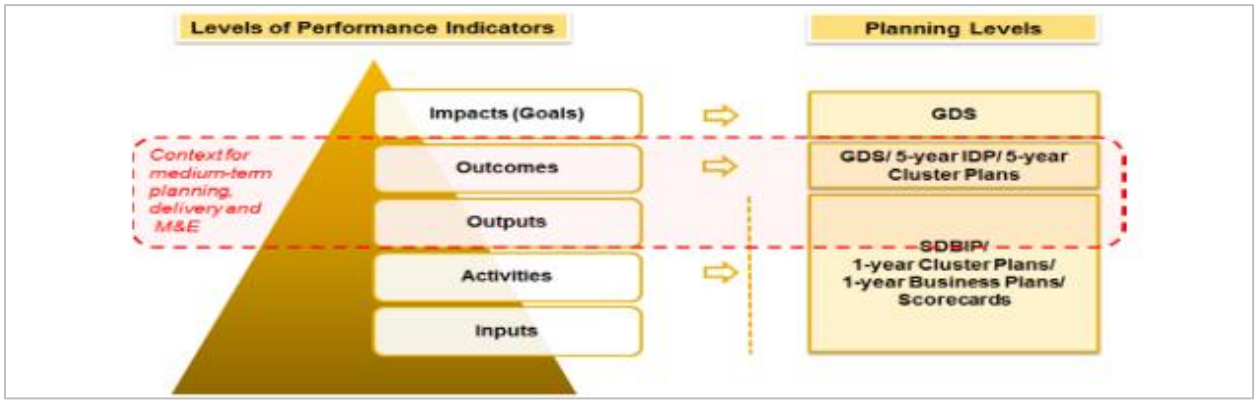


Figure 97: M&E in the context of GDS 2040 Outcomes/ Outputs

Service Delivery and Budget Implementation Plan (SDBIP)

The SDBIP outlines annual service delivery and budget targets, integrating:

- **National indicators (Circular 88)**
- **Departmental and entity performance scorecards**
- **City-wide performance benchmarks**

Performance is tracked under three categories:

1. **Continuous improvements:** Day-to-day service delivery (e.g., waste collection, road maintenance).
2. **Impactful improvements:** Key projects aligned to **Mayoral Flagship Programmes** (e.g., Inner city Rejuvenation, Accelerated Service Delivery).
3. **Strategic initiatives:** Long-term projects linked to **Johannesburg 2040 Growth and Development Strategy (GDS)**.

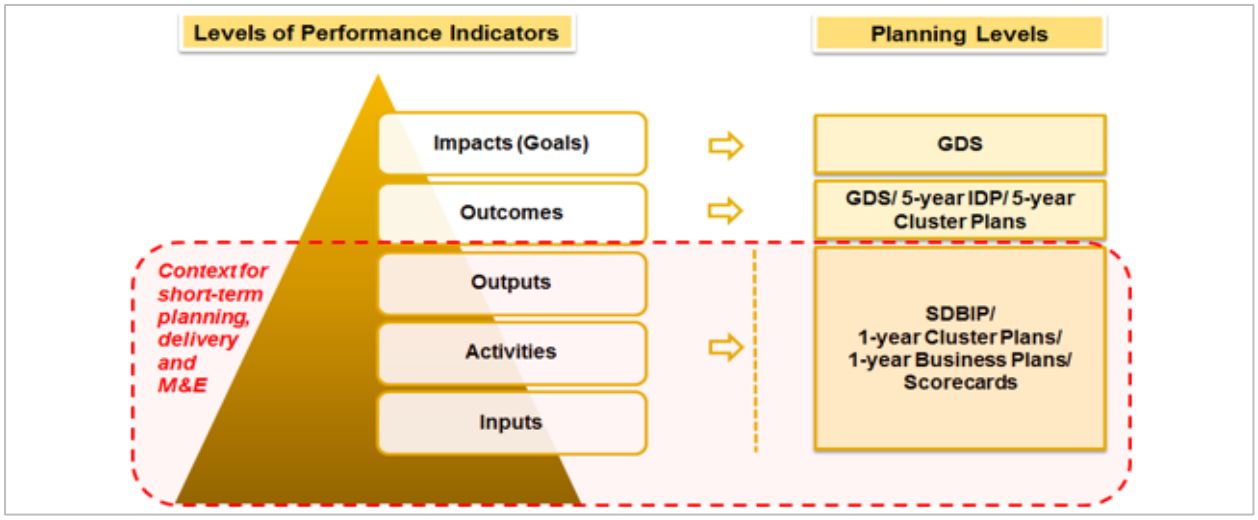


Figure 98: M&E in the context of the City's SDBIP

34.4. Strengthening Accountability and Governance

Performance Review and Oversight Mechanisms

To ensure **accountability and transparency**, the City will strengthen oversight through:

- **Quarterly Performance Reports:** Submitted to the **Executive Management Team, Mayoral Committee, and Council**.
- **Annual Integrated Report:** Aligns with **MFMA and Municipal Systems Act**, focusing on **audit findings, service delivery, and financial performance**.
- **End-of-Term Report:** Assesses five-year IDP implementation outcomes.

Auditor-General Engagement and Clean Audit Strategy

The City will intensify engagements with AGSA, focusing on:

- **Audit of Predetermined Objectives (AoPO) compliance**
- **Strengthening the Operation Clean Audit (OPCA) Steering Committee**
- **Enhancing performance data credibility and accuracy**

34.5. Smart City Alignment: Data-Driven Governance

To modernise M&E, the City is leveraging technology under the Smart City Programme:

- **Digital Performance Dashboards:** Live tracking of service delivery KPIs.
- **AI-Based Predictive Analytics:** Identifying service delivery gaps before they escalate.
- **Citizen Feedback Mechanisms:** Integration of **WhatsApp, USSD, and online portals** for real-time complaints and issue resolution.

34.6. Conclusion

The 2025/26 Performance Monitoring, Reporting, and Evaluation Framework is designed to enhance accountability and governance, ensuring that service delivery is measurable, transparent, and impact-driven. By implementing real-time performance tracking and leveraging data-driven decision-making, the City aims to improve the efficiency and effectiveness of municipal operations. The framework also aligns with Smart City priorities, integrating digital solutions to enhance monitoring and reporting capabilities. By simplifying processes and focusing on outcome-based evaluations, the City of Johannesburg is committed to ensuring that residents experience tangible improvements in service delivery, operational efficiency, and governance, ultimately fostering a more responsive and citizen-centric administration.

PART F: CONCLUSION AND ANNEXURES

35. Conclusion

The 2025/26 Integrated Development Plan reaffirms Johannesburg's commitment to reclaiming its status as a world-class African city through bold, targeted interventions. By prioritising financial sustainability, service delivery improvements, spatial transformation, and economic growth, the City aims to address historical inequities while fostering resilience and innovation. The IDP reflects a balance between short-term implementation imperatives and long-term strategic aspirations, ensuring that Johannesburg remains responsive to the evolving needs of its residents. The emphasis on smart city principles, inclusive economic growth, and sustainable infrastructure development underscores the City's proactive approach to urban governance.

As Johannesburg prepares to host the G20 and U20 summits in 2025, this IDP serves as both a roadmap and a call to action. Effective execution will require collaboration between government, business, and civil society to drive impactful change. Success will be measured not just by policy frameworks but by tangible improvements in service delivery, economic opportunity, and the quality of life for all residents. Through collective effort, strategic alignment, and accountability, Johannesburg is poised to become a more inclusive, liveable, and globally competitive city, reinforcing its leadership role in the Gauteng City-Region and beyond.

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. Fraud and Corruption	25	25	1.1. Implement Anti-Corruption strategy. 1.2. Disciplinary Board in place
			2.Weak internal control environment			2.1 Develop Controls Self-Assessment Framework 2.2 Monitor Control Self Assessments in line with Framework
			3.Poor ethical culture			3.1 Implement the ethics programme. 3.2 Development of Ethics and Integrity Management Framework
			4. Inadequate consequence management			4.1 Enforce the implementation of GFIS and Audit recommendations.
			5. Ineffective oversight (Coalition government)			5. Oversight Committees are elected for a three-year period.
2	Financial Sustainability	Financial Instability	1.Liquidity Constraints	25	20	1. Debt collection drive 2. Cost containment measures are in place.
			2.Undesirable Debt Ratios			
			3. Inability to collect revenue			3.1. Implement Revenue Turnaround Strategy

No.	Mayoral Priorities	Risk Name	Root Causes	IR	RR	Mitigation Measures in place
			4. Underspending of capital budget			4.1 Ensuring meeting of set targets on CAPEX expenditure. 4.2. Implementation of Supply Chain Management Turnaround Strategy
			5. Illegal consumption of revenue generating services (water & power)			5.1. Stand by stand audit to be conducted. 5.2. Review and implement revenue protection and loss control processes
			6.Poor planning leading to high cash outflow at financial year end			6.Implementation of Supply Chain Management Turnaround Strategy (OPEX)
			7. Adverse credit by the rating agency			7. Operation Clean Audit (OPCA) is in place
			8. Contingent liabilities emanating from litigation matters			8.1 Litigation Management Policy 8.2 Litigation Strategy
			9. Poor project management			9. Project Management Plan has been developed.
			10. Non-monitoring of revenue generating projects			10. War-room has been setup to monitor and report on revenue generating projects
3	Sustainable Service Delivery	Spatial inequality	1. Non availability of strategic land for integrated human settlement	25	20	1. To acquire the identified strategic land for housing development

No.	Mayoral Priorities	Risk Name	Root Causes	IR	RR	Mitigation Measures in place
			2. Delays in township establishment processes			2.1 Implement the Human Settlement Development guide. 2.2 Town Planning Application System (TAS) in place
			3. Limited ability to access suitable buildings			3. Collaboration between GFIS, JPC, JOSHCO and Human Settlement
			4. Delays in the land acquisition process			4. Formalise communication between Housing and JPC to fast-track land acquisition process
			5. High level of migration			5.1. Review of COJ policy on integration of migrants 5.2. Ensure functional Joburg Migration Action Committee
			6. Inadequate transport plans and regulatory instruments			Regional and nodal plans for some arears.
			7. Hijacked buildings (including illegal buildings)			7. The City will action all the court orders to enforce eviction
			8. Inadequate long-term planning			8. Alignment of the IDP to the GDS 2040
			9. Lack of institutional memory			Innovation and Knowledge Management Unit in place

No.	Mayoral Priorities	Risk Name	Root Causes	IR	RR	Mitigation Measures in place
4	Sustainable Service Delivery >Active and engaged Citizenry	Service Delivery Disruption	1. Higher than projected demand growth	25	25	1. 1. Review of water conservation and demand management strategy
			2. Insufficient resources (budget and human capacity) to respond to the increase demand			2. Adequately capacitate Department with requisite financial and human resources.
			3. Ageing infrastructure/Poor maintenance of Infrastructure			3.1. Develop and implement regionalised proactive road maintenance. 3.2. Implementation of the JW 10-year infrastructure Implementation Plan
			4.Poor project /contract management and employee performance monitoring			4. Performance Management System has been reviewed.
			5. Increased demand for social assistance			4.1. Monitoring of procurement plan (per contract) in consultation with SCM, Group Legal and GRAS
			6. Inadequate security to safeguard City's assets			5.1. Implementation of the ESP programme 5.2. Implementation of the Food Security Programme
			7. Increased demand for social assistance			

No.	Mayoral Priorities	Risk Name	Root Causes	IR	RR	Mitigation Measures in place
5	Safer City	Increasing Safety and Security Incidents	1. Inadequate Implementation of the City Safety Strategy	25	20	1.1 Review the City Safety Strategy & develop an implementation plan citywide. 1.2. Approve and Implement the Security Policy
			2. Lack of integrated system within the Public Safety department			2.1 Develop a City policy on surveillance technology in public spaces
			3. Ineffective enforcement of by laws			2.2Increase the number of crime hotspot areas where CCTV infrastructure has been installed.
			4. Insufficient resources (personnel, skills, tools of trade) to effectively enforce the law in accordance with the statutory mandate			3.1. Training on Waste management Bylaws 3.2. Identify Hotspots & intensify campaigns.
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. Implementation of the Integrated Waste Management Plan
			2. Weak economic infrastructure			2.1. Establish investment tracking and prioritisation Committee. 2.2. Develop online investor portal

No.	Mayoral Priorities	Risk Name	Root Causes	IR	RR	Mitigation Measures in place
			3. Inability to support SMME and community-based enterprises			3.1 Expanding the reach and rollout of the basket of services offered to support SMMEs via the City's Opportunity Centres. 3.2 Monitor and report on SMME support throughout the City
			4. Bureaucratic hurdles, slow and uncoordinated decision making and approval process			
			5. Cost of doing business			
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. Develop and implement Global Smart City Programme assessment plan and tracking schedule
			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. The Smart City Strategy is under review for Mayoral Approval
8	Good Governance	Non-Compliance to	1. Lack of sanctions for non-compliance	25	20	1. Operationalise Disciplinary Boards

No.	Mayoral Priorities	Risk Name	Root Causes	IR	RR	Mitigation Measures in place
		regulatory requirements	(apathy to discipline)			
			2. Poor contract management			2.1. Issue compliance notices to user departments and MEs that don't implement the contract management framework 2. 2. Develop a tool for comparing the awarded contracts in line with the SCM awarded contracts
			3. Insufficient knowledge of applicable and new legislation			3.1. Annual Regulatory Compliance Universe in place
			4. Poor planning with respect to SCM processes			3.1 Provided training to promote awareness and knowledge of new legislation.
			5. Inability to ascertain areas of non-compliance			4.Implementation of Supply Chain Turnaround Strategy and institutionalize demand management planning
9	SaferCity	Inability to respond to city disasters and business disruptions	1. Inadequate business continuity planning	25		1.1 Development of Business Continuity Plans (for the targeted depts./MEs 1.2 Conduct evacuation drills for all city facilities

No.	Mayoral Priorities	Risk Name	Root Causes	IR	RR	Mitigation Measures in place
			2. Outdated Disaster Management Plan, framework and disaster funding model			2.1. L1 Disaster Management Plan (DMP) has been approved. 2.2 L2 DMP to be developed
			3. Inadequate ICT continuity/ DR controls (People, process, and technology)			3.1 Build redundancy on services between the different data centres 3.2 Hybrid Cloud environment (Public and Private, Off premise and On premise)
			4. Cyber Threats/ Potential hacking/breach of City's ICT systems security			4.1. Implement data leakage prevention (Microsoft Based Solution) 4.2. Collaboration with IIOC, Public Safety internal Security and GFIS on integrated Cyber security approach
			5. Insufficient fire engines, and skills			5. There is a procurement plan for the new fire engines
			6. Drought/severe weather conditions			6. Awareness Sessions conducted citywide
10	Infrastructure Development and Refurbishment	Environmental degradation	1. Illegal dumping	25	20	1.Accelerate implementation of the Citywide Illegal Dumping Strategy
			2.Tree infestation (e.g. Polyphagous Shot Hole Borer)			2.1. I implementation of response plans and research findings on the understanding

No.	Mayoral Priorities	Risk Name	Root Causes	IR	RR	Mitigation Measures in place
	>Green Economy					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: 2025/26 CoJ Capital Projects

Project Id	Project Name	Department	Strategic Priority	Regional	Ward	Total 2025 / 2026	Total 2026 / 2027	Total 2027 / 2028
23741	Alexandra Parks	City Parks and Zoo	Active and engaged citizenry	Region E	JHB_105	R 3 000 000	R 1 000 000	R 1 400 000
31173	Alveda Parks	City Parks and Zoo	Sustainable service delivery	Region F	JHB_125	R -	R 1 000 000	R 2 000 000
22371	Cemetery Upgrades- Phase 1	City Parks and Zoo	Infrastructure development and refurbishment	Region G	JHB_7	R 5 000 000	R 3 000 000	R 6 500 000
2722	City Parks House - IT Equipment (Digitalisation of cemetries)	City Parks and Zoo	Smart city	Administrative or Head Office	Administrative or Head Office	R 8 000 000	R 5 000 000	R 5 000 000
3108	COJ Park upgrades- Various Regions and wards	City Parks and Zoo	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 3 000 000	R 6 000 000	R 6 000 000
22892	Florida Park Upgrade	City Parks and Zoo	Green economy	Region C	JHB_70	R 410 000	R -	R -
22623	Golden Harvest Park Upgrade	City Parks and Zoo	Infrastructure development and refurbishment	Region C	JHB_101	R 810 000	R -	R -
3942	Innercity Parks Intervention Development and Upgrading JOHANNESBURG F Regional	City Parks and Zoo	Sustainable service delivery	Region F	JHB_59	R 1 640 000	R 1 000 000	R 1 000 000
3219	Kliprivier Nature Reserve Upgrade Renewal KLIPRIVIERSBERG F Regional	City Parks and Zoo	Infrastructure development and refurbishment	Region F	JHB_125	R -	R -	R 3 000 000
20938	Kloofendal Nature Reserve Infrastructure upgarde	City Parks and Zoo	Sustainable service delivery	Region C	JHB_85	R -	R -	R 3 000 000
31174	Little Falls Park Upgrade	City Parks and Zoo	Sustainable service delivery	Region C	JHB_85	R -	R 2 000 000	R -

22879	New Park development Lufhereng	City Parks and Zoo	Sustainable service delivery	Region D	JHB_53	R -	R -	R 3 000 000
2575	Olifantsvlei Cemetery Renewal Cemetery NATURENA EXT15 D Ward	City Parks and Zoo	Infrastructure development and refurbishment	Region G	JHB_119	R 8 358 000	R 3 000 000	R 3 000 000
2592	Park development Lehae 1	City Parks and Zoo	Infrastructure development and refurbishment	Region G	JHB_122	R 900 000	R 1 520 000	R -
2724	Plant and equipment New Plant and Equipment JOHANNESBURG F Ward	City Parks and Zoo	Sustainable service delivery	Region F	JHB_124	R -	R 2 000 000	R 3 000 000
31250	Protea Parks	City Parks and Zoo	Safer city	Region G	JHB_10	R -	R 3 000 000	R 5 000 000
2897	Road Islands and Town Entrances Greening & Beautification New Park JOHANNESBURG F City Wide	City Parks and Zoo	Green economy	Whole of the Metro	Whole of the Metro	R -	R 3 000 000	R 6 000 000
3884	Zoo Infrastructure Renewal Building Alterations SAXONWOLD F Ward	City Parks and Zoo	Infrastructure development and refurbishment	Region B	JHB_117	R -	R 3 000 000	R 6 000 000
22840	2756_01_Installation of new public lighting: Group luminaire replacement	City Power	Energy mix	Whole of the Metro	Whole of the Metro	R 15 000 000	R 28 648 800	R 38 250 000
22839	2756_02_Installation of new public lighting: Street lights (City Wide)	City Power	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 70 000 000	R 15 000 000	R 21 250 000
4114	All fencing and security lighting for various substations Renewal Building Alterations REUVEN F City Wide	City Power	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 20 000 000	R 46 400 000	R 8 500 000

2438	Allandale Substation: Upgrade 2 X 10 MVA transformers to 40 MVA Renewal Bulk Infrastructure COMMERCIA EXT11 A Regional	City Power	Infrastructure development and refurbishment	Region A	JHB_110	R -	R 14 100 000	R -
2379	Aquire servitudes and sub station sites New Transmission Line REUVEN F City Wide	City Power	Financial sustainability	Whole of the Metro	Whole of the Metro	R 5 000 000	R 4 242 600	R 10 000 000
20690	Bank City Sws: Satellite	City Power	Energy mix	Region F	JHB_124	R 65 000 000	R 65 000 000	R 61 250 000
20691	Beaulieu: Substation	City Power	Infrastructure development and refurbishment	Region A	JHB_94	R -	R -	R 4 250 000
20698	Brynorth: Substation	City Power	Infrastructure development and refurbishment	Region E	JHB_106	R 15 000 000	R 7 697 800	R -
3715	Construct 88 kV switchyard adjacent to Pennyville substation New Bulk Infrastructure PENNYVILLE B Regional	City Power	Infrastructure development and refurbishment	Region B	JHB_68	R 20 000 000	R 260 373 000	R -
2258	Construction of a 88kV transmission lines: Lutz / Peter Rd T-point New Transmission Line HONEY PARK EXT10 C Regional	City Power	Infrastructure development and refurbishment	Region C	JHB_97	R -	R 18 000 000	R 35 000 000
23991	Dainfern Substation upgrade	City Power	Infrastructure development and refurbishment	Region A	JHB_96	R 15 000 000	R 4 700 000	R 2 125 000
23997	Design and install fire walls and oil embankments	City Power	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R -	R 500 000	R 4 250 000
2910	Emergency work on the transmission network Renewal Bulk Infrastructure REUVEN F City Wide	City Power	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 57 222 750	R 44 230 000	R 42 500 000

2448	Emergency Work Renewal Medium Voltage Network NORTH RIDING EXT30 C Regional	City Power	Infrastructure development and refurbishment	Region C	JHB_101	R 000 000 50	R 200 000 18	R 500 000 42
2466	Emergency work Renewal Medium Voltage Network REUVEN F City Wide	City Power	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 000 000 50	R 700 000 22	R 500 000 42
30054	Energy Efficient Programme	City Power	Green economy	Whole of the Metro	Whole of the Metro	R 000 000 10	R 3 183 780	R 625 000 27
2341	Establish new 88/11 kV substation at Ruimsig A New Bulk Infrastructure RUIMSIG C	City Power	Infrastructure development and refurbishment	Region C	JHB_97	R 000 000 10	R -	R -
3280	Extend Mondeor sub station and construct new Mondeor 88 kV switching station New Bulk Infrastructure MONDEOR F Regional	City Power	Infrastructure development and refurbishment	Region F	JHB_125	R 000 000 30	R 4 500 000	R -
20919	Glen Lea (CP_E075)	City Power	Infrastructure development and refurbishment	Region C	JHB_70	R -	R 500 000 12	R 8 500 000
20756	Hopefield: Substation	City Power	Infrastructure development and refurbishment	Region G	JHB_121	R 000 000 30	R 8 500 000	R -
31232	HV Cable Replacement: Rosebank - Cydna	City Power	Sustainable service delivery	Region B	JHB_117	R 000 000 85	R 000 000 15	R 8 500 000
23990	Install fire suppression sytems in HV yard	City Power	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R -	R 500 000 23	R 4 250 000
2757	Install new IEDs in substations Renewal Protection REUVEN F City Wide	City Power	Energy mix	Whole of the Metro	Whole of the Metro	R 5 000 000	R 500 000 13	R 000 000 50

3282	Install statistical meters on all distributors New Load Management REUVEN F City Wide	City Power	Financial sustainability	Whole of the Metro	Whole of the Metro	R 180 750 250	R 35 016 496	R 34 000 000
2202	Installation of new service connections New Service Connections ALEXANDRA EXT63 E Regional	City Power	Infrastructure development and refurbishment	Region E	JHB_75	R 4 500 000	R 4 700 000	R 17 000 000
2259	Installation of new service connections New Service Connections HALFWAY HOUSE EXT74 E Regional	City Power	Infrastructure development and refurbishment	Region A	JHB_110	R 9 000 000	R 4 700 000	R 17 000 000
2543	Installation of pre paid meters and protective structures Renewal Metering Equipment LENASIA EXT13 G Regional	City Power	Financial sustainability	Region G	JHB_9	R 25 000 000	R 9 817 717	R 42 500 000
2336	Integrated security fire detection & suppression systems for major substations Including fibre optic links (- 50 % of budget) New Security Equipment REUVEN F City Wide	City Power	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R -	R 15 100 000	R 29 750 000
3368	IT Network upgrade Renewal Computer Hardware REUVEN F City Wide	City Power	Smart city	Whole of the Metro	Whole of the Metro	R 40 000 000	R 54 000 000	R 42 500 000
20939	Lenasia South	City Power	Infrastructure development and refurbishment	Region G	JHB_120	R -	R 4 500 000	R 40 000 000
30024	Mobile sub-station	City Power	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 20 000 000	R 18 800 000	R 44 851 830

30052	Mondeor - Eikenhof HV OHL	City Power	Infrastructure development and refurbishment	Region F	JHB_125	R -	R 28 900 000	R 1 062 500
23993	MV feederboard replacement	City Power	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R -	R 7 200 000	R 18 626 900
3087	Network development for townships and service connections New Medium Voltage Network HURST HILL B Regional	City Power	Infrastructure development and refurbishment	Region F	JHB_58	R -	R 10 000 000	R 6 375 000
3088	Network development for townships and service connections New Medium Voltage Network LENASIA EXT1 G Regional	City Power	Infrastructure development and refurbishment	Region G	JHB_10	R -	R 10 000 000	R 6 375 000
3090	Network development for townships and service connections New Medium Voltage Network REUVEN F Regional	City Power	Infrastructure development and refurbishment	Region F	JHB_124	R -	R 11 164 000	R 6 375 000
2907	Network development for townships and service connections New Network Development FERNDALE B Regional	City Power	Infrastructure development and refurbishment	Region B	JHB_102	R -	R 10 000 000	R 6 375 000
2908	Network development for townships and service connections New Network Development ROODEPOORT C Regional	City Power	Infrastructure development and refurbishment	Region C	JHB_84	R -	R 10 000 000	R 6 375 000
3275	New 88/11 kV substation at Sandringham New Bulk Infrastructure SANDRINGHAM E Regional	City Power	Infrastructure development and refurbishment	Region E	JHB_81	R -	R 7 500 000	R 14 875 000

2264	New Service Connections HURST HILL B Regional	City Power	Infrastructure development and refurbishment	Region B	JHB_69	R 4 649 750	R 4 700 000	R 17 000 000
2203	New service connections New Service Connections BEREA F Regional	City Power	Infrastructure development and refurbishment	Region F	JHB_64	R 4 650 000	R 4 700 000	R 17 000 000
2260	New service connections New Service Connections FERNDALE EXT25 B Regional	City Power	Infrastructure development and refurbishment	Region B	JHB_102	R 4 650 000	R 4 700 000	R 17 000 000
2261	New service connections New Service Connections ROODEPOORT EXT2 C Regional	City Power	Infrastructure development and refurbishment	Region C	JHB_84	R 5 100 000	R 4 700 000	R 17 000 000
2263	New Service Connections REUVEN F Regional	City Power	Infrastructure development and refurbishment	Region F	JHB_55	R 4 650 000	R 4 700 000	R 8 500 000
2540	Normalisation Renewal Medium Voltage Network ALEXANDRA EXT42 E Regional	City Power	Infrastructure development and refurbishment	Region E	JHB_116	R 20 000 000	R 19 200 000	R 21 250 000
2612	Operational Capital: New Operational Capex REUVEN F City Wide	City Power	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 25 000 000	R 58 500 000	R 48 000 000
20959	Penny Street	City Power	Infrastructure development and refurbishment	Region C	JHB_71	R -	R 5 000 000	R 12 750 000
3163	Preparation of LCs and MSS for 11kV conversion Bryanston	City Power	Infrastructure development and refurbishment	Region E	JHB_106	R -	R 22 400 000	R 21 250 000
2253	Prepare mini subs and load centres for 11 kV conversion Renewal Township Reticulation JEPPESTOWN SOUTH F Regional	City Power	Infrastructure development and refurbishment	Region F	JHB_61	R 35 600 000	R 9 000 000	R 60 000 000

21285	Pritchard 88/11 kV substation upgrade	City Power	Infrastructure development and refurbishment	Region F	JHB_60	R -	R 11 250 000	R 35 000 000
20822	Randjespark Ext37: Satellite	City Power	Infrastructure development and refurbishment	Administrative or Head Office	Administrative or Head Office	R -	R 9 000 000	R 35 000 000
30025	Refurbish Vasco Switching station	City Power	Infrastructure development and refurbishment	Region E	JHB_105	R -	R 14 700 000	R 2 125 000
2337	Refurbishment of LV infrastructure Renewal Low Voltage REUVEN F Regional	City Power	Infrastructure development and refurbishment	Region F	JHB_124	R 10 000 000	R 18 500 000	R 55 250 000
2338	Refurbishment of MV infrastructure(Switchgear and transformers) Renewal Medium Voltage Network REUVEN F Regional	City Power	Infrastructure development and refurbishment	Region F	JHB_124	R 10 000 000	R 27 900 000	R 42 500 000
2748	Replace batteries in sub stations Renewal Bulk Infrastructure REUVEN F City Wide	City Power	Energy mix	Whole of the Metro	Whole of the Metro	R -	R 9 000 000	R 40 000 000
3272	Replace obsolete energy meters with prepaid units Renewal Service Connections REUVEN F City Wide	City Power	Financial sustainability	Whole of the Metro	Whole of the Metro	R 25 000 000	R 12 000 000	R 18 000 000
2465	Replace open LV conductors with ABC Renewal Low Voltage REUVEN F City Wide	City Power	Infrastructure development and refurbishment	Region F	JHB_124	R 10 000 000	R -	R 25 500 000
2817	Replace transformers and install an additional transformer Extend 11 kV panel Renewal Bulk Infrastructure BELLE-VUE F Ward	City Power	Infrastructure development and refurbishment	Region F	JHB_66	R -	R -	R 10 625 000

2285	Replacement of aged and/or faulting MV cables Renewal Medium Voltage Network NORTH RIDING EXT30 C City Wide	City Power	Infrastructure development and refurbishment	Region C	JHB_134	R 35 000 000	R 13 400 000	R 46 750 000
2339	Replacement of aged and/or faulting MV cables Renewal Medium Voltage Network REUVEN F Regional	City Power	Infrastructure development and refurbishment	Region F	JHB_124	R 35 000 000	R 13 400 000	R 51 000 000
30051	Replacement of high risk and obsolete MV feeder boards - Primary substations	City Power	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R -	R 1 125 000	R -
2920	Revenue Generation Efficiency Project Pre-paid system installation of semi automated pre-paid & automated pre paid (smart meters) Renewal Service Connections REUVEN F City Wide	City Power	Financial sustainability	Whole of the Metro	Whole of the Metro	R 20 000 000	R 44 138 500	R 34 000 000
20843	Ridge: Substation	City Power	Infrastructure development and refurbishment	Region C	JHB_97	R -	R 6 300 000	R 45 000 000
20972	Riviera switching station upgrade	City Power	Infrastructure development and refurbishment	Region E	JHB_73	R -	R -	R 6 375 000
20844	Robertsham: Substation upgrade	City Power	Infrastructure development and refurbishment	Region F	JHB_55	R -	R 5 000 000	R 12 750 000
20689	Rooftop PVC	City Power	Energy mix	Region C	JHB_84	R 55 000 000	R -	R 21 250 000
22049	Roosevelt Switching Station	City Power	Infrastructure development and refurbishment	Region E	JHB_75	R -	R 1 611 000	R 20 000 000

2228	RTU installations New SCADA REUVEN F City Wide	City Power	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 15 000 000	R 9 000 000	R 50 000 000
21306	Soweto Local	City Power	Infrastructure development and refurbishment	Region D	JHB_25	R -	R 5 000 000	R 6 375 000
2906	Telecommunications Fibre optic installations and upgrades Renewal SCADA REUVEN F Regional	City Power	Smart city	Whole of the Metro	Whole of the Metro	R 85 000 000	R 65 000 000	R 79 125 000
3895	Telecommunications Multiplexer and network management system Renewal Plant and Equipment REUVEN F City Wide	City Power	Smart city	Whole of the Metro	Whole of the Metro	R 5 000 000	R 28 200 000	R 39 325 000
2798	Transformer capital program to eliminate high risk transformers Renewal Bulk Infrastructure REUVEN F City Wide	City Power	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 30 000 000	R 32 270 000	R 21 250 000
30026	Upgrade Eikenhof Substation	City Power	Infrastructure development and refurbishment	Region F	JHB_125	R 40 000 000	R 32 900 000	R 2 125 000
2428	Upgrade John Ware sub station Renewal Bulk Infrastructure FORDSBURG F Regional	City Power	Infrastructure development and refurbishment	Region F	JHB_58	R -	R 54 500 000	R 34 000 000
4113	Upgrade MV Networks in CBD Renewal Medium Voltage Network JOHANNESBURG F Regional	City Power	Infrastructure development and refurbishment	Region F	JHB_59	R 20 000 000	R 20 100 000	R 14 875 000
4125	Upgrade Orchards Substation New Bulk Infrastructure ORCHARDS F Regional	City Power	Sustainable service delivery	Region E	JHB_73	R -	R 10 000 000	R 21 250 000
3083	Upgrading of 88 kV overhead lines Renewal Bulk Infrastructure REUVEN F City Wide	City Power	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 30 000 000	R 23 293 000	R 42 500 000

3704	Cosmo City New swimming pool New Community Centre COSMO CITY EXT3 C Ward	Community Development	Infrastructure development and refurbishment	Region C	JHB_100	R 6 827 198	R -	R -
2764	Head Office Operational Capital JOHANNESBURG F	Community Development	Sustainable service delivery	Administrative or Head Office	Administrative or Head Office	R 104 960	R -	R -
2895	Joburg Art Gallery Upgrade JOHANNESBURG F	Community Development	Safer city	Region F	JHB_60	R 40 000 000	R -	R -
2213	Joburg Library (Centre of Excellence) JOHANNESBURG F	Community Development	Infrastructure development and refurbishment	Region F	JHB_124	R 28 000 000	R -	R -
2233	Kaalfontein New Community Centre KAALFONTEIN EXT4 A Ward	Community Development	Sustainable service delivery	Region A	JHB_92	R 5 000 000	R 30 100 000	R 30 100 000
3666	Lehae MPC New Construction LEHAE G	Community Development	Infrastructure development and refurbishment	Region G	JHB_122	R -	R 1 000 000	R 1 000 000
3431	Library integrated system BRAAMFONTEIN WERF F	Community Development	Sustainable service delivery	Administrative or Head Office	Administrative or Head Office	R 10 700 000	R -	R -
8722	Matholesville New MPC Community Centre MATHOLESVILLE C Regional	Community Development	Sustainable service delivery	Region C	JHB_127	R 7 954 000	R -	R -
4129	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	Infrastructure development and refurbishment	Region F	JHB_60	R -	R 4 200 000	R 4 200 000
31146	Upgrading of Old Eldorado Stadium	Community Development	Infrastructure development and refurbishment	Region G	JHB_17	R -	R 350 000	R 350 000

31147	Upgrading of the Eldorado Park Ext 9 swimming pool	Community Development	Infrastructure development and refurbishment	Region G	JHB_17	R -	R 350 000	R 350 000
22245	Brixton Social Cluster	Development Planning	Green economy	Region B	JHB_87	R 10 000 000	R -	R -
30047	Inner City High Court Precinct	Development Planning	Green economy	Region F	JHB_59	R 5 000 000	R 14 000 000	R 5 000 000
22365	Inner City Partnership Fund	Development Planning	Green economy	Region F	JHB_59	R 2 000 000	R 5 000 000	R 5 000 000
30045	Inner City Walkable Network	Development Planning	Green economy	Region F	JHB_59	R 3 000 000	R 14 000 000	R 5 000 000
22263	Jabulani Precinct Upgrades	Development Planning	Infrastructure development and refurbishment	Region D	JHB_34	R 24 234 000	R -	R -
31062	Kliptown Regeneration Programme	Development Planning	Sustainable service delivery	Region D	JHB_22	R 3 500 000	R 20 000 000	R 20 000 000
31230	Lanseria Smart City - Detailed Planning	Development Planning	Infrastructure development and refurbishment	Region A	JHB_96	R 2 000 000	R -	R -
22362	Mayfair PEU	Development Planning	Green economy	Region F	JHB_58	R -	R 14 200 000	R 10 000 000
22195	New Turfontein Clinic	Development Planning	Sustainable service delivery	Region F	JHB_124	R 16 870 000	R 7 000 000	R 7 000 000
2555	Operational Capital: DPUM Renewal Operational Capex BRAAMFONTEIN WERF F City Wide	Development Planning	Sustainable service delivery	Region F	JHB_60	R 13 135 163	R -	R 1 700 000
22479	Soweto Strategic Area Framework & Implementation	Development Planning	Financial sustainability	Region D	JHB_21	R -	R 11 870 000	R 11 870 000
30048	Zandspruit precinct implementation	Development Planning	Green economy	Region C	JHB_114	R -	R 12 000 000	R 12 000 000
31260	Economic Development Initiatives	Economic Development	Energy mix	Administrative or Head Office	Administrative or Head Office	R 4 920 000	R 6 178 000	R 1 476 000

31259	Old vista incubation refurbishment	Economic Development	Sustained economic growth	Administrative or Head Office	Administrative or Head Office	R 984 000	R 1 750 000	R 5 000 000
31188	Alternative Waste Treatment Technologies (AWTT) (Incinerator) [Waste to Energy]	Environment and Infrastructure Services (EISD)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R -	R 199 000 000	R 66 400 000
6411	Braamfonteinspruit Upper Catchment (Alberts Farm and Botanical Gardens Upper Dams)	Environment and Infrastructure Services (EISD)	Green economy	Region B	JHB_117	R -	R 500 000	R -
31198	Drilling of Monitoring boreholes	Environment and Infrastructure Services (EISD)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 587 120	R 5 000 000	R -
31194	Integrated Catchment Rehabilitation of Jukskei River Alexandra Water Management Unit	Environment and Infrastructure Services (EISD)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R -	R 500 000	R -
31193	Integrated Catchment Rehabilitation of Jukskei River Bruma Water Management Unit (WMU)	Environment and Infrastructure Services (EISD)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R -	R 20 000 000	R -
31196	Integrated Catchment Rehabilitation of Klip - Middle Soweto Water Management Unit Integrated Catchment Rehabilitation of the Klip- Lower Soweto Water Management Unit	Environment and Infrastructure Services (EISD)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R -	R 6 500 000	R -
2495	Operational Capital : Office Furniture and Equipment	Environment and Infrastructure Services (EISD)	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R -	R 200 000	R 1 000 000
31199	Pilot project/s for the installation of a Rainwater Harvesting System including Tanks at the city's clinics	Environment and Infrastructure Services (EISD)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R -	R 200 000	R 5 000 000

31200	Purchasing of Weed harvester Machine	Environment and Infrastructure Services (EISD)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R -	R 5 000 000	R -
31191	Rehabilitation of closed landfill site & construction of waste transfer station (Kya Sands)	Environment and Infrastructure Services (EISD)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 140 000 000	R -	R -
31195	Rehabilitation of Klip River-Upper Soweto Water Management Unit	Environment and Infrastructure Services (EISD)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R -	R 2 000 000	R -
22436	Waste Management: Biodigester	Environment and Infrastructure Services (EISD)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 60 000 000	R -	R -
23792	Waste Management: Waste Sorting Facilities	Environment and Infrastructure Services (EISD)	Green economy	Whole of the Metro	Whole of the Metro	R -	R 15 000 000	R -
22718	3864_02_Procurement of fleet - SHELA: Red fleet (Fire Engines)	Group Corporate and Shared Services (GCSS)	Safer city	Whole of the Metro	Whole of the Metro	R 151 950 459	R 80 000 000	R 112 096 500
23240	Computers_ 23227	Group Corporate and Shared Services (GCSS)	Good governance	Administrative or Head Office	Administrative or Head Office	R -	R -	R 697 000
31243	Electronic document & records management system	Group Corporate and Shared Services (GCSS)	Good governance	Administrative or Head Office	Administrative or Head Office	R 3 444 000	R 24 500 000	R 25 000 000
23255	Furniture_ 23227	Group Corporate and Shared Services (GCSS)	Infrastructure development and refurbishment	Administrative or Head Office	Administrative or Head Office	R -	R -	R 80 000
31242	Installation of Kiosks	Group Corporate and Shared Services (GCSS)	Good governance	Administrative or Head Office	Administrative or Head Office	R 369 000	R 2 625 000	R -

23256	Office Machines_ 23227	Group Corporate and Shared Services (GCSS)	Good governance	Administrative or Head Office	Administrative or Head Office	R -	R -	R 120 000
31087	Procurement of Specialisted Fleet	Group Corporate and Shared Services (GCSS)	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 105 000 000	R 84 910 613	R 64 910 613
3825	Capital Enhancement System Renewal Computer Software JOHANNESBURG F City Wide	Group Finance	Smart city	Administrative or Head Office	Administrative or Head Office	R 8 040 000	R 3 600 000	R 2 600 000
3080	New Office Equipment and Furniture City Wide	Group Finance	Financial sustainability	Administrative or Head Office	Administrative or Head Office	R -	R -	R 1 000 000
31124	Email Analysis Tool Software	Group Forensic and Audit Services (GFAS)	Good governance	Administrative or Head Office	Administrative or Head Office	R 1 640 000	R 1 540 000	R 2 400 000
5300	GFIS: Operational Capital	Group Forensic and Audit Services (GFAS)	Sustainable service delivery	Administrative or Head Office	Administrative or Head Office	R 250 000	R -	R 250 000
31133	Billing System	Group ICT and Information Management Governance	Good governance	Whole of the Metro	Whole of the Metro	R 70 000 000	R -	R -
31061	E-Procurement Projects	Group ICT and Information Management Governance	Smart city	Whole of the Metro	Whole of the Metro	R 20 000 000	R -	R -
3847	ICT: Infrastructure End User Computer Hardware	Group ICT and Information Management Governance	Smart city	Administrative or Head Office	Administrative or Head Office	R -	R -	R 23 100 000
22240	Micosoft Licences	Group ICT and Information Management Governance	Smart city	Whole of the Metro	Whole of the Metro	R 140 000 000	R 150 434 000	R 60 642 500

4149	Non Sap Application (Johannesburg) Modernization & 0ptimization Johannesburg City Wide	Group ICT and Information Management Governance	Smart city	Administrative or Head Office	Administrative or Head Office	R 50 000 000	R 76 370 000	R 26 400 000
2491	Operational Capital - GICT & IM New Operational Capex JOHANNESBURG F City Wide	Group ICT and Information Management Governance	Smart city	Administrative or Head Office	Administrative or Head Office	R -	R 924 000	R 462 000
4146	Sap software Upgrade/re-implementation to latest SAP version Renewal Computer Software JOHANNESBURG F City Wide	Group ICT and Information Management Governance	Smart city	Administrative or Head Office	Administrative or Head Office	R 100 000 000	R 38 540 000	R 25 900 000
3815	Smart City Enablement New Computer Software JOHANNESBURG F City Wide	Group ICT and Information Management Governance	Smart city	Administrative or Head Office	Administrative or Head Office	R 40 000 000	R 5 000 000	R 23 000 000
23555	03_22684_Hardware	Health	Smart city	Whole of the Metro	Whole of the Metro	R 400 000	R -	R 2 000 000
23570	08_22684_Software for Environmental Health System	Health	Smart city	Whole of the Metro	Whole of the Metro	R 4 000 000	R 2 000 000	R 10 000 000
23550	10_22684_WAN & LAN Upgrade	Health	Smart city	Administrative or Head Office	Administrative or Head Office	R -	R -	R 3 000 000
2660	2660_00_MINOR WORKS at various clinics across the City Renewal Clinic JOHANNESBURG F City Wide	Health	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 2 573 000	R 710 000	R 10 000 000
3370	3370_00_Electricity Upgrades Solar Generators UPSs and Back-up Electricity for Health Facilities across the city New Clinic JOHANNESBURG F City Wide	Health	Energy mix	Whole of the Metro	Whole of the Metro	R 2 000 000	R 300 000	R 5 000 000

3369	AIRCONDITIONERS: Supply install and renew airconditioners in Health Facilities across the city New Clinic JOHANNESBURG F City Wide	Health	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 250 000	R 100 000	R 500 000
3060	Elias Motsoaledi clinic Renewal Building DUBE EXT2 D	Health	Sustainable service delivery	Region D	JHB_40	R 40 000	R -	R -
3075	Freedom Park New Clinic DEVLAND EXT30 G Ward	Health	Sustainable service delivery	Region G	JHB_119	R 150 000	R -	R -
2647	Hikensile Clinic Renewal Clinic IVORY PARK EXT9 A Ward	Health	Sustainable service delivery	Region A	JHB_133	R 23 753 000	R 28 000 000	R 4 610 000
3059	Naledi clinic New Building NALEDI D	Health	Sustainable service delivery	Region D	JHB_14	R 1 652 000	R -	R -
2656	Operational Capital Spend for Health Renewal Operational Capex JOHANNESBURG F City Wide	Health	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R -	R -	R 2 000 000
3068	Rabie Ridge Clinic Renewal and Community Health Centre New RABIE RIDGE A	Health	Sustainable service delivery	Region A	JHB_80	R 40 977	R -	R -
31228	Sustainable Reticulated Water Back-up Systems at Clinics City Wide	Health	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 3 000 000	R 250 000	R 2 000 000
31293	4280- CBRP: Electrification of Kliptown informal Settlement Ward 17	Human Settlements	Sustainable service delivery	Region G	JHB_17	R 10 000 000	R -	R -
31330	4280- CBRP: Installation of Street/Public lights Ward 119	Human Settlements	Sustainable service delivery	Region G	JHB_119	R 2 000 000	R -	R -
31338	4280- CBRP: Installation of Street/Public lights Ward 108	Human Settlements	Infrastructure development and refurbishment	Region E	JHB_108	R 2 000 000	R -	R -
31284	23409- CBRP: Upgrading of gravel road and new roads Ndlela Ward 131	Human Settlements	Infrastructure development and refurbishment	Region G	JHB_131	R 2 000 000	R -	R -

31304	23409- CBRP: Tarring of Roads Nancefield Ward 37	Human Settlements	Infrastructure development and refurbishment	Region D	JHB_37	R 2 000 000	R -	R -
31335	23409- CBRP: Tarring of Gravel Roads and installation of High masts street lights (Ebony Park) Ward 111	Human Settlements	Infrastructure development and refurbishment	Region A	JHB_111	R 2 000 000	R -	R -
2565	Braamfischerville Ext 12&13: C Ward	Human Settlements	Infrastructure development and refurbishment	Region C	JHB_49	R -	R 5 000 000	R -
6571	Bramfischerville Ext 7 & 8	Human Settlements	Infrastructure development and refurbishment	Region C	JHB_44	R 5 000 000	R 5 000 000	R -
3456	COSMO CITY PHASE 2 (MALIBONGWE RIDGE)	Human Settlements	Infrastructure development and refurbishment	Region C	JHB_100	R -	R 5 000 000	R -
2893	Diepkloof Hostel Renewal Bulk Infrastructure DIEPKLOOF EXT10 D Ward	Human Settlements	Sustainable service delivery	Region D	JHB_29	R 6 500 000	R 5 000 000	R -
31139	Diepsloot Tanganani	Human Settlements	Safer city	Region A	JHB_96	R 100 000 000	R 135 000 000	R 140 000 000
3207	Drieziek Ext3	Human Settlements	Infrastructure development and refurbishment	Region G	JHB_1	R 5 000 000	R 5 000 000	R -
6581	Drieziek Ext4	Human Settlements	Infrastructure development and refurbishment	Region G	JHB_1	R 5 000 000	R 5 000 000	R -
3208	Drieziek Ext5	Human Settlements	Infrastructure development and refurbishment	Region G	JHB_5	R 5 000 000	R 5 000 000	R -
2751	Dube Hostel Renewal Building Alterations DUBE EXT2 D Ward	Human Settlements	Sustainable service delivery	Region D	JHB_38	R 6 000 000	R 5 000 000	R -

3184	Elias Motsoaledi Ext1 Township Development (Region D - Ward 24)	Human Settlements	Infrastructure development and refurbishment	Region D	JHB_24	R -	R 5 000 000	R -
3211	Ennerdale South	Human Settlements	Infrastructure development and refurbishment	Region G	JHB_7	R -	R 5 000 000	R -
3203	Finetown Proper -Region G	Human Settlements	Infrastructure development and refurbishment	Region G	JHB_7	R 10 000 000	R 5 000 000	R -
2683	Fleurhof Mixed Development	Human Settlements	Infrastructure development and refurbishment	Region C	JHB_70	R 18 000 000	R 5 000 000	R -
23409	Formalisation of informal settlements (UISP)	Human Settlements	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 321 297 000	R 239 770 000	R 288 745 000
2889	Goudrand Rental Development	Human Settlements	Financial sustainability	Region C	JHB_127	R 86 558 000	R 113 602 000	R 120 000 000
2771	Helen Josephs Refurbishment and Upgrading of Womens Hostel Renewal Building Alterations ALEXANDRA EXT52 E Ward	Human Settlements	Sustainable service delivery	Region E	JHB_91	R 4 000 000	R 5 000 000	R -
2548	Inner City Upgrading (Transitional/Emergency and Rental Stock) Renewal Rental Flats JOHANNESBURG F Regional	Human Settlements	Financial sustainability	Region F	JHB_59	R 20 000 000	R 7 814 000	R -
3197	Kanana Park Ext 1	Human Settlements	Infrastructure development and refurbishment	Region G	JHB_6	R 1 000 000	R 5 000 000	R -
22115	Kanana Park Ext 2	Human Settlements	Infrastructure development and refurbishment	Region G	JHB_6	R 1 000 000	R 5 000 000	R -

3204	Kanana Park Ext 34 & 5	Human Settlements	Infrastructure development and refurbishment	Region G	JHB_6	R 1 000 000	R 5 000 000	R -
3185	Klipspruit/Kliptown New Bulk Infrastructure (Housing project around the Walter Sisulu Square) KLIPSPRUIT D Ward	Human Settlements	Infrastructure development and refurbishment	Region D	JHB_22	R 25 000 000	R 14 000 000	R 5 178 000
4255	Land Acquisition for Housing Developments City Wide	Human Settlements	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 15 000 000	R 50 890 000	R 50 890 000
31090	Lawley Ext 3	Human Settlements	Infrastructure development and refurbishment	Region G	JHB_121	R 1 000 000	R -	R -
2566	Lufhereng Mixed Development (Bulk Link & Internal Infrastructure Roads Storm Water Management Systems Sewer & Water for 24 000 houses)	Human Settlements	Infrastructure development and refurbishment	Region D	JHB_53	R 963 000 000	R 1 200 000 000	R 270 000 000
22183	Madala Hostel Redevelopment	Human Settlements	Sustainable service delivery	Region E	JHB_81	R 7 500 000	R 5 000 000	R -
2752	Meadowlands Hostel Renewal Building Alterations MEADOWLANDS D Ward	Human Settlements	Sustainable service delivery	Region D	JHB_43	R 7 000 000	R 5 000 000	R -
31120	Merafe hostel	Human Settlements	Infrastructure development and refurbishment	Region D	JHB_16	R 5 000 000	R 5 000 000	R -
2492	Operational capital (HS) New Operational Capex BRAAMFONTEIN WERF F City Wide	Human Settlements	Sustainable service delivery	Administrative or Head Office	Administrative or Head Office	R 5 000 000	R -	R -
31132	Orlando West Women Hostel	Human Settlements	Infrastructure development and refurbishment	Region D	JHB_29	R 2 000 000	R -	R -

3457	Riverside View ext 28 (Diepsloot ext 12)	Human Settlements	Infrastructure development and refurbishment	Region A	JHB_96	R 15 000 000	R 5 000 000	R -
2671	South Hills Housing Mixed Development	Human Settlements	Infrastructure development and refurbishment	Region F	JHB_57	R 18 000 000	R 5 000 000	R -
23334	Southern Farms Mega Mixed Development	Human Settlements	Infrastructure development and refurbishment	Region G	JHB_119	R 100 000 000	R 125 000 000	R 120 000 000
22758	Stock Flats and Old-Age Home Upgrading	Human Settlements	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 18 968 000	R -	R -
2274	Tshepisong Proper	Human Settlements	Infrastructure development and refurbishment	Region C	JHB_128	R 10 000 000	R 8 917 720	R -
3202	Vlakfontein Ext 3	Human Settlements	Infrastructure development and refurbishment	Region G	JHB_122	R 1 000 000	R -	R -
23418	Trans Relocation Area - Madala Sports Field - 1233 units	Human Settlements	Sustainable service delivery	Region E	JHB_107	R 4 045 000	R -	R -
23417	Trans Relocation Area - Marlboro & Marlboro Gardens - 2295 units	Human Settlements	Sustainable service delivery	Region E	JHB_109	R 18 500 000	R -	R -
31091	Lehae Ext 1- Electrical Projects	Human Settlements	Infrastructure development and refurbishment	Region G	JHB_122	R 4 000 000	R -	R -
31319	Bakenfeld Mixed Development	Human Settlements	Sustainable service delivery	Region A	JHB_92	R 40 000 000	R 110 000 000	R 120 000 000
31320	Bergvalei Mixed Development	Human Settlements	Sustainable service delivery	Region D	JHB_33	R 2 000 000	R -	R -
31277	Jabavu Mixed Development	Human Settlements	Sustainable service delivery	Region E	JHB_105	R 70 000 000	R 40 000 000	R -

31276	Grand central Integrated Mega City	Human Settlements	Sustainable service delivery	Region E	JHB_105	R 10 000 000	R -	R -
23798	Central Park	Human Settlements			R 4 999 600	R -	R -	
31138	Temporary Emergency Accommodation	Human Settlements	Safer city	Whole of the Metro	Whole of the Metro	R 12 000 000	R -	R -
3331	Installation of Sprinkler System(Fire suppression system OHSA)	Joburg Market	Infrastructure development and refurbishment	Region F	JHB_57	R 20 000 000	R 12 000 000	R -
31134	Operational Capex (Office Equipments)	Joburg Market	Good governance	Administrative or Head Office	Administrative or Head Office	R 2 000 000	R -	R -
2598	Upgrades to the Main Building (Mandela Market Cold Rooms Offices & Food Courtyard)	Joburg Market	Financial sustainability	Region F	JHB_57	R 4 000 000	R 31 260 000	R 30 600 000
22489	Upgrading of Banana Ripening and Cold rooms	Joburg Market	Financial sustainability	Region F	JHB_57	R 20 000 000	R -	R -
2599	Operational Capital: IT support system New Computer Upgrades CITY DEEP EXT.2 F Ward	Joburg Market		Whole of the Metro	Whole of the Metro	R 5 000 000	R -	R -
2776	Operational Capital: Main market signage New Building Alterations CITY DEEP EXT.22	Joburg Market		Whole of the Metro	Whole of the Metro	R 2 000 000	R -	R -
2276	Renovations and Upgrades to Halls 1 and 2	Joburg Market				R 13 978 918	R -	R -
24027	23776_Walter Sisulu Square Upgrade	Joburg Property Company (JPC)	Green economy	Region G	JHB_17	R 15 252 000	R 20 000 000	R 20 000 000
31128	Acquisition of privately owned farms within the southern farms precinct for housing development purposes	Joburg Property Company (JPC)	Infrastructure development and refurbishment	Region G	JHB_119	R -	R 2 973 600	R 8 000 000

31127	Acquisition/upgrade of tools and Equipment for technical teams	Joburg Property Company (JPC)	Good governance	Whole of the Metro	Whole of the Metro	R -	R 921 200	R 2 500 000
2284	City wide revamping of the Informal Trading Stalls and Linear Markets	Joburg Property Company (JPC)	Job opportunity and creation	Region F	JHB_60	R 5 494 000	R 5 494 000	R 50 000 000
22740	Inner City Rejuvenation Programme/Project	Joburg Property Company (JPC)	Infrastructure development and refurbishment	Region F	JHB_60	R 15 252 000	R 20 504 000	R 20 000 000
31126	JPC Furniture fittings/office alteration & Equipment	Joburg Property Company (JPC)	Good governance	Region F	JHB_60	R -	R 815 920	R -
4184	Office Space Optimisation Program New Precinct Redevelopment JOHANNESBURG F City Wide	Joburg Property Company (JPC)	Good governance	Whole of the Metro	Whole of the Metro	R -	R 8 875 280	R -
4199	Replacement/ Upgrading of lifts in Corporate Buildings within the CoJ	Joburg Property Company (JPC)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 3 751 992	R 3 158 400	R -
2197	2197_00_Water Demand Management: New Operate and Maintenance Assets (Orange Farm and Soweto)	Joburg Water	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 181 000 150	R 207 786 800	R 206 000 000
2226	2226_00_Operational Capital: Operations and Maintenance	Joburg Water	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 363 600 000	R 259 351 000	R 138 927 140
2231	2231_00_Operational Capital: Corporate Requirements of Johannesburg Water	Joburg Water	Sustainable service delivery	Administrative or Head Office	Administrative or Head Office	R 100 130 950	R 97 363 400	R 85 000 000
2198	Basic Water Service New Basic Water and Sewer Services	Joburg Water	Infrastructure development and refurbishment	Region G	JHB_4	R 10 000 000	R 20 000 000	R 10 000 000
2520	WWTW: Automation Of WWTW Plant	Joburg Water	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R -	R 3 800 000	R 10 000 000

23681	Bryanston Tower 15 Ml	Joburg Water	Infrastructure development and refurbishment	Region E	JHB_106	R 750 000	R 28 000 000	R 65 000 000
6501	Bushkoppie: New PSTs number 2	Joburg Water	Infrastructure development and refurbishment	Region G	JHB_122	R -	R -	R 10 000 000
2450	Bushkoppies Works: BK Balancing Tank Completed	Joburg Water	Infrastructure development and refurbishment	Region G	JHB_122	R 1 000 000	R 5 000 000	R -
3482	Bushkoppies Works: Infrastructure renewal plan	Joburg Water	Infrastructure development and refurbishment	Region G	JHB_122	R 36 146 000	R 55 388 780	R 40 000 000
6503	Bushkoppies Works: Upgrade main Blowers and Pipework	Joburg Water	Infrastructure development and refurbishment	Region G	JHB_122	R -	R 13 533 000	R 35 000 000
23763	Bushkoppies works:Cleaning and lining of emergency Dam	Joburg Water	Infrastructure development and refurbishment	Region G	JHB_122	R -	R 5 000 000	R 10 000 000
3966	WWTW Upgrade and refurbish	Joburg Water	Sustainable service delivery	Region F	JHB_54	R -	R -	R 10 000 000
30020	Crosby Bulk Pipeline	Joburg Water	Infrastructure development and refurbishment	Region B	JHB_69	R 98 000 000	R 50 000 000	R 45 000 000
22212	Deep South / Orange Farm: Ennerdale Reservoir 50ML	Joburg Water	Infrastructure development and refurbishment	Region G	JHB_5	R -	R 10 000 000	R 10 000 000
3627	Soweto: Planned Replacement Sewermains	Joburg Water	Infrastructure development and refurbishment	Region D	JHB_16	R 37 050 000	R -	R -
22645	DF: Infrastructure Renewal Plan 2	Joburg Water	Infrastructure development and refurbishment	Region C	JHB_114	R 2 000 000	R 20 000 000	R 30 000 000

3497	Driefontein Works: Infrastructure Renewal Plan	Joburg Water	Infrastructure development and refurbishment	Region C	JHB_114	R 15 000 000	R 2 000 000	R -
22722	EN: Upgrading of Southern Treatment Capacity	Joburg Water	Infrastructure development and refurbishment	Region G	JHB_121	R 10 000 000	R 50 000 000	R 50 000 000
3484	Goudkoppies Works: Infrastructure Renewal Plan	Joburg Water	Infrastructure development and refurbishment	Region D	JHB_24	R 5 000 000	R 50 000 000	R 50 000 000
6504	Soweto: Doornkop West Reservoir 85Ml	Joburg Water	Infrastructure development and refurbishment	Region D	JHB_53	R -	R 5 000 000	R 5 000 000
6516	Soweto: Dobsonville Reservoir 15Ml	Joburg Water	Infrastructure development and refurbishment	Region C	JHB_44	R -	R 5 000 000	R 5 000 000
22644	Sandton/Alexandra:Linksfield Reservoir 375Ml	Joburg Water	Infrastructure development and refurbishment	Region E	JHB_72	R -	R 5 000 000	R 10 000 000
2245	Sandton/Alexandra: Planned replacement watermains	Joburg Water	Infrastructure development and refurbishment	Region E	JHB_106	R 52 950 000	R 30 000 000	R 10 000 000
2314	Sandton/Alexandra: Linbro Park Water Upgrade	Joburg Water	Infrastructure development and refurbishment	Region E	JHB_32	R 22 400 000	R 15 000 000	R 15 000 000
3232	LA: Module 1	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_96	R 7 000 000	R 15 000 000	R 50 000 000
3464	Sandton/ Alexandra: Woodmead Reservoir 22ML	Joburg Water	Infrastructure development and refurbishment	Region E	JHB_106	R 86 500 000	R 50 000 000	R 5 000 000

23933	Lion Park to Lanseria 600mm diameter bulk main	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_96	R 3 000 000	R 000 000 15	R 000 000 15
3558	Sandton/ Alexandra: Planned Replacement Sewermains	Joburg Water	Infrastructure development and refurbishment	Region E	JHB_76	R 5 000 000	R 000 000 20	R -
6498	Sandton/ Alexandra: Kengsington Booster 42Ml	Joburg Water	Infrastructure development and refurbishment	Region F	JHB_66	R -	R 000 000 15	R 000 000 15
2317	Sandton/ Alexandra : Kensington B Reservoir 22ML	Joburg Water	Sustainable service delivery	Region B	JHB_104	R -	R 5 000 000	R 052 000 14
4040	Roodepoort/Diepsloot: Robertville Tower 225ML	Joburg Water	Infrastructure development and refurbishment	Region C	JHB_70	R 1 000 000	R 000 000 23	R 500 000 62
2246	Roodepoort/Diepsloot: Planned Replacement Watermains	Joburg Water	Infrastructure development and refurbishment	Region C	JHB_97	R 900 000 57	R 000 000 58	R 000 000 20
3586	Roodepoort/ Diepsloot: Planned Replacement Sewer mains	Joburg Water	Infrastructure development and refurbishment	Region C	JHB_84	R 000 000 15	R 000 000 20	R 000 000 60
3918	Roodepoort/ Diepsloot: Diepsloot sewer Pipelines and Bridge	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_96	R 000 000 40	R 341 000 66	R 000 000 30
22512	Roodepoort/ Diepsloot: Diepsloot Reservoir 40 Ml	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_113	R -	R 3 000 000	R 922 000 10
6545	Northern Works: Unit 4: Replacement of Electromechanical	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_96	R 5 000 000	R 000 000 20	R 000 000 20
3490	Northern Works: Infrastructure renewal	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_96	R 2 000 000	R 000 000 10	R 000 000 20

2308	Northern Works: Belt Presses New #4	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_96	R 56 000 000	R 81 000 000	R 70 000 000
6618	Midrand: Pretoriusrand Reservoir 10ML	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_92	R -	R 5 000 000	R 10 000 000
2519	Northern works: Unit 5 mod 2	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_96	R 43 000 000	R 60 000 000	R 60 340 310
23691	NW: Infrastructure Renewal Plan 2	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_96	R -	R 10 000 000	R 10 000 000
2447	Olifantsvlei Works: Belt Presses # 1	Joburg Water	Infrastructure development and refurbishment	Region G	JHB_122	R -	R -	R 10 000 000
2446	Olifantsvlei Works: Digester Heating and Mixing	Joburg Water	Infrastructure development and refurbishment	Region G	JHB_122	R -	R 10 000 000	R 10 000 000
3236	Olifantsvlei: Refurbish Unit 2	Joburg Water	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 1 000 000	R 10 000 000	R 10 000 000
2225	Operational Capital: Planning and engineering studies	Joburg Water	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 11 500 000	R 20 000 000	R 18 000 000
2484	Operational Capital: Provision for Emergency Work	Joburg Water	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 12 500 000	R 15 000 000	R 30 000 000
3520	Orange Farm/ Deep south: Planned Replacement Sewermains	Joburg Water	Infrastructure development and refurbishment	Region G	JHB_3	R 39 064 000	R 30 000 000	R 40 000 000
3516	Orange Farm/ Deep South: Planned Replacement Watermains	Joburg Water	Sustainable service delivery	Region G	JHB_3	R 35 000 000	R 15 000 000	R 28 927 140

23759	Orange Farm/Deep South: Lenasia Reservoir 675mm dia Bulk	Joburg Water	Infrastructure development and refurbishment	Region G	JHB_1	R 5 000 000	R 10 000 000	R 50 000 000
21993	OV: Infrastructure Renewal Plan	Joburg Water	Infrastructure development and refurbishment	Region G	JHB_119	R 28 000 000	R 25 000 000	R 30 000 000
23411	OV: Infrastructure Renewal Plan 2	Joburg Water	Infrastructure development and refurbishment	Region G	JHB_119	R 1 000 000	R 5 000 000	R 10 000 000
23931	OV: Inlet Screw Pumps Replacement	Joburg Water	Infrastructure development and refurbishment	Region G	JHB_119	R 2 000 000	R 10 000 000	R 20 000 000
23679	Peri-urban 781mm diameter bulk main	Joburg Water	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 3 000 000	R 15 000 000	R 30 000 000
23760	President Park Tower Reservoir 225Ml	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_110	R -	R 3 000 000	R 10 922 000
6495	Midrand: Pretoriousrand Tower 12ML	Joburg Water	Sustainable service delivery	Region A	JHB_110	R -	R 5 000 000	R 10 000 000
109	Midrand: President Park Tower Reservoir 80Ml	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_110	R 1 500 000	R 5 000 000	R 10 922 000
3540	Midrand: Planned replacement: Watermains Renewal	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_94	R 50 000 000	R 25 000 000	R 10 000 000
6517	Midrand: Planned replacement sewermains	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_132	R 20 250 000	R 25 000 000	R 45 000 000
6496	Midrand: Halfway house Reservoir 20ML	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_110	R 10 000 000	R 35 000 000	R 5 000 000

6494	Midrand: Erand Tower 2 15ML	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_112	R 30 000 000	R 21 882 820	R -
3461	Midrand: Carlswald Reservoir New Reserviors CARLSWALD AH A Regional	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_132	R 40 000 000	R 30 000 000	R 35 000 000
2567	Midrand: Blue Hills Tower 18ML	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_94	R 1 000 000	R 11 000 000	R 23 000 000
23761	Linbro Park Towner 15Ml	Joburg Water	Infrastructure development and refurbishment	Region E	JHB_32	R 34 238 998	R 25 000 000	R -
23683	Kensington B Tower 05 Ml	Joburg Water	Sustainable service delivery	Region F	JHB_66	R -	R 3 000 000	R 10 000 000
3614	Johannnesburg Central: Planned Replacement Sewermains	Joburg Water	Infrastructure development and refurbishment	Region F	JHB_60	R 3 500 000	R 25 000 000	R -
2248	Johannesburg Central:planned Replacement Watermains	Joburg Water	Infrastructure development and refurbishment	Region F	JHB_124	R 29 000 000	R 15 000 000	R 10 000 000
22083	Johannesburg Central: Brixton Reservoir 226ML	Joburg Water	Infrastructure development and refurbishment	Region F	JHB_58	R 2 000 000	R -	R -
22511	Soweto: Anthea Nancefield Sewer (Klipspruit River) Phase 1	Joburg Water	Infrastructure development and refurbishment	Region D	JHB_39	R 2 000 000	R -	R -
31121	Honeydew Pumpstation	Joburg Water	Sustainable service delivery	Region C	JHB_114	R -	R 5 000 000	R 10 000 000
21770	Halfway House Water Upgrade	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_110	R 58 000 000	R 57 483 280	R 61 072 830

2481	Soweto: Planned Replacement of the Watermains	Joburg Water	Infrastructure development and refurbishment	Region D	JHB_16	R 14 800 000	R 10 000 000	R 10 000 000
22217	Deep South / Orange Farm:Diepsloot Tower 16ML	Joburg Water	Infrastructure development and refurbishment	Region A	JHB_95	R -	R 5 000 000	R 10 922 000
31054	Turffontein Redevelopment Corriodor: Forest Hill Tower	Joburg Water	Infrastructure development and refurbishment	Region F	JHB_124	R 6 000 000	R 28 195 000	R 20 000 000
23932	CosmoCity Resevoir 30 Ml	Joburg Water	Infrastructure development and refurbishment	Region C	JHB_100	R -	R 4 000 000	R 20 000 000
31058	Cosmo City Sewer Upgrade	Joburg Water	Infrastructure development and refurbishment	Region C	Ward 100	R 5 100 000	R 10 000 000	R 10 000 000
3601	Roodepoort/ Diepsloot: Lanseria Outfall Sewer Upgrade	Joburg Water	Infrastructure development and refurbishment	Region A	Ward 96	R 2 000 000	R 10 000 000	R 23 000 000
3503	Secuirty Upgrade (CCTV and Fence)	Joburg Water	Infrastructure development and refurbishment	Region A	Ward 96	R -	R 10 000 000	R 20 000 000
21761	Lenasia Water upgrade	Joburg Water	Infrastructure development and refurbishment	Region G	Ward 120	R -	R 12 999 700	R 19 999 720
24030	23705_Orange Farm Urban Renewal Programme	Johannesburg Development Agency (JDA)	Financial sustainability	Region G	JHB_3	R 43 688 593	R 46 000 000	R 46 000 000
24018	23775_Ivory Park Urban Renewal Programme	Johannesburg Development Agency (JDA)	Financial sustainability	Region A	JHB_79	R 1 845 800	R 14 000 000	R 14 000 000

4015	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)	Infrastructure development and refurbishment	Region E	JHB_74	R -	R 2 000 000	R 12 000 000
3988	Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional	Johannesburg Development Agency (JDA)	Financial sustainability	Region A	JHB_95	R 20 032 600	R -	R -
22281	Inner City Eastern Gateway_TOD and Movement Corridors	Johannesburg Development Agency (JDA)	Financial sustainability	Region F	JHB_123	R 17 293 800	R 6 880 000	R 6 880 000
22811	Klipfontein View Wellness centre	Johannesburg Development Agency (JDA)	Green economy	Region E	JHB_32	R 13 890 800	R 25 000 000	R 57 940 000
22116	Melville Activity Street_Neighbourhood Development_ CoF_Upgrade	Johannesburg Development Agency (JDA)	Job opportunity and creation	Region B	JHB_87	R -	R 11 520 000	R 11 520 000
4126	Operational Capex New Operational Capex NEWTOWN F City Wide	Johannesburg Development Agency (JDA)	Financial sustainability	Administrative or Head Office	Administrative or Head Office	R 6 921 000	R 9 000 000	R 9 000 000
2503	Orlando East Station Precinct New Precinct Redevelopment ORLANDO EAST D Ward	Johannesburg Development Agency (JDA)	Infrastructure development and refurbishment	Region D	JHB_31	R 500 000	R 2 040 000	R 1 200 000
4090	Pennyville Precinct Renewal Precinct Redevelopment PENNYVILLE EXT1 B City Wide	Johannesburg Development Agency (JDA)	Sustainable service delivery	Region B	JHB_68	R -	R 12 000 000	R 12 000 000
2224	Randburg CBD regeneration Renewal Precinct Redevelopment FERNDALE B Regional	Johannesburg Development Agency (JDA)	Infrastructure development and refurbishment	Region B	JHB_102	R -	R 15 360 000	R 12 000 000

6380	Revitalisation of Pageview and Vrededorp	Johannesburg Development Agency (JDA)	Financial sustainability	Region F	JHB_58	R 549 400	R 1 020 000	R 600 000
22119	Roodeport CBD regeneration Renewal Precinct Redevelopment REGION C	Johannesburg Development Agency (JDA)	Financial sustainability	Region C	JHB_84	R -	R 12 000 000	R 12 000 000
22255	Watt Street Precinct Wynberg	Johannesburg Development Agency (JDA)	Financial sustainability	Region E	JHB_91	R -	R 5 376 000	R 4 200 000
3819	22776_03_MISCL - Tarring of Gravel Roads: Tshepisong New Roads: Construction and Upgrades TSHEPISONG C Ward 128rd	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region C	JHB_128	R 20 000 000	R 10 000 000	R 16 250 000
2410	23775_03_MISCL - Tarring of Gravel Roads: Diepsloot New Roads: Construction and Upgrades DIEPSLOOT WEST EXT3 A Ward 113	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region A	JHB_113	R 10 000 000	R 20 000 000	R 33 250 000
4209	23775_03_MISCL - Tarring of Gravel Roads: Mayibuye New Roads: Construction and Upgrades COMMERCIA A Ward 110	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region A	JHB_110	R 10 000 000	R 10 000 000	R 16 250 000
24021	23775_Stormwater Conversion: Wards 78 79 and 133	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region A	JHB_133	R 20 000 000	R 15 000 000	R 9 975 000
24020	23775_Tarring of gravel roads: Wards 77 133 and 80	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region A	JHB_133	R 20 000 000	R 20 000 000	R 13 300 000
24022	23775_Upgrade roads Klipfonteinview Ward 32	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region E	JHB_32	R 5 000 000	R 23 500 000	R 15 627 500

3789	23776_05_CONV - Conversion of Open Drains to underground storm water system in Bram Fischerville Renewal Stormwater Management Projects BRAM FISCHERVILLE C Ward 49	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region C	JHB_49	R 25 000 000	R 10 000 000	R 19 950 000
31145	Boundary Road (Eldorado) upgrades	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region G	JHB_17	R 3 000 000	R 6 000 000	R 13 300 000
2427	BRID 11 - Bridge Rehabilitation Renewal Bridges (Pedestrian and Vehicles) JOHANNESBURG F City Wide The bridges include Modderfontein Road Dorelan Bridge Drive Bradley View The Avenue (Hilson) The Gardens 12th Avenue Bryanston	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 63 600 000	R 30 000 000	R 66 500 000
3268	BRID 11 - Bridges: Visual Condition Assessment and Detailed Bridge Design for Bridge Rehabilitation Projects (Bridge Management System) New Bridges (Pedestrian and Vehicles) JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 6 700 000	R 2 400 000	R 3 990 000
3269	BRID 20 - Bridges: Replacement of bridges (Pedestrian and Vehicles) JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 66 900 000	R 25 000 000	R 66 500 000
23269	CATCH - Flooding intervention and alleviation in Far East Bank - Alexandra Ward 105	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region E	JHB_105	R 3 350 000	R 3 000 000	R 1 995 000

31101	CATCH - Implementation of CBP Stormwater Masterplanning: Soweto New Stormwater Management Projects ORLANDO WEST D Regional	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Administrative or Head Office	Administrative or Head Office	R -	R 9 400 000	R 6 251 000
23529	CATCH - River rehabilitation and erosion protection measures in Johannesburg City Wide	Johannesburg Roads Agency (JRA)	Green economy	Administrative or Head Office	Administrative or Head Office	R 2 680 000	R 12 000 000	R 13 300 000
2577	CATCH 10 - Emergency Stormwater Improvement (Multi year) New Stormwater Catchments PROTEA GLEN D Ward 13	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region D	JHB_13	R 15 000 000	R 15 000 000	R 23 275 000
2398	CATCH 210 - Klein Jukskei Catchment: (CBP) Stormwater Control: Willows Development - Windsor New Stormwater Catchments JUKSKEI PARK B Ward 115	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region E	JHB_115	R -	R 600 000	R 399 000
2415	CATCH 210 - Klein Jukskei Catchment: Bond Stream Relief System Ferndale New Stormwater Catchments FERNDALE B Ward 104	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region B	JHB_104	R 9 300 000	R 5 640 000	R 6 251 000
3024	CATCH 240 - Jukskei Catchment - Vorna Valley Stream New Stormwater Catchments VORNA VALLEY EXT13 A Ward 132	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region A	JHB_132	R -	R 1 080 000	R 1 197 000
3788	CONV - Conversion of Open Drains to underground storm water system/Covered Drains in Orange Farm Renewal Stormwater Management Projects ORANGE FARM G Ward 3	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region G	JHB_3	R 30 000 000	R 5 000 000	R 3 250 000

2873	CS - Capital Equipment New Plant and Equipment JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 14 880 000	R -	R -
31129	Disaster Projects Implementation - Disaster Projects Implementation: - Helderkruin Bridge - Elias Motsoaledi Bridge - Moroka Nancefield Road Bridge 1 - Moroka Nancefield Road Bridge 2 -Phakwe Bridge - Lenasia Bridge	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Administrative or Head Office	Administrative or Head Office	R -	R 35 380 000	R 33 250 000
31097	MISC - Land Acquisition for Roads and Stormwater Infrastructure Servitude - Johannesburg City Wide	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Administrative or Head Office	Administrative or Head Office	R -	R 2 820 000	R 3 125 500
3033	MISCL - Dam Safety Rehabilitation Renewal Stormwater Management Projects JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R -	R 1 800 000	R 1 995 000
2389	MISCL - Emergency Critical and Urgent Depot Stormwater Improvements Existing Stormwater Management Projects JOHANNESBURG City Wide	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 61 743 593	R 21 408 073	R 40 719 595
2422	MISCL - Integrated Roads and Stormwater Masterplanning New Stormwater Management Projects JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 4 690 000	R 4 200 000	R 6 650 000
2416	MISCL - Investigate and Design Future Schemes New Operational Capex JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 5 000 000	R 4 500 000	R 6 650 000
22681	MISCL - Tarring of Gravel Roads: Ward 17,42,49 and 105	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Administrative or Head Office	Administrative or Head Office	R 68 000 000	R 100 000 000	R 53 243 460

4206	MISCL - Tarring of Gravel Roads: Kaalfontein New Roads: Construction and Upgrades KAALFONTEIN EXT2 A Ward 92	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region A	JHB_92	R 5 000 000	R 26 249 257	R 13 000 000
2393	MISCL - Tarring of Gravel Roads: Orange Farm and Surrounding Areas New Roads: Construction and Upgrades ORANGE FARM G Ward	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region G	JHB_131	R 50 000 000	R 45 513 343	R 45 500 000
2963	MOB - Alternative Energy: Alternative Power Sources (LED) New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	Energy mix	Whole of the Metro	Whole of the Metro	R 1 340 000	R 1 200 000	R 3 325 000
2992	MOB - Alternative Energy: Alternative Power Sources (UPS) New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	Energy mix	Whole of the Metro	Whole of the Metro	R 4 650 000	R 2 820 000	R 3 125 500
31051	MOB - CCTV Cameras New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide (Diphetogo)	Johannesburg Roads Agency (JRA)	Smart city	Administrative or Head Office	Administrative or Head Office	R 1 500 000	R -	R 3 325 000
2970	MOB - Geometric Improvements Renewal Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	Energy mix	Whole of the Metro	Whole of the Metro	R 2 010 000	R 1 800 000	R 9 975 000
2767	MOB - Installation of New Warranted Traffic Signals	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 1 850 000	R 3 000 000	R 23 275 000

31052	MOB - Intelligent Transport Systems (ITS) Projects New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	Smart city	Administrative or Head Office	Administrative or Head Office	R -	R 1 800 000	R 3 325 000
2472	MOB - Intelligent Transport Systems (ITS) Projects New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	Smart city	Whole of the Metro	Whole of the Metro	R 6 000 000	R -	R -
3305	MOB - Recabling of Traffic Signals Intelligent Transportation System & Networks JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 4 700 000	R 6 000 000	R 33 250 000
2978	MOB - Remote Monitoring: Urban Traffic Control (UTC) New Mobility: Intelligent Transportation System & Networks JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	Good governance	Whole of the Metro	Whole of the Metro	R 1 005 000	R 900 000	R 3 325 000
2961	MOB - SARTSM: Upgrade Traffic Signals intersections City Wide	Johannesburg Roads Agency (JRA)	Good governance	Whole of the Metro	Whole of the Metro	R 2 700 000	R 2 880 000	R 6 650 000
30023	MOB - Traffic Management Centre Renewal Mobility: Intelligent Transportation System & Networks	Johannesburg Roads Agency (JRA)	Smart city	Administrative or Head Office	Administrative or Head Office	R 3 350 000	R 1 200 000	R 1 995 000
3001	MOB - Upgrading Controllers and Phasing Renewal Mobility Intelligent Transport System & Networks Johannesburg F City Wide	Johannesburg Roads Agency (JRA)	Smart city	Whole of the Metro	Whole of the Metro	R 2 187 500	R 6 000 000	R 6 650 000

3038	MOB - Upgrading of Traffic Signal Controllers CS Operational Capex Renewal Mobility Intelligent Transport System & Networks Johannesburg F City Wide	Johannesburg Roads Agency (JRA)	Smart city	Whole of the Metro	Whole of the Metro	R 6 700 000	R 3 600 000	R 3 990 000
31261	MOB- Traffic Signal Infrastructure replacement	Johannesburg Roads Agency (JRA)	Smart city	Whole of the Metro	Whole of the Metro	R 22 350 000	R 3 500 000	R -
3319	Operational Capital: CS - Depot Upgrading and Standarization Renewal Operational Capex JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 6 700 000	R 6 700 000	R 13 300 000
2581	Operational Capital: CS - Operational Capex Renewal Operational Capex JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 6 700 000	R 6 700 000	R 3 990 000
3801	RAMS - GIS Improvement	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 360 052	R -	R 3 325 000
31099	RAMS - Visual Condition Assessments and Design of Integrated Road Traffic Signs - Johannesburg City Wide	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Administrative or Head Office	Administrative or Head Office	R 4 435 933	R 1 800 000	R 1 995 000
31100	RAMS - Visual Condition Assessments and Design of Stormwater - Johannesburg City Wide	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Administrative or Head Office	Administrative or Head Office	R -	R 1 080 000	R 1 197 000
31064	Reconstruction of Lillian Ngoyi F Ward 60 123 and 124	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region F	JHB_59	R 110 000 000	R 125 000 000	R 9 975 000

3984	REHAB - Rehabilitation of Open Channels City Wide Renewal Stormwater Management Projects JOHANNESBURG F City Wide	Johannesburg Roads Agency (JRA)	Energy mix	Whole of the Metro	Whole of the Metro	R 10 000 000	R 3 000 000	R 16 625 000
31096	REHAB - Rehabilitation of Sinkholes associated with illegal mining activities - Infrastructure protection Johannesburg City Wide	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Administrative or Head Office	Administrative or Head Office	R 10 000 000	R 26 400 000	R 62 510 000
2412	REHAB - Road Rehabilitation and Reconstruction Programme Renewal Roads: Construction and Upgrades JOHANNESBURG City Wide	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R -	R 6 000 000	R 66 500 000
22039	Rehabilitation of aged and incapacitated stormwater infrastructure in the City	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Administrative or Head Office	Administrative or Head Office	R 2 680 000	R 2 400 000	R 9 975 000
3816	RESUR - Resurfacing of M1 Motorway Renewal Roads: Rehabilitation MELROSE E City Wide Ward 67	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region F	JHB_67	R -	R 53 350 000	R 33 250 000
3817	RESUR - Resurfacing of M2 Motorway Renewal Roads: Rehabilitation JOHANNESBURG F City Wide Ward 124	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region F	JHB_124	R -	R 53 350 000	R 26 600 000
3171	RESUR - Resurfacing of Roads Renewal Roads: Rehabilitation Johannesburg City Wide	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 143 946 657	R 108 837 400	R 133 000 000
3818	RESUR - Resurfacing of Soweto Highway Renewal Roads: Rehabilitation ORLANDO D City Wide Ward 29	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region D	JHB_29	R -	R 4 700 000	R 3 125 500

2882	RNP005_Spencer Road New Link New Roads: Construction and Upgrades FLEURHOF C Regional Ward 70	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region C	JHB_70	R 1 500 000	R 6 000 000	R 2 925 000
2853	RNP022_Richards Drive Upgrading Renewal Roads: Construction and Upgrades HALFWAY HOUSE EXT95 Ward 110	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region A	JHB_110	R 1 650 000	R 2 820 000	R 1 562 750
2579	BRID 05 - Naledi/Ndaba Bridge. New Bridges (Pedestrian and Vehicles) NALEDI Ward 13 and 14	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region A	JHB_111	R 19 650 000	R 10 000 000	R -
31359	Ward 42 road in Soweto Tarring of roads 16 km	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region D	JHB_42	R 2 000 000	R -	
31361	London road - Ward 105 and 49	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region E	JHB_105	R 10 000 000	R -	
31358	Ward 17 road linking Klippton and Eldorado Park	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region G	JHB_17	R 3 000 000		
31360	Ward 80 Lord Khanyile road linking to Busy Corner establishment	Johannesburg Roads Agency (JRA)	Infrastructure development and refurbishment	Region A	JHB_80	R 3 000 000		
22470	38 Rissik Street (NBS) Inner City Building Conversion	Johannesburg Social Housing Company (JOSHCO)	Financial sustainability	Region F	JHB_60	R 1 000 000	R 2 815 071	R 7 000 000
22468	Booysens Street Inner City Conversion	Johannesburg Social Housing Company (JOSHCO)	Financial sustainability	Region F	JHB_124	R 38 000 000	R 700 000	R -
4046	Casamia Inner City Building Upgrade Region F	Johannesburg Social Housing Company (JOSHCO)	Sustainable service delivery	Region F	JHB_60	R 1 000 000	R 2 800 000	R 2 800 000

3885	Devland Golden Highway Social Housing Project Region D	Johannesburg Social Housing Company (JOSHCO)	Sustainable service delivery	Region D	JHB_24	R 10 000 000	R 10 200 000	R -
3796	EXISTING STOCK REDEVELOPMENT UPGRADE AND MAJOR MAINTENANCE Renewal Building Alterations JOHANNESBURG F City Wide	Johannesburg Social Housing Company (JOSHCO)	Financial sustainability	Whole of the Metro	Whole of the Metro	R 10 000 000	R -	R 5 000 000
30043	Frank Brown/ Milpark Social Housing Development	Johannesburg Social Housing Company (JOSHCO)	Sustainable service delivery	Region B	JHB_87	R 637 000	R 21 000 000	R 7 500 000
2419	Inner City Buildings Acquisitions	Johannesburg Social Housing Company (JOSHCO)	Financial sustainability	Region F	JHB_60	R -	R 3 290 000	R 3 290 000
30042	Kelvin	Johannesburg Social Housing Company (JOSHCO)	Sustainable service delivery	Region E	JHB_109	R 1 000 000	R 2 800 000	R 2 800 000
2352	Lombardy East Social Housing Project Region E	Johannesburg Social Housing Company (JOSHCO)	Sustainable service delivery	Region E	JHB_81	R 1 000 000	R -	R 17 500 000
2323	Lufhereng Social Housing Project Region D	Johannesburg Social Housing Company (JOSHCO)	Sustainable service delivery	Region D	JHB_53	R 10 000 000	R 3 200 000	R 55 920 000
22550	Malvern Building Conversion	Johannesburg Social Housing Company (JOSHCO)	Sustainable service delivery	Region F	JHB_65	R 500 000	R -	R 10 000 000
3535	Marlboro Social Housing Project Region E	Johannesburg Social Housing Company (JOSHCO)	Sustainable service delivery	Region E	JHB_76	R 1 000 000	R 1 400 000	R 1 400 000
2359	Nancefield Social Housing Project Region D	Johannesburg Social Housing Company (JOSHCO)	Sustainable service delivery	Region D	JHB_25	R 55 000 000	R -	R -

30041	Park Chambers	Johannesburg Social Housing Company (JOSHCO)	Sustainable service delivery	Region F	JHB_59	R 2 000 000	R 16 800 000	R 2 500 000
2353	Randburg Selkirk Social Housing Project Region B	Johannesburg Social Housing Company (JOSHCO)	Sustainable service delivery	Region B	JHB_102	R 20 000 000	R -	R 25 000 000
22282	Smit Street Inner City Building Conversion Region F	Johannesburg Social Housing Company (JOSHCO)	Financial sustainability	Region F	JHB_123	R 500 000	R 38 640 000	R 10 000 000
30044	Tum-Key : Region F (Denver Social Housing)	Johannesburg Social Housing Company (JOSHCO)	Sustainable service delivery	Region F	JHB_57	R 1 000 000	R 33 600 000	R 12 500 000
23366	Tum-Key 1: Region A	Johannesburg Social Housing Company (JOSHCO)	Sustainable service delivery	Region A	JHB_112	R 53 000 000	R 10 500 000	R 10 500 000
23367	Tum-Key 1: Region B	Johannesburg Social Housing Company (JOSHCO)	Sustainable service delivery	Region B	JHB_102	R 1 000 000	R 4 200 000	R 4 200 000
2806	Joburg Theatre - Building Renovations and upgrades New Building Alterations JOHANNESBURG F Ward	Johannesburg Theatre Management Company	Financial sustainability	Region F	JHB_60	R 4 444 433	R 4 007 220	R 4 007 220
4049	Joburg Theatre - Technical Equipment New Capex JOHANNESBURG F Regional	Johannesburg Theatre Management Company	Financial sustainability	Region F	JHB_60	R 921 221	R 830 396	R 1 239 000
3109	Joburg Theatre - Upgrade of stage machinery Renewal Plant and Equipment JOHANNESBURG F Ward	Johannesburg Theatre Management Company	Financial sustainability	Region F	JHB_60	R 9 843 641	R 8 892 212	R 8 892 212

3841	Promusica Theatre - Building renovations and upgrades Renewal Building Alterations FLORIDA PARK EXT9 C Regional	Johannesburg Theatre Management Company	Financial sustainability	Region C	JHB_85	R 401 128	R 361 900	R 540 000
3842	Promusica Theatre - Information Technology New Computer Hardware & Software FLORIDA PARK EXT9 C City Wide	Johannesburg Theatre Management Company	Smart city	Region C	JHB_85	R 809 360	R 830 396	R 1 239 000
2281	Promusica Theatre - Upgrading of technical equipment (sound and lighting) Renewal Theatre redevelopment FLORIDA PARK EXT9 C Regional	Johannesburg Theatre Management Company	Financial sustainability	Region C	JHB_85	R 510 942	R 460 600	R 658 000
3840	Soweto Theatre - Building Renovations and upgrades JABULANI D	Johannesburg Theatre Management Company	Financial sustainability	Region D	JHB_34	R 1 215 584	R 1 096 228	R 1 636 000
3710	Soweto Theatre - Upgrading of Technical Equipment Renewal Building Alterations JABULANI D City Wide	Johannesburg Theatre Management Company	Financial sustainability	Region D	JHB_34	R 913 595	R 823 816	R 1 230 000
31282	CBRP: Upgrade of sewer pipes ORANGE FARM Ext 1 Ward 3	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region G	JHB_3	R 188 679	R 188 679	R 188 679
31283	CBRP: Stormwater pipes Upgrade Link Road Driezik Ext 4 Ward 4	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region G	JHB_4	R 188 679	R 188 679	R 188 679
31285	CBRP: Upgarding Water and Sewer pipes in Ward 10	Mayors Office/ City Manager	Sustainable service delivery	Region G	JHB_10	R 188 679	R 188 679	R 188 679
31286	CBRP: Pipe Replacement/Upgrading Ward 120	Mayors Office/ City Manager	Sustainable service delivery	Region G	JHB_122	R 188 679	R 188 679	R 188 679

31287	CBRP: Construction of Multipurpose Center in Vlaakfontein Ext 4 Ward 122	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region G	JHB_122	R 188 679	R 188 679	R 188 679
31288	CBRP: Molapo Mulitpurpose upgrading Ward 33	Mayors Office/ City Manager	Sustainable service delivery	Region D	JHB_33	R 188 679	R 188 679	R 188 679
31289	CBRP: Upgrade of Chiawelo Flats Ward 12	Mayors Office/ City Manager	Infrastructure development and refurbishment			R 188 679	R 188 679	R 188 679
31290	CBRP: Willow Park – Open Space Ext 9 and sewer infrastructure in Ext 3 and 4 Ward 13	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region D	JHB_13	R 188 679	R 188 679	R 188 679
31292	CBRP: Sewer pipe replace and water mains stormwater Mapetla and Chiawelo Flats Ward 16	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region D	JHB_16	R 188 679	R 188 679	R 188 679
31294	CBRP: Construction of Multipurpose Centre – Naledi Ward 20	Mayors Office/ City Manager	Sustainable service delivery	Region D	JHB_20	R -	R 188 679	R 188 679
31295	CBRP: Electrification of Tladi Infromal Settlement Ward 21	Mayors Office/ City Manager	Sustainable service delivery	Region D	JHB_21	R 188 679	R 188 679	R 188 679
31297	CBRP: Constriction of Multipurpose center (Zone 5 Diekloof and Ext 3) Ward 27	Mayors Office/ City Manager	Sustainable service delivery	Region D	JHB_27	R 188 679	R 188 679	R 188 679
31298	CBRP: Upgrading of multipurpose centre to include sports facilities Ward 28	Mayors Office/ City Manager	Infrastructure development and refurbishment			R 188 679	R 188 679	R 188 679
31299	CBRP: Construction of Multipurpose Center Noordgesig Ward 29	Mayors Office/ City Manager	Sustainable service delivery	Region D	JHB_29	R 188 679	R 188 679	R 188 679
31300	CBRP: Refurbishment of Recreational Park and Sports Ground Zone 14 Ward 30	Mayors Office/ City Manager	Infrastructure development and refurbishment			R 188 679	R 188 679	R 188 679

31301	CBRP: Paving of sidewalks; stormwater drain upgrade Ward 31	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region D	JHB_31	R -	R 188 679	R 188 679
31302	CBRP: Sports Complex JABAVU Ward 34	Mayors Office/ City Manager	Sustainable service delivery	Region D	JHB_34	R 188 679	R 188 679	R 188 679
31303	CBRP: Refurbishment of Recreational Park and Sports Ground Ward 35	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region D	JHB_35	R 188 679	R 188 679	R 188 679
31305	CBRP: Upgrading of sports ground Ward 38	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region D	JHB_38	R 188 679	R 188 679	R 188 679
31306	CBRP: Pedestrian bridge Car Street Phuomolong/Mzimhlophe Ward 39	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region D	JHB_39	R 188 679	R 188 679	R 188 679
31307	CBRP: Upgrad of Meadowlands Stadium Ward 41	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region D	JHB_41	R 188 679	R 188 679	R 188 679
31308	CBRP: Reconstriction of Stormwater (behind rea vaya depo) Ward 45	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region C	JHB_44	R 188 679	R 188 679	R 188 679
31309	CBRP: Construction of Multipurpose Centre JABULANI Ward 46	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region D	JHB_46	R 188 679	R 188 679	R 188 679
31310	CBRP: Paving of sidewalks; stormwater drain upgrade	Mayors Office/ City Manager	Infrastructure development and refurbishment			R -	R 188 679	R 188 679
31311	CBRP: Mothoa Street – resurfacing of roads Ward 48	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region D	JHB_48	R 188 679	R 188 679	R 188 679
31313	CBRP: Construction of Multipurpose Centre ZOLA Ward 51	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region D	JHB_51	R 188 679	R 188 679	R 188 679

31314	CBRP: Zola clinic precinct upgrade (including informal traders; lighting and park) Ward 52	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region D	JHB_52	R 188 679	R 188 679	R 188 679
31315	CBRP: Construction of Multipurpose Centre Dobsonville Ward 53	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region D	JHB_53	R 188 679	R 188 679	R 188 679
31316	CBRP: Reconstruction of old Bridge Ward 130	Mayors Office/ City Manager	Infrastructure development and refurbishment			R 188 679	R 188 679	R 188 679
31317	CBRP: Constructuion of Multipurpose Centre Protea Glen Ext 16 Ward 135	Mayors Office/ City Manager	Sustainable service delivery	Region D	JHB_135	R 188 679	R 188 679	R 188 679
31318	CBRP: Reconstruction of collapsed Roas Ward 127	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region C	JHB_127	R 188 679	R 188 679	R 188 679
31322	CBRP: Mulitpurpose centre Ward 11	Mayors Office/ City Manager	Job opportunity and creation	Region D	JHB_11	R 188 679	R 188 679	R 188 679
31323	CBRP: Construction of Pedestriain Bridge Modjadji Road Ward 22	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region D	JHB_22	R 188 679	R 188 679	R 188 679
31324	CBRP: Constrction of Multipurpose Centre in KLIPSRUIT Ward 25	Mayors Office/ City Manager	Sustainable service delivery	Region D	JHB_25	R 188 679	R 188 679	R 188 679
31325	CBRP: Refursbihment of sports grounds Ward 40	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region D	JHB_40	R 188 679	R 188 679	R 188 679
31326	CBRP: Stormwater upgardinf Zone 7 Meadowlands Ward 43	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region D	JHB_43	R 188 679	R 188 679	R 188 679
31327	CBRP: New water pipes Meadowlands Ward 42	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region D	JHB_42	R 188 679	R 188 679	R 188 679

31328	CBRP: Driezik ext 5 – roads and stormwater and Madiba station Ward 5	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region G	JHB_5	R 188 679	R 188 679	R 188 679
31329	CBRP: Mulitpurpose centre Ward 129	Mayors Office/ City Manager	Infrastructure development and refurbishment			R 188 679	R 188 679	R 188 679
31331	CBRP: Road Upgrades; Solar Highmasts Ward 77	Mayors Office/ City Manager	Infrastructure development and refurbishment			R 188 679	R 188 679	R 188 679
31332	CBRP: Resurfacing of Hochimini Street IVORY PARK Ward 78	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region A	JHB_78	R 188 679	R 188 679	R 188 679
31333	CBRP: Construction of Sports ground with High Masts lighting Ward 79	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region A	JHB_79	R 188 679	R 188 679	R 188 679
31337	CBRP: Refurbishment of Hellen Joseph Hostel	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region E	JHB_107	R 188 679	R 188 679	R 188 679
31340	CBRP: Roofing of Flats; Paving of Flats (Phase 1 and 2 – Boikhutsong) Ward 75	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region E	JHB_75	R 188 679	R 188 679	R 188 679
31341	CBRP: Park Upgrading Jukskei River Ward 76	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region E	JHB_76	R 188 679	R 188 679	R 188 679
31342	CBRP: Reconstruction of the water canal Ward 58	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region F	JHB_58	R 188 679	R 188 679	R 188 679
31343	CBRP: Reconstruction of Bruce Street Ward 62	Mayors Office/ City Manager	Infrastructure development and refurbishment			R 188 679	R 188 679	R 188 679

31344	CBRP: Redevelopment of Social Housing buildings Ward 59	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region F	JHB_59	R 188 679	R 188 679	R 188 679
31345	CBRP: Reconstruction/Resurfacing of Delvers Street Ward 60	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region F	JHB_60	R 188 679	R 188 679	R 188 679
31346	CBRP: Resurfacing of Page Street Ward 67	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region F	JHB_67	R 188 679	R 188 679	R 188 679
31347	CBRP: Hostel Redevelopment (Vannin Court; Van Beeck Hostel) Ward 123	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region F	JHB_123	R 188 679	R 188 679	R 188 679
31348	CBRP: Construction of Park Fence in De Villiers Street; Turfontein Ward 124	Mayors Office/ City Manager	Infrastructure development and refurbishment	Region F	JHB_124	R 188 679	R 188 679	R 188 679
31349	CBRP: Construction of Fire Station Alexandra Ward 105	Mayors Office/ City Manager	Sustainable service delivery	Region E	JHB_105	R 188 692	R 188 692	R 188 692
24060	Data extraction and analytical tool	Mayors Office/ City Manager	Smart city	Administrative or Head Office	Administrative or Head Office	R -	R -	R 3 859 000
24059	Integrated Audit/Risk/Compliance Applications	Mayors Office/ City Manager	Good governance	Administrative or Head Office	Administrative or Head Office	R -	R -	R 3 859 000
31245	Litigation Register	Mayors Office/ City Manager	Good governance	Administrative or Head Office	Administrative or Head Office	R 82 000	R -	R -
24061	Operational capex - Laptops	Mayors Office/ City Manager	Smart city	Administrative or Head Office	Administrative or Head Office	R -	R -	R 1 378 000
23974	Operational Capital: CRUM	Mayors Office/ City Manager	Active and engaged citizenry	Administrative or Head Office	Administrative or Head Office	R -	R -	R 6 000 000

23971	Operational Capital: GRP Legal	Mayors Office/ City Manager	Active and engaged citizenry	Administrative or Head Office	Administrative or Head Office	R -	R -	R 2 000 000
2487	Operational Capital: New Operational Capex JOHANNESBURG F City Wide	Mayors Office/ City Manager	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 500 000	R 800 000	R 800 000
24010	Operational Capital: OCM	Mayors Office/ City Manager	Active and engaged citizenry	Administrative or Head Office	Administrative or Head Office	R 600 000	R 700 000	R 800 000
31140	Tools of trade for academy of Charted Accountants	Mayors Office/ City Manager	Job opportunity and creation	Administrative or Head Office	Administrative or Head Office	R 196 800	R 490 000	R -
2663	Building - Building Alterations/Upgrade	Metrobus	Sustainable service delivery	Administrative or Head Office	Administrative or Head Office	R 5 626 000	R 5 626 000	R 9 000 000
31219	Bus Electric charging station	Metrobus	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 2 788 000	R 2 380 000	R 6 000 000
22111	Bus Refurbishment	Metrobus	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 2 050 000	R 7 140 000	R 13 500 000
31216	Bus wash Machines	Metrobus	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 295 200	R -	R -
22114	Cashless Ticketing System Bus CCTV on board machine	Metrobus	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 17 878 000	R 6 303 000	R 4 000 000
2553	Engine and Gear box refurbishment	Metrobus	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 4 100 000	R 4 100 000	R 3 500 000
31211	Euro5 Engine conversion	Metrobus	Sustained economic growth	Whole of the Metro	Whole of the Metro	R 2 870 000	R 2 870 000	R 7 500 000
31212	Fuel Management system	Metrobus	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 2 460 000	R -	R -

2201	Furniture and Office Equipment	Metrobus	Sustainable service delivery	Administrative or Head Office	Administrative or Head Office	R 500 000	R 2 000 000	R 1 500 000
31217	Gas Infrastructure	Metrobus	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 2 788 000	R -	R -
2662	IT Equipment New Computers and Hardware Computer Hardware	Metrobus	Sustainable service delivery	Administrative or Head Office	Administrative or Head Office	R 2 000 000	R 5 000 000	R 2 500 000
31218	Lubricant infrastructure	Metrobus	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 984 000	R -	R -
2286	Plant and Machinery	Metrobus	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 3 813 000	R 1 316 000	R 2 500 000
2283	Purchasing of New Buses	Metrobus	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 100 000 000	R 35 807 200	R -
31214	Purchasing of New Electric buses Buses and Infrastructure	Metrobus	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 3 944 554	R 11 351 840	R 50 000 000
31215	Purchasing of New tow Trucks	Metrobus	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 4 920 000	R -	R -
31236	ICT and Digitisation	Metropolitan Trading Company (MTC)	Smart city	Administrative or Head Office	Administrative or Head Office	R -	R 2 400 000	R 2 400 000
23758	Network Expansion	Metropolitan Trading Company (MTC)	Smart city	Whole of the Metro	Whole of the Metro	R -	R 2 000 000	R 2 000 000
31239	OEM Planning Services (solution planning and design)	Metropolitan Trading Company (MTC)	Smart city	Administrative or Head Office	Administrative or Head Office	R -	R 1 500 000	R 1 500 000
23938	Office upgrade (24 Jan 2022)	Metropolitan Trading Company (MTC)	Job opportunity and creation	Administrative or Head Office	Administrative or Head Office	R 6 700 000	R -	R -

31238	SFP and other connectors/appliances	Metropolitan Trading Company (MTC)	Sustainable service delivery	Administrative or Head Office	Administrative or Head Office	R -	R -	R 375 000
23940	WIFI Management and Commercialisation	Metropolitan Trading Company (MTC)	Smart city	Whole of the Metro	Whole of the Metro	R 20 000 000	R -	R -
22429	Case Management System	Ombudsman Office	Infrastructure development and refurbishment	Administrative or Head Office	Administrative or Head Office	R 1 500 000	R 1 000 000	R 2 000 000
31071	Acquisition of land in Rand Leases (Marie Louise)	PIKITUP	Infrastructure development and refurbishment	Region C	JHB_70	R -	R 3 000 000	R 3 000 000
31089	Alexandra Integrated waste management facility	PIKITUP	Infrastructure development and refurbishment	Region E	JHB_105	R -	R 12 369 000	R 22 389 500
31075	Bally clare garden site expansion and upgrading	PIKITUP	Sustainable service delivery	Region E	JHB_103	R -	R 9 389 000	R 9 542 000
21665	Construction of Panorama IWMF	PIKITUP	Infrastructure development and refurbishment	Administrative or Head Office	Administrative or Head Office	R -	R -	R 27 500 000
23300	Construction Upgrading and Engineering services at Orange Farm Depot	PIKITUP	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R -	R 3 000 000	R 3 000 000
23298	Construction Upgrading and Engineering services at Zondi Depot	PIKITUP	Infrastructure development and refurbishment	Region D	JHB_46	R 5 000 000	R 8 499 000	R 17 744 500
23297	Construction upgrading and engineering services of Roodepoort Depot	PIKITUP	Sustainable service delivery	Region C	JHB_70	R 21 000 000	R 3 530 000	R 3 530 000
22424	Ennerdale Landfill site-improved compliance alterations and cell development	PIKITUP	Infrastructure development and refurbishment	Region G	JHB_7	R 25 000 000	R 53 000 000	R 2 500 000

2667	Facilities renewals upgrades including branding and signage	PIKITUP	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 15 000 000	R 5 390 000	R -
31074	Florida Integrated Waste Management FAcility	PIKITUP	Infrastructure development and refurbishment	Region C	JHB_70	R 10 750 000	R 12 356 000	R 13 213 000
2773	Goudkoppies Landfill site-improved compliance and alterations	PIKITUP	Infrastructure development and refurbishment	Region D	JHB_27	R 18 537 000	R 5 000 000	R 2 500 000
2194	ICT Hardware and Software	PIKITUP	Smart city	Administrative or Head Office	Administrative or Head Office	R 5 000 000	R 4 000 000	R 4 000 000
31088	Kya Sands Integrated Waste Management Facility	PIKITUP	Infrastructure development and refurbishment	Region A	JHB_96	R -	R 49 192 000	R 61 381 000
2783	Kya Sands landfill site-improved compliance and alterations	PIKITUP	Sustainable service delivery	Region A	JHB_96	R 10 000 000	R 500 000	R 500 000
21664	Linbro Park IWMF	PIKITUP	Sustainable service delivery	Region E	JHB_32	R -	R 30 688 000	R 47 073 500
3257	Linbro Park landfill site-improved compliance and alterations	PIKITUP	Infrastructure development and refurbishment	Region E	JHB_32	R 32 000 000	R 2 000 000	R 2 000 000
2192	Marie Louise LAndfill site-improved compliance and alterations	PIKITUP	Sustainable service delivery	Region C	JHB_70	R 25 764 000	R 17 500 000	R 29 000 000
21658	Marie Louise Material Recovery Facility	PIKITUP	Infrastructure development and refurbishment	Region C	JHB_70	R -	R 57 000 000	R 49 955 000
31078	Meredale garden site upgrading	PIKITUP	Active and engaged citizenry	Region F	JHB_125	R -	R 8 217 000	R 2 372 000
23923	New Fleet	PIKITUP	Green economy	Whole of the Metro	Whole of the Metro	R 10 000 000	R 7 000 000	R 40 188 380

3832	New plant and equipment	PIKITUP	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R -	R -	R 7 500 000
31073	Norwood depot renovationadditions and alterations	PIKITUP	Sustainable service delivery	Region E	JHB_73	R -	R 667 000 17	R 667 000 24
6413	Office equipment	PIKITUP	Financial sustainability	Administrative or Head Office	Administrative or Head Office	R 2 595 250	R -	R 1 500 000
2742	Robinson Deep landfill site improved compliancealterations and cell development	PIKITUP	Infrastructure development and refurbishment	Region F	JHB_124	R 365 000 31	R 700 000 34	R 582 500 70
31079	Sandpark Integrated Waste Management Facility	PIKITUP	Infrastructure development and refurbishment	Region C	JHB_100	R -	R 100 000 40	R 787 500 20
2740	Separation at Source facilities including associated plant/equipment	PIKITUP	Financial sustainability	Whole of the Metro	Whole of the Metro	R 310 000 36	R 9 500 000	R -
24039	Upgrading and engineering services at Midrand Depot	PIKITUP	Infrastructure development and refurbishment	Region A	JHB_92	R 000 000 40	R -	R -
23296	Upgrading and Engineering Services at Selby Depot	PIKITUP	Infrastructure development and refurbishment	Region F	JHB_124	R 4 236 000	R -	R 500 000 14
2188	Waste Receptacles	PIKITUP	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 1 000 000	R 1 000 000	R 1 000 000
31077	Woodmead garden site upgrading	PIKITUP	Active and engaged citizenry	Region E	JHB_106	R 088 000 16	R 000 000 20	R 7 994 500
31068	Alexandra Fire Station	Public Safety	Safer city	Region E	JHB_105	R -	R 160 000 13	R 6 800 000
3652	Fire and Rescue Equipment Replacement Program Martindale C City Wide	Public Safety	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 2 000 000	R -	R -

31158	Hand Radios (Phush to talk)	Public Safety	Safer city	Whole of the Metro	Whole of the Metro	R 2 000 000	R 15 000 000	R 15 000 000
30050	Implementation of IIOC phase 2	Public Safety	Safer city	Whole of the Metro	Whole of the Metro	R 15 092 642	R -	R 1 500 000
3160	Lehae EMS Training building periphery wall LEHAE EXT1 G City Wide	Public Safety	Safer city	Region G	JHB_122	R 1 010 000	R -	R 900 000
4237	Operational Capex: Computers for Regional Commnders New Operational Capex JOHANNESBURG E City Wide	Public Safety	Smart city	Administrative or Head Office	Administrative or Head Office	R -	R -	R 900 000
22162	Procurement of new furniture for all Fire Stations	Public Safety	Sustainable service delivery	Administrative or Head Office	Administrative or Head Office	R 1 340 000	R -	R -
22175	Procurement of Office furniture and equipment (Disaster , JMPD and Finance)	Public Safety	Infrastructure development and refurbishment	Administrative or Head Office	Administrative or Head Office	R 2 000 000	R -	R -
2222	STANDBY GENERATORS for current fire stations and replacement New Plant and Equipment MARTINDALE C City Wide	Public Safety	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 1 145 000	R 3 773 000	R 1 773 000
2684	Supply Firearms to the JMPD new recruits Renewal Plant and Equipment CITY AND SUBURBAN EXT6 F City Wide	Public Safety	Safer city	Whole of the Metro	Whole of the Metro	R 10 000 000	R 15 000 000	R 15 000 000
31206	6662_Water Harvesting Back Up System	Public Safety	Safer city	Whole of the Metro	Whole of the Metro	R 2 000 000	R -	R -
31351	6662_Completion of Perimeter Wall Midrand Licensing Centre	Public Safety				R 2 100 000	R -	R -
31352	6662_ Procurement of new furniture for all Licensing Centres	Public Safety				R 2 000 000	R -	R -

23053	Betrams New Multi Purpose Center	Social Development	Sustainable service delivery	Region F	JHB_66	R 16 444 000	R -	R -
23183	FLEURTHOFF FARM	Social Development	Job opportunity and creation	Region C	JHB_70	R -	R 3 074 000	R 3 000 000
4030	Louis Botha - Co - Production zone for social interventions Renewal Corridors of Freedom Intervention ORANGE GROVE E Regional	Social Development	Sustainable service delivery	Region E	JHB_73	R -	R 6 008 900	R 6 008 900
23180	NORTHERN FARM	Social Development	Green economy	Region A	JHB_96	R -	R 1 260 000	R 1 260 000
3837	Operational Capital - Social Development	Social Development	Sustainable service delivery	Region E	JHB_32	R 817 141	R 1 400 000	R -
2803	Refurbishment of the Yetta Nethan Community Centre ORLANDO WEST D	Social Development	Sustainable service delivery	Region D	JHB_40	R 8 500 000	R -	R -
23929	Shelter for Displace People Region F Inner City	Social Development	Infrastructure development and refurbishment	Region F	JHB_63	R -	R 1 645 000	R 10 000 000
3700	Shelters for Displaced People Region G	Social Development	Infrastructure development and refurbishment	Region G	JHB_119	R 16 147 246	R 5 560 043	R -
23926	Zuurbekom Agri Business Centre	Social Development	Job opportunity and creation	Region D	JHB_135	R -	R 2 940 000	R 3 000 000
6682	Tools of Trade (New Councillors 270) for staff councillors and governance structures in the legislature for computers printers	Speaker	Sustainable service delivery	Administrative or Head Office	Administrative or Head Office	R 1 373 500	R 1 373 500	R 1 373 500
31220	Destination Brand Activation Stand	Tourism	Sustained economic growth	Whole of the Metro	Whole of the Metro	R 220 000	R 500 000	R 500 000
24007	Establishment of MICE Bidding Centre	Tourism	Job opportunity and creation	Administrative or Head Office	Administrative or Head Office	R -	R 570 000	R -

24006	Movable Assets	Tourism	Sustained economic growth	Administrative or Head Office	Administrative or Head Office	R 219 000	R 400 000	R -
31213	Office Space and Meeting Facilities Repurposing and Partitioning	Tourism	Sustained economic growth	Administrative or Head Office	Administrative or Head Office	R -	R 200 000	R 1 103 000
23996	Tourism ICT	Tourism	Smart city	Administrative or Head Office	Administrative or Head Office	R 110 000	R 500 000	R 500 000
24008	Tourism Website MobiApp and WIFI Connection	Tourism	Smart city	Administrative or Head Office	Administrative or Head Office	R -	R 500 000	R 550 000
24009	Visitor Information Centers	Tourism	Sustained economic growth	Administrative or Head Office	Administrative or Head Office	R 698 000	R -	R -
22783	22783_00_Operational Capital	Transportation	Sustained economic growth	Whole of the Metro	Whole of the Metro	R 2 000 000	R -	R 1 200 000
23109	2804_14_Signage Demarcation blocks and Corridor Road Markings	Transportation	Infrastructure development and refurbishment	Region E	JHB_74	R 30 000 000	R 40 000 000	R 40 000 000
23142	2804_15_Rea Vaya BRT Land Acquisition	Transportation	Infrastructure development and refurbishment	Region E	JHB_74	R 5 000 000	R 25 000 000	R 25 662 000
23129	2804_16_Rea Vaya BRT Phase 1C New Stations	Transportation	Infrastructure development and refurbishment	Region E	JHB_73	R 10 000 000	R -	R -
23132	2804_18_Selby Bus Depot (Phase 2C Administration Building)	Transportation	Infrastructure development and refurbishment	Region F	JHB_124	R 55 000 000	R 23 091 000	R 33 091 000

23325	2804_20 Rea Vaya BRT Phase 1 A and B Station Rehabilitation	Transportation	Infrastructure development and refurbishment	Region B	JHB_68	R 47 298 000	R 47 298 000	R 47 298 000
31246	Advanced Public Transport Management System (APTMS)	Transportation	Smart city	Administrative or Head Office	Administrative or Head Office	R 54 000 000	R 25 000 000	R 25 000 000
31095	BRT Traffic Signals upgrades	Transportation	Sustainable service delivery	Whole of the Metro	Whole of the Metro	R 25 000 000	R 30 000 000	R 30 000 000
23986	BRT phase 1C Roadways	Transportation	Infrastructure development and refurbishment	Region E	JHB_91	R 100 000 000	R 140 349 000	R 140 349 000
23953	Carr Street Public Transport Facility	Transportation	Infrastructure development and refurbishment	Region F	JHB_60	R 7 000 000	R -	R -
22354	Complete Streets: (KFW - German Development Bank): Orlando East to UJ Soweto Route	Transportation	Green economy	Region D	JHB_25	R -	R -	R 2 500 000
23700	Complete Streets: NMT links to Merafe Station (Phase 2)	Transportation	Infrastructure development and refurbishment	Region D	JHB_16	R -	R 1 842 400	R -
23702	Complete Streets: NMT links to public transport facilitiies in Tshepisong	Transportation	Infrastructure development and refurbishment	Region C	JHB_128	R 6 332 200	R 3 948 000	R -
23699	Complete Streets: NMT links to Railway Stations: Phefeni Station	Transportation	Infrastructure development and refurbishment	Region D	JHB_41	R -	R 4 200 000	R 4 200 000
22790	Complete Streets: Turfontein	Transportation	Green economy	Region F	JHB_124	R 5 000 000	R -	R -
30001	Cosmo City Super Stop	Transportation	Sustainable service delivery	Region C	JHB_100	R -	R -	R 2 000 000

31247	Database and transport modelling tools	Transportation	Sustainable service delivery	Administrative or Head Office	Administrative or Head Office	R 5 000 000	R 21 010 000	R 31 010 000
24033	Depo Rehabiitation Phase 1 A	Transportation	Infrastructure development and refurbishment	Whole of the Metro	Whole of the Metro	R 31 135 000	R 23 042 000	R 23 042 000
31131	Ebareni Public Transport Facility	Transportation	Infrastructure development and refurbishment	Region G	JHB_1	R 5 000 000	R 2 800 000	R -
30011	Emndeni Public Transport Stops	Transportation	Sustainable service delivery	Region D	JHB_52	R -	R -	R 2 500 000
30005	Illovo Pubulic Transport Holding Facility	Transportation	Sustainable service delivery	Region E	JHB_91	R -	R -	R 2 000 000
23954	Jack Mincer Public Transport Facility	Transportation	Infrastructure development and refurbishment	Region F	JHB_60	R 5 000 000	R -	R 20 000 000
2688	Large: Public Transport Facility Redevelopment of Kazerne NEWTOWN EXT Region F	Transportation	Infrastructure development and refurbishment	Region F	JHB_60	R 5 000 000	R -	R -
31130	Lehae Public Transport Facility	Transportation	Infrastructure development and refurbishment	Region G	JHB_1	R -	R 2 800 000	R 2 800 000
30003	Melville Holding Facility	Transportation	Sustainable service delivery	Region B	JHB_88	R -	R 840 000	R -
30012	Naledi Public Transport Stops	Transportation	Sustainable service delivery	Region D	JHB_20	R -	R -	R 10 000 000
30004	Newclaire Public Transport Holding Facility	Transportation	Sustainable service delivery	Region B	JHB_82	R -	R -	R 2 000 000
30010	Poortjie Non Motorised Transport Facilities	Transportation	Sustainable service delivery	Region G	JHB_5	R -	R -	R 10 000 000

4165	PTF Small Public Transport Facility Design and Construction of Zola Public Transport Facility New Nodal Transport Facilities ZOLA D Regional	Transportation	Infrastructure development and refurbishment	Region D	JHB_51	R -	R -	R 20 000 000
23697	PTF: Public Transport Stops in Cosmo City	Transportation	Infrastructure development and refurbishment	Region C	JHB_100	R 12 000 000	R 1 974 000	R -
3098	PTF: Small Public Transport Facilities: Tshepisong	Transportation	Infrastructure development and refurbishment	Region C	JHB_128	R -	R -	R 10 000 000
22674	PTF: Small Public Transport Facility Design and Construction of Kya Sand Superstop New Nodal Transport Facilites KYA SAND	Transportation	Infrastructure development and refurbishment	Region A	JHB_96	R 2 287 800	R 1 316 000	R 1 316 000
22789	PTF: Upgrading of Rosebank Public Transport Facility	Transportation	Infrastructure development and refurbishment	Region B	JHB_117	R 500 000	R 1 316 000	R -
22786	PTF: Upgrading of Sunninghill Public Transport Facilities	Transportation	Infrastructure development and refurbishment	Region A	JHB_93	R -	R -	R 2 000 000
23694	PTF:Small Public Transport Facility Design and Construction of Lakeside New Nadal Transport Facilities (Stops)	Transportation	Infrastructure development and refurbishment	Region G	JHB_2	R 5 000 000	R -	R -
23710	Rea Vaya Auto Fare Collection System (AFCS)	Transportation	Financial sustainability	Region E	JHB_74	R 126 000 000	R 150 000 000	R 150 000 000
31252	Sandton PTI Facility (Gautrain Station taxi rank)	Transportation	Infrastructure development and refurbishment	Region E		R 1 000 000	R 490 000	R -
23950	Sandton to Ivory Park BRT Roadways	Transportation	Sustainable service delivery	Region A	JHB_78	R 3 256 000	R 15 256 000	R 25 256 000

23935	Sandton to Ivory Park Depots and Terminals	Transportation	Sustainable service delivery	Region A	JHB_78	R 3 256 000	R -	R -
30007	Slovoville Non Motorised Transport Facilities	Transportation	Sustainable service delivery	Region D	JHB_53	R -	R -	R 10 000 000
30000	Zandspruit Non Motorised Transport Facility	Transportation	Sustainable service delivery	Region C	JHB_114	R -	R -	R 15 000 000
31273	Bus Refurbishment (Bombela Buses)	Transportation	Infrastructure development and refurbishment	Administrative or Head Office	Administrative or Head Office	R 22 000 000	R -	R -

Annexure C: 2025/26 National Capital Projects

SECTOR	PROJECT STATUS	MAIN BUDGET APPROPRIATION	CURRENT BUDGET	TOTAL EXPENDITURE TO DATE	% SPENT
ARTS AND CULTURE		**580 000**	**2 438 000**	**1 771 603**	**72,67%**
NATURENA LIBRARY	Construction 76% - 99%	-	1 858 000	1 538 300	82,79%
DRIEZIEK LIBRARY	Final Completion	80 000	80 000	79 588	99,49%
MULTI-PURPOSE SPORT FACILITY-MH JOOSBUS SCHOOL	Tender	500 000	500 000	153 715	30,74%
EDUCATION		**804 491 000**	**1 391 637 000**	**1 043 427 082**	**74,98%**
CAPACITY BUILDING	Construction 1% - 25%	52 000 000	62 250 000	45 607 365	73,26%
MOBILES FUTURE PANELS @VARIOUS SCHOOLS	Construction 1% - 25%	50 000 000	693 264 000	460 453 142	66,42%
THOLIMFUNDO PRIMARY SCHOOL	Construction 1% - 25%	-	24 807 000	25 986 515	104,75%
INKULULEKO YESIZWE PRIMARY SCHOOL	Construction 26% - 50%	1 000 000	7 780 000	15 577 404	200,22%
NANCEFIELD PRIMARY SCHOOL	Construction 26% - 50%	15 000 000	10 000 000	11 555 353	115,55%
BRAAMFISCHERVILLE PRIMARY SCHOOL	Construction 76% - 99%	10 000 000	4 000 000	14 254 647	356,37%
MAYIBUYE PRIMARY SCHOOL	Construction 76% - 99%	36 062 000	34 062 000	17 220 971	50,56%
WATER DELIVERIES VARIOUS @ SCHOOLS	Construction 76% - 99%	9 680 000	6 545 000	9 196 601	140,51%
BLUE EAGLE HIGH SCHOOL	Design	-	12 000 000	7 023 667	58,53%
DALEVIEW SECONDARY SCHOOL	Design	-	1 000 000	-	0,00%
EW HOBBS PRIMARY SCHOOL	Design	250 000	200 000	-	0,00%
HECTOR PETERSON PRIMARY SCHOOL	Design	50 000	-	-	0,00%
JULIUS SEBOLAI PRIMARY SCHOOL	Design	3 500 000	1 000 000	2 682 071	268,21%
LUFHERENG SECONDARY SCHOOL	Design	-	12 000 000	7 029 051	58,58%
SHARICREST PRIMARY SCHOOL	Design	3 000 000	300 000	-	0,00%

WILHELMINA HOSKINS PRIMARY SCHOOL	Design	6 000 000	-	-	0,00%
ADELAIDE TAMBO SCHOOL	Feasibility	15 000 000	11 000 000	17 511 783	159,20%
CLASSROOM BUILT PROGRAMME	Feasibility	290 480 000	122 406 000	60 453 829	49,39%
DR MATHOLE MOTSHEKGA PRIMARY SCHOOL	Feasibility	-	5 932 000	-	0,00%
DULCIE SEPTEMBER PRIMARY SCHOOL	Feasibility	-	4 000 000	3 017 538	75,44%
HOERSKOOL PRESIDENT	Feasibility	2 000 000	-	925 493	0,00%
HOERSKOOL VORENTOE	Feasibility	3 000 000	1 200 000	583 549	48,63%
JOHANNESBURG HOSPITAL LSEN	Feasibility	2 000 000	13 500 000	27 775 982	205,75%
JOHANNESBURG SECONDARY SCHOOL	Feasibility	3 000 000	-	-	0,00%
LAERSKOOL W H COETZER	Feasibility	500 000	500 000	303 220	60,64%
LEIHLO PRIMARY SCHOOL	Feasibility	1 000 000	3 000 000	4 432 127	147,74%
LENASIA SECONDARY SCHOOL	Feasibility	2 000 000	5 000 000	8 313 469	166,27%
LODIRILE PRIMARY SCHOOL	Feasibility	1 000 000	-	-	#DIV/0!
NOORDGESIG SECONDARY SCHOOL	Feasibility	1 500 000	300 000	297 796	99,27%
NORTHVIEW HIGH SCHOOL	Feasibility	3 000 000	1 000 000	5 981 507	598,15%
PARKVIEW SENIOR SCHOOL	Feasibility	3 000 000	-	-	0,00%
PENNYVILLE PRIMARY SCHOOL	Feasibility	-	9 000 000	-	0,00%
PRUDENS SECONDARY SCHOOL	Feasibility	3 000 000	3 600 000	666 685	18,52%
RIVERLEA PRIMARY SCHOOL	Feasibility	3 000 000	9 400 000	6 782 205	72,15%
RIVERLEA SECONDARY SCHOOL	Feasibility	3 500 000	-	-	0,00%
ROBIN HILLS PRIMARY SCHOOL	Feasibility	1 500 000	1 000 000	2 652 412	265,24%
ROODEPOORT PRIMARY SCHOOL	Feasibility	2 000 000	-	-	0,00%
THULASIZWE SPECIAL SCHOOLS	Feasibility	1 900 000	500 000	-	0,00%
TRINITY SECONDARY SCHOOL	Feasibility	15 000 000	5 000 000	1 078 528	21,57%
WAVERLY GIRLS`HIGH SCHOOL	Feasibility	1 500 000	-	-	0,00%

ATHLONE GIRLS` HIGH SCHOOL	Final Completion	24 000 000	41 000 000	47 152 591	115,01%
HILLCREST PRIMARY SCHOOL	On Hold	7 000 000	2 000 000	46 805	2,34%
KWADEDANGENDLALE SECONDARY SCHOOL	On Hold	-	500 000	447 381	89,48%
PRACTICAL COMPLETION (100%)	On Hold	7 838 000	9 986 000	8 432 586	84,44%
BAFIKILE PRIMARY SCHOOL	On Hold	838 000	6 813 000	67 813	1,00%
DITAU PRIMARY SCHOOL	On Hold	7 000 000	1 173 000	4 669 961	398,12%
NOKUTHULA SCHOOL LSEN	On Hold	-	2 000 000	3 694 812	184,74%
BREE PRIMARY SCHOOL	Project Initiation	50 000	-	-	0,00%
CHEMICAL TOILETS@ VARIOUS SCHOOLS	Project Initiation	19 300 000	24 300 000	32 146 260	132,29%
EMELANG PRIMARY SCHOOL	Project Initiation	500 000	1 000 000	601 954	60,20%
GAUTENG SCHOOLS PROJECT MANAGEMENT	Project Initiation	23 239 000	33 600 000	5 539 234	16,49%
JOB RATHEBE COMBINED	Project Initiation	1 500 000	-	8 957 523	0,00%
MAINTENANCE ES @VARIOUS SCHOOLS	Project Initiation	76 792 000	103 031 000	103 039 919	100,01%
MCBAIN CHARLES PRIMARY SCHOOL	Project Initiation	1 000 000	8 200 000	6 374 845	77,74%
MUZOMUHLE PS 700152454 JN	Project Initiation	4 000 000	-	-	0,00%
PARKTOWN GIRLS` HIGH SCHOOL	Project Initiation	50 000	-	-	0,00%
SANDOWN HIGH SCHOOL	Project Initiation	-	1 500 000	3 275 281	218,35%
SEPTIC TANKS @VARIOUS SCHOOLS	Project Initiation	19 800 000	9 250 000	13 923 395	150,52%
SITE HANDED - OVER TO CONTRACTOR	Project Initiation	45 000 000	65 361 000	48 519 373	74,23%
COSMO CITY PRIMARY SCHOOL NO 2	Project Initiation	40 000 000	60 361 000	48 519 373	80,38%
MAINTENANCE OF ECDS: GOVERNMENT OWNED	Project Initiation	5 000 000	5 000 000	-	0,00%
GILLVIEW SECONDARY SCHOOL(WINCHESTER HILLS) (NO EMIS YET) JC	Tender	1 000 000	1 000 000	-	0,00%
HOERSKOOL ROODEPOORT	Tender	5 000 000	1 200 000	584 525	48,71%
MAINTENANCE OF ECDS: NOT GOVERNMENT OWNED	Tender	5 000 000	15 063 000	-	0,00%
THUBELIHLE INTERMEDIATE SCHOOL	Tender	18 000 000	9 100 000	7 022 500	77,17%

HEALTH		852 303 000	888 021 000	822 308 109	92,60%
JOHANNESBURG DISTRICT CLINICS - ELECTRO	Construction 26% - 50%	5 700 000	3 903 000	3 134 917	80,32%
JOHANNESBURG FPS MORTUARY- DEMOLITION OF OLD BUILDINGS AND CONSTRUCTION OF NEW FPS MORTUARY	Construction 26% - 50%	85 000 000	122 000 000	76 260 452	62,51%
CHARLOTTE MAXEKE ACADEMIC HOSPITAL - ELECTRO	Construction 76% - 99%	10 000 000	-	-	0,00%
CHARLOTTE MAXEKE JOHANNESBURG ACADEMIC HOSPITAL: REMEDIAL WORK TO FIRE INSTALLATION BLOCK 1 TO 5	Design	120 000 000	120 000 000	58 598 134	48,83%
LINEAR ACCELERATOR BUNKERS - CHRIS HANI BARAGWANATH ACADEMIC HOSPITAL	Design	50 000	-	-	0,00%
EDENVALE HOSPITAL - RENOVATION AND UPGRADE OF THE EXISTING A & E UNIT	Feasibility	50 000	11 386 000	-	0,00%
ELDORADO PARK CHC _ CONSTRUCTION OF NEW CHC _ ID	Feasibility	100 000	-	-	0,00%
HILLBROW DISTRICT HOSPITAL-CONSTRUCTION OF A NEW DISTRICT HOSPITAL	Feasibility	8 000 000	1 300 000	-	0,00%
RAHIMA MOOSA MOTHER AND CHILD HOSPITAL - OMBUDS REMEDIAL	Feasibility	55 000 000	3 334 000	-	0,00%
TARA HOSPITAL ELECTRO	Final Completion	2 066 000	-	-	0,00%
CHRIS HANI BARAGWANATH HOSPITAL _ HT FOR CRITICAL REPAIRS	Not Applicable	500 000	1 129 000	2 728 566	241,68%
FINETOWN CLINIC - HT FOR CONSTRUCTION OF NEW CLINIC	Not Applicable	2 000 000	2 000 000	3 160 364	158,02%
HELEN JOSEPH HOSPITAL - HT FOR UPGRADING AND RENOVATION OF NURSES RESIDENCES	Not Applicable	11 950 000	11 950 000	5 453 808	45,64%

RAHIMA MOOSA HT	Not Applicable	20 000 000	19 659 000	18 985 576	96,57%
OTHER - COMPENSATION OF EMPLOYEES	Not Applicable	25 680 000	25 680 000	15 379 956	59,89%
CAPACITY BUILDING AT INFRASTRUCTURE UNIT	Not Applicable	25 680 000	25 680 000	15 379 956	59,89%
OTHER - PACKAGED ONGOING PROJECT	Not Applicable	302 943 000	444 167 000	474 940 374	106,93%
11 DIAGONAL STREET - PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	20 000	-	-	0,00%
45 COMMISSIONER STREET - PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	2 500 000	9 609 000	1 613 393	16,79%
ANN LATSKY NURSING COLLEGE MAINTENANCE - PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	2 000 000	1 933 000	1 932 274	99,96%
AUCKLANDPARK MEDICAL SUPPLY DEPOT - PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	3 000 000	550 000	1 904 001	346,18%
BHEKI MLANGENI HOSPITAL- PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	7 000 000	15 551 000	12 701 259	81,67%
CCTV MAINTENANCE	Not Applicable	25 000 000	31 827 000	27 782 971	87,29%
CHARLOTTE MAXEKE HOSPITAL PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	60 000 000	81 211 000	65 930 865	81,18%
CHRIS HANI BARAGWANATH HOSPITAL MAINTENANCE - PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	60 000 000	140 542 000	188 148 625	133,87%
CHRIS HANI LAUNDRY MAINTENANCE -PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	9 000 000	12 790 000	20 742 307	162,18%
CHRIS HANI NURSING COLLEGE PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	1 500 000	2 255 000	2 254 164	99,96%
DIEPKLOOF FORENSIC MORTUARY - PLANNED,	Not Applicable	3 000 000	2 966 000	2 966 014	100,00%

STATUTORY AND PREVENTATIVE MAINTENANCE					
EDENVALE HOSPITAL _ PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	13 000 000	31 215 000	33 406 260	107,02%
EDENVALE LAUNDRY MAINTENANCE	Not Applicable	4 000 000	1 694 000	310 312	18,32%
JOHANNESBURG DISTRICT CHCS MAINTENANCE PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	15 000 000	25 000 000	30 681 271	122,73%
JOHANNESBURG DISTRICT CLINICS MAINTENANCE PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	20 000 000	6 971 000	19 688 288	282,43%
JOHANNESBURG DISTRICT OFFICE MAINTENANCE-PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	200 000	-	1 680	0,00%
JOHANNESBURG FORENSIC MORTUARY- PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	1 500 000	4 491 000	4 500 486	100,21%
JOHANNESBURG PROVINCIAL LAUNDRY MAINTENANCE - PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	5 000 000	5 038 000	4 459 702	88,52%
LENASIA HOSPITAL - PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	3 000 000	8 959 000	8 958 226	99,99%
MASAKHANE COOKFREEZE PLANNED STATUTORY AND PREVENTETIVE MAINTANACE	Not Applicable	20 000 000	17 331 000	16 800 154	96,94%
NICOLHOUSE -PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	5 000 000	4 103 000	3 348 375	81,61%
RAHIMA MOOSA MOTHER AND CHILD HOSPITAL PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	15 000 000	6 611 000	8 942 378	135,27%
RAHIMA MOOSA NURSING COLLEGE MAINTENANCE - PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	2 000 000	2 083 000	79 488	3,82%

ROODEPOORT FORENSIC MORTUARY PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	900 000	1 581 000	1 501 693	94,98%
SIZWE TROPICAL DISEASES HOSPITAL _ PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	8 000 000	12 103 000	4 808 158	39,73%
SOUTH RAND HOSPITAL _ PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	10 000 000	8 798 000	5 715 366	64,96%
TARA H MOROSS HOSPITAL _ PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	5 000 000	4 423 000	4 219 164	95,39%
TMI BOILERHOUSE _ PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE	Not Applicable	300 000	2 509 000	-	0,00%
UTILISATION OF EPWP GRANT	Not Applicable	2 023 000	2 023 000	1 543 500	76,30%
CHARLOTTE MAXEKE NURSES AND DOCTORS RESIDENCE BLOCK A,D &E-UPGRADE OF NURSES AND DOCTORS RESIDENCE	Practical Completion (100%)	1 669 000	-	-	0,00%
HELEN JOSEPH HOSPITAL - ELECTRO	Practical Completion (100%)	500 000	-	1 652 525	0,00%
BRAAMFISCHERVILLE CHC _ CONSTRUCTION OF NEW CHC _ ID	Pre - Feasibility	100 000	-	-	0,00%
SOUTH RAND HOSPITAL- ELECTRO	Pre - Feasibility	3 317 000	3 303 000	3 302 780	99,99%
BHEKI MLANGENI - ELECTROMECHANICAL EQUIPMENT	Project Initiation	100 000	-	-	0,00%
CHARLOTTE MAXEKE JOHANNESBURG ACADEMIC HOSPITAL: ORAL DENTAL RELOCATION	Project Initiation	13 454 000	-	-	0,00%
CHRIS HANI BARA HOSPITAL - REPAIRS AND REFURBISHMENT OF STAFF ACCOMMODATION, WALKWAYS, NEO-NATAL ICU	Project Initiation	62 000 000	32 476 000	35 692 342	109,90%
COSMO CITY CHC_ CONSTRUCTION OF NEW CHC	Project Initiation	1 000 000	-	-	0,00%

DIEPKLOOF FPS REMEDIAL OF STRUCTURAL DEFECTS	Project Initiation	10 000 000	-	-	0,00%
FINETOWN CLINIC - CONSTRUCTION OF NEW FINETOWN CLINIC-ID	Project Initiation	5 000 000	-	-	0,00%
HELEN JOSEPH HOSPITAL - ELECTRO-MECHANICAL PROCUREMENT OF AUTOCLAVES, ELECTRICAL POINTS	Project Initiation	1 653 000	1 653 000	-	0,00%
HELEN JOSEPH HOSPITAL - ELECTRO-MECHANICAL PROCUREMENT OF NEW HANDLING UNIT	Project Initiation	3 990 000	-	-	0,00%
LEHAE CHC - NEW CHC - CONSTRUCTION - ID	Project Initiation	8 500 000	-	-	0,00%
MAINTENANCE OF ACCOMMODATION OF HEALTH PROFESSIONALS	Project Initiation	-	-	6 263 142	0,00%
ZOLA CLINIC- REPLACE PREFAB WITH PERMANENT STRUCTURE	Project Initiation	50 000	-	-	0,00%
SITE HANDED - OVER TO CONTRACTOR	Project Initiation	37 848 000	60 506 000	92 979 964	153,67%
CHRIS HANI BARA HOSPITAL - ELECTRO	Project Initiation	5 500 000	-	-	0,00%
EDENVALE HOSPITAL - ELECTRO	Project Initiation	7 700 000	13 301 000	9 931 229	74,67%
HELEN JOSEPH HOSPITAL MAINTENANCE PLANNED, STATUTORY AND PREVENTATIVE MAINTENANCE HFRG	Project Initiation	20 000 000	41 696 000	77 540 500	185,97%
SIZWE TROPICAL HOSPITAL ELECTRO	Project Initiation	4 648 000	5 509 000	5 508 235	99,99%
CHRIS HANI 500 ICU BEDS	Tender	50 000	-	-	0,00%
EDENVALE HOSPITAL - ELECTRO - MECHANICAL PROCUREMENT OF GENERATOR	Tender	7 692 000	-	-	0,00%
HELEN JOSEPH HOSPITAL - UPGRADING AND RENOVATION OF NURSING RESIDENCE	Tender	3 700 000	21 573 000	16 533 581	76,64%

LILLIAN NGOYI - CONSTRUCTION OF NEW REGIONAL HOSPITAL - ID	Tender	41 777 000	-	-	0,00%
RAHIMA MOOSA HOSPITAL - ELECTRO	Tender	864 000	2 002 000	7 241 628	361,72%
HUMAN SETTLEMENTS		**474 076 140**	**555 760 310**	**385 002 591**	**69,27%**
CONSTRUCTION 1% - 25%	Tender	262 975 040	214 610 709	161 930 701	75,45%
3 D DRIEZIEK EXT.3 PH 1	Tender	2 407 998	2 407 000	42 480	1,76%
3 D DRIEZIEK EXT.4 PH 2	Tender	1 221 697	4 452 660	2 810 179	63,11%
3 D GOLF PARK EXT 3& 4 KLIPRIERSVAL PRT 28 OF PRT 5 & PRT 32 - PHASE 1	Tender	1 500 000	1 500 000	-	0,00%
3 D HOSPITAL HILL - PHASE 1	Tender	7 319 416	-	-	0,00%
3 D KAALFONTEIN EXT.22 (MIRITING) - PHASE 1 (TEBCON DEVELOPERS (H))	Tender	2 773 937	-	-	0,00%
3 D PRINCESS PLOT - PHASE 2	Tender	500 000	500 000	-	0,00%
3 D RIVERSIDE VIEW EXT.28 RDP (COJ-TRIPATITE)) - PHASE1	Tender	28 429 744	28 429 000	-	0,00%
3 D SOUTH HILLS RDP-WALK UPS (COJ) - PHASE 1	Tender	33 145 645	2 816 000	-	0,00%
3 D WEILERSFARM (KANANA PARK EXT.2)	Tender	9 596 603	9 597 000	848 120	8,84%
GOUDRAND EXT 4 DRD - PHASE 2	Tender	86 178 675	86 178 000	143 641 417	166,68%
GOUDRAND EXT.4 DRD	Tender	65 866 325	65 866 000	-	0,00%
RUGBY CLUB	Tender	1 500 000	2 593 049	-	0,00%
SLOVO PARK	Tender	22 535 000	10 272 000	14 588 505	142,02%
3 D LUFHERENG MIXED HOUSING DEVELOPMENT (DOORNKOP GREENFIELDS) - PHASE 2	Construction 26% - 50%	33 145 645	43 215 055	28 001 081	64,79%
3 D NALEDI - GREENFIELDS (DOBSONVILLE EXT.9)	Construction 26% - 50%	2 500 000	2 500 000	345 000	13,80%
3 MEC THULAMNTWANA	Construction 51% - 75%	191 910	-	2 360	0,00%
3 MEC VLAKFONTEIN FOCUS AREA (WEST) - PHASE 1, 2 & 3	Construction 76% - 99%	8 697 319	8 697 000	47 200	0,54%
ALEXANDRA RENEWAL PROGRAMME	Design	18 260 451	13 534 000	13 533 855	100,00%

3 D DUNUSA (MATHOLESVILLE EXT.3 & 4) - PHASE 1	Feasibility	2 500 000	2 500 000	1 587 338	63,49%
3 D ORANGE FARM EXT 7 PH 2	Feasibility	6 548 461	6 548 000	118 000	1,80%
3 D SWEETWATERS	Feasibility	2 500 000	5 000 000	-	0,00%
OPERATIONAL CAPITAL	Feasibility	-	611 929	-	0,00%
SLOVO PARK CROSBY	Feasibility	1 500 000	1 500 000	-	0,00%
3 D DIEPSLOOT EAST	Project Initiation	14 000 000	14 000 000	-	0,00%
3 D LAWLEY EXT.3 & 4 - DISABILITY PROJECT PHASE	Project Initiation	3 380 877	-	-	0,00%
3 D RIVERSIDE VIEW EXT.28 RDP (COJ-TRIPATITE)) - PHASE 2 (TOP STRUCTURRE) VALUMAX NORTHEN FARMS	Project Initiation	89 493 241	93 668 000	73 751 288	78,74%
3 E PURCHASE OF LAND	Project Initiation	-	83 444 617	83 444 617	100,00%
3 FL FLISP LUFHERENG MEGA PROJECT - PHASE 1	Project Initiation	1 692 650	1 693 000	-	0,00%
3 FL FLISP RIVERSIDE VIEW MEGA PROJECT - PHASE 1	Project Initiation	1 692 650	1 693 000	-	0,00%
5 N FLEURHOF EXTENSION 21 (CRU) - PHASE 1	Project Initiation	16 989 651	16 990 000	16 989 650	100,00%
5 N TANGANANI PH 1	Project Initiation	2 000 000	2 000 000	127 285	6,36%
5 T LESS FORMAL TOWNS PHASE 1	Project Initiation	-	22 560 000	-	0,00%
JABULANI CBD PARCEL K	Project Initiation	6 008 245	20 995 000	5 124 216	24,41%
PUBLIC WORKS		**126 674 000**	**116 745 000**	**93 867 637**	**80,40%**
CORNER HOUSE CONSOLIDATED	Construction 1% - 25%	17 000 000	6 000 000	5 567 184	92,79%
GENERAL MAINTENANCE FOR GDCS BUILDING	Construction 1% - 25%	-	2 311 000	-	0,00%
1 CENTRAL PLACE BUILDING	Construction 26% - 50%	4 770 000	2 000 000	422 641	21,13%
11 DIAGONAL BUILDING	Construction 26% - 50%	250 000	250 000	113 144	45,26%
18 RISSIK STREET	Construction 26% - 50%	300 000	1 620 000	892 613	55,10%
30 SIMMONDS BUILDING	Construction 26% - 50%	7 500 000	7 500 000	5 564 708	74,20%
75 FOX BUIDING	Construction 26% - 50%	11 000 000	14 000 000	32 311 929	230,80%
75 FOX STREET OHS	Construction 26% - 50%	797 000	8 111 000	7 175 070	88,46%
78 FOX BUIDING	Construction 26% - 50%	2 200 000	1 500 000	232 799	15,52%
ABSA BUILDING: GENERAL BUILDING MAINTENANCE	Construction 26% - 50%	5 973 000	3 000 000	788 824	26,29%

BARAGWANATH LAUNDRY	Construction 26% - 50%	250 000	360 000	245 064	68,07%
CHARLOTE MAXEKE WORKSHOP	Construction 26% - 50%	500 000	1 344 000	499 975	37,20%
CHRIS HANI BARA WORKSHOP	Construction 26% - 50%	5 035 000	7 749 000	5 043 707	65,09%
CLEANING OF VACANT STANDS	Construction 26% - 50%	2 000 000	1 207 000	1 465 191	121,39%
CORNER HOUSE BUILDING	Construction 26% - 50%	7 000 000	7 000 000	5 051 428	72,16%
EMOYENI BUILDING	Construction 26% - 50%	1 500 000	635 000	-	0,00%
JOHANNESBURG LAUNDRY	Construction 26% - 50%	250 000	250 000	243 744	97,50%
MAINTENANCE OF COMMECIAL BUILDINGS	Construction 26% - 50%	2 500 000	1 500 000	-	0,00%
OLD RESERVE BANK BUILDING: GENERAL BUILDING MAINTENACE	Construction 26% - 50%	2 277 000	2 365 000	63 647	2,69%
SA PERM BUILDING	Construction 26% - 50%	7 276 000	4 860 000	835 722	17,20%
SAGE BUILDING: GENERAL BUILDING MAINTENANCE	Construction 26% - 50%	4 433 000	1 628 000	189 898	11,66%
THUSANONG BUILDING	Construction 26% - 50%	3 500 000	3 204 000	365 713	11,41%
THUSANONG OHS	Construction 26% - 50%	763 000	7 834 000	6 829 191	87,17%
TULISA PARK REGIONAL OFFICE	Construction 26% - 50%	8 300 000	13 996 000	9 107 746	65,07%
WESTHOVEN REGIONAL OFFICE	Construction 26% - 50%	4 100 000	6 243 000	4 099 859	65,67%
KOPANONG PRECINCT (PROJECT OFFICER)	Construction 51% - 75%	1 000 000	-	-	0,00%
30 SIMMONDS STREET (OFFICE BULDING: FIRE REHABILITATION)	Construction 76% - 99%	15 000 000	1 000 000	-	0,00%
PROJECT INITIATION	Construction 76% - 99%	11 200 000	9 278 000	6 757 840	72,84%
75 FOX STREET CLADDING OHS	Construction 76% - 99%	1 000 000	250 000	194 715	77,89%
GPG FIXED ASSETS CONDITIONAL ASSESSMENTS (GIAMA)	Construction 76% - 99%	10 000 000	6 000 000	3 534 969	58,92%
WESTHOVEN BOARDROOM	Construction 76% - 99%	200 000	3 028 000	3 028 156	100,01%
SOCIAL DEVELOPMENT		**18 550 000**	**21 050 000**	**11 067 040**	**52,58%**
GBV JOHANNESBURG SHELTERS	Construction 1% - 25%	100 000	500 000	-	0,00%

HEAD OFFICE (RECONFIGURATION OF OFFICE SPACE)	Construction 1% - 25%	1 000 000	2 000 000	5 139 282	256,96%
OCCUPATIONAL HEALTH AND SAFETY JOHANNESBURG REGION	Construction 1% - 25%	1 950 000	1 950 000	70 300	3,61%
SANDF UPGRADING AND ADDTIONS AS TREATMENT CENTRE	Construction 1% - 25%	1 000 000	250 000	9 315	3,73%
EMERGENCY MAINTENANCE - JOHANNESBURG REGION	Construction 51% - 75%	1 800 000	3 400 000	4 388 746	129,08%
H/O PERM BUILDING AND THUSANONG MAINT	Construction 51% - 75%	1 200 000	1 200 000	1 019 234	84,94%
JOHANNESBURG REGION MAINT	Construction 51% - 75%	1 000 000	800 000	-	0,00%
JOHANNESBURG REGION OFFICE SERVICE POINTS	Construction 51% - 75%	3 500 000	3 400 000	-	0,00%
JOHANNESBURG SOUTH REGION RFURB	Construction 51% - 75%	1 500 000	500 000	-	0,00%
PERM BUILDING AND THUSANONG REFURB	Construction 51% - 75%	1 500 000	-	-	0,00%
PROTEA GLEN/ JOE GQABI INTEGRATED CENTRE MAIN	Construction 51% - 75%	900 000	900 000	171 690	19,08%
WALTER SISULU CYCC MAINT	Construction 51% - 75%	1 100 000	900 000	268 473	29,83%
WALTER SISULU CYCC UPGRADES (DEMILITION OF OFFICE PARK)	Design	2 000 000	250 000	-	0,00%
MODULAR/ PREFARB STRUCTURES (ALL REGIONS)	Feasibility	-	2 000 000	-	0,00%
SUBSTANCE ABUSE PROGRAMME IN PARTNESHIP WITH GAUTENG DEPARTMENT OF HEALTH		-	3 000 000	-	0,00%
TRANSPORT		**698 836 001**	**996 618 000**	**859 128 990**	**86,20%**
K73 BETWEEN WOODMEAD DRIVE AND ALLANDALE ROAD(D51)(K71)	Construction 1% - 25%	10 495 000	21 894 000	18 388 986	83,99%
P73/1 ENNERDALE & ELDORADO (EORR) PRMG	Construction 1% - 25%	-	36 524 000	30 972 570	84,80%
SUPPLY & MAINTENANCE OF PLANT EQUIPMENT	Construction 1% - 25%	4 915 000	4 915 000	6 387 681	129,96%
SUPPLY OF BRIDGE RAILS	Construction 1% - 25%	11 407 000	3 500 000	599 001	17,11%

SUPPLY OF G1 G5&G7 MATERIALS	Construction 1% - 25%	50 000	2 091 000	2 041 484	97,63%
UPGRADE OF IMPOUND FACILITIES	Construction 1% - 25%	8 900 000	7 600 000	5 775 800	76,00%
GRASS CUTTING (PRMG)	Construction 26% - 50%	224 143 000	234 993 000	184 812 109	78,65%
K46 PHASE 2- WILLIAM NICOLE BETWEEN PWV5 (JUKSKEI RIVER) AND DIEPSLOOT	Construction 26% - 50%	107 738 000	294 000 000	289 090 308	98,33%
SUPLY & ERECT GUARDRAILS(PRMG)	Construction 26% - 50%	10 000 000	20 491 000	11 090 742	54,12%
PROFESSIONAL ENGIN CLASS 1&2	Construction 51% - 75%	-	1 000 000	-	0,00%
ROAD ASSET MANAGEMENT (PRMG)	Construction 51% - 75%	15 412 000	15 412 000	11 963 850	77,63%
GRASS CUTTING	Construction 76% - 99%	1	17 844 000	20 708 714	116,05%
GREENGT DEV:REC & UPG M5 (EOUA)	Construction 76% - 99%	36 134 000	5 333 000	749 241	14,05%
SUPPLY OF SAFETY CLOTHING & EQUIPMENT	Construction 76% - 99%	1 241 000	11 500 000	7 549 776	65,65%
CONSTRUCTION OF NEW K56 BETWEEN K46 (WILLIAM NICOL DRIVE) AND P79/1	Design	50 000	50 000	-	0,00%
D781 BETWEEN BRONKHORSTSPRUIT ROAD (R25) P91-2 AND END OF TAR, APPROXIMATELY 10.4KM - OLIFANTSFONTEIN SMALL HOLDING	Design	900 000	3 428 000	378 142	11,03%
ROOHUISKRAAL ON RAMP LOOP ON TO THE N14 EASTBOUND CARRIAGEWAY (DESIGN)	Design	50 000	50 000	-	0,00%
K60 - BETWEEN MEGAWATT PARK (KYALAMI RD) TO CORPORATE PARK: KYALAMI /N1 (SECTION 1) (SPTN)& FROM K73 (EXTENSION OF RIVONIA RD TO PWV 9 (P71-1 (MAIN RD)	Feasibility	450 000	50 000	-	0,00%
K60 K73 RIVONIA-PWV9(P71-1(EOUA)	Feasibility	800 000	50 000	-	0,00%
ROUT DETERM STRAT RD NETWORK(EOUA)	Feasibility	1 100 000	3 500 000	2 982 997	85,23%
EMISS MSTUD OF TRANSP GAUTENG	Not Applicable	1 199 000	1 199 000	718 750	59,95%

SUPPLY & MAINT CRACK SEAL (PRMG)	Not Applicable	22 675 000	500 000	475 272	95,05%
OTHER - PACKAGED ONGOING PROJECT	Not Applicable	-	32 000 000	32 180 221	100,56%
OUTSOURCED ROUTINE ROAD MAINTENANCE CLASS 1 & 2	Not Applicable	-	32 000 000	32 180 221	100,56%
AUTOMATED POTHOLE PATCHING	Project Initiation	20 000 000	50 000	-	0,00%
SITE HANDED - OVER TO CONTRACTOR	Project Initiation	218 127 000	275 594 000	232 263 346	84,28%
CONSTRUCTION OF K102 BETWEEN MAIN ROAD AND DOBSONVILLE ROAD OF APPROXIMATELY 9KM.	Project Initiation	500 000	50 000	-	0,00%
CONSTRUCTION OF ROAD D2204	Project Initiation	300 000	475 000	475 000	100,00%
D51(K58): UPGRADING AND DOUBLING OF D51(K58) (M39) (ALLANDALE ROAD) FROM N1 TO K117, INCLUDING CONSTRUCTION OF INTERCHANGE K101(P1-2) (R101)/K58(D51) M39 AND K58(D51) M39/K117.	Project Initiation	500 000	50 000	-	0,00%
K101 (P1-2) (OLD JOHANNESBURG/PRETORIA ROAD) :ROOIHUISKRAAL OFF RAMP TO NEW ROAD: DETAIL DESIGN AND PROCLAMATION OF ROAD RESERVE	Project Initiation	1 000 000	50 000	-	0,00%
K101 DOUBLING OF EXISTING ROAD P1-2 FROM N1 TO ROAD D795 (MIDRAND) TO NEW ROAD	Project Initiation	200 492 000	251 516 000	219 857 315	87,41%
K31 RD 374 BYRS NAUDE: BETWEEN PETER ROAD AND N14	Project Initiation	2 300 000	3 150 000	2 022 442	64,20%
K56 UPGR(K46WIL & P79/1 DES(EOUA	Project Initiation	1 000 000	-	204 500	0,00%
K56 UPGR(K46WIL & P79/1 DES(NEW	Project Initiation	-	5 200 000	-	0,00%
K73:UPGRADING OF ROAD K73 BETWEEN WOODMEAD DRIVE AND ALLANDALE ROAD (D58) (LAND ACQUISITION)	Project Initiation	50 000	630 000	-	0,00%

KRUGERSDORP REGIONAL OFFICE	Project Initiation	-	50 000	-	0,00%
M1 GRAYSTON DRIVE	Project Initiation	600 000	300 000	-	0,00%
MAINTENANCE OF PROVINCIAL WEIGHBRIDGES	Project Initiation	600 000	600 000	584 919	97,49%
REFURBISHMENT OF P103-2 (K29/R512) BETWEEN K31 (D2339) LENASIA TO NORTH WEST BO...	Project Initiation	-	50 000	-	0,00%
ROAD K109 FROM K27 TO DALE ROAD (APPROXIMATELY 4.9KM)	Project Initiation	500 000	500 000	-	0,00%
ROOIHUISKRAAL ON RAMP LOOP TO N14 EASTBOUND CARRIAGEWAY	Project Initiation	50 000	50 000	-	0,00%
SPECIALISED TRAFFIC SURVEYING SERVICES	Project Initiation	6 563 000	6 563 000	3 770 996	57,46%
TRAFFIC SIGNALS MAINTENANCE	Project Initiation	3 672 000	6 360 000	5 348 174	84,09%
K15 PHASE 3-ADCOCK ROAD BETWEEN DOBSONVILLE AND PROTEA GLEN	Tender	3 000 000	3 000 000	-	0,00%
P73/1 ENNERDALE & ELDORADO (EORR)	Tender	50 000	50 000	-	0,00%
GRAND TOTAL		**2 975 510 141**	**3 972 269 310**	**3 216 573 052**	**80,98%**

Annexure D: 2025/26 Provincial Capital Projects

Estimates of Capital Expenditure - 2025/26						
Department	**Project / Programme Name**	**Project Description**	**Project Status**	**Total Available 2025/26**	**MTEF Forward Estimates**	
					2026/27	**2027/28**
Department of Health	Gauteng Medical Supply Depot	Relocation of existing Medical Supply Depot	GDoH could not provide the status	1 000	-	-
Department of Health	Johannesburg FPS Mortuary	Demolition of old building and construction of new Johannesburg FPS mortuary	Stage 5 Works	63 909	29 683	5 000
Department of Health	Lillian Ngoyi Hospital	Payment of PSPs for a project that GDoH took a decision to not continue with at Stage 4	Stage 4 Design Document	10 000	86 000	-
Department of Health	Lehae CHC	Construction of New CHC	Stage 1 Initiation	-	61 471	48 000
Department of Health	Mayibuye Clinic	Construction of new Clinic	Procurement (Contractor terminated)	30 445	92 238	9 000
Department of Health	Diepkloof Forensic mortuary	Upgrades	Stage 4 Design Document	10 000	-	-
Department of Health	Rahima Moosa Hospital Mother and Child Hospital	Implementation of recommendations made by the Health Ombudsman.	Stage 2 Feasibility	44 000	-	-
Department of Health	Charlotte Maxeke Johannesburg Academic Hospital	Refurbishment post fire	Stage 5 Works	143 000	14 919	-
Department of Health	Charlotte Maxeke Johannesburg Academic Hospital	Nursing Residence	Stage 7 Close Out	6 600	-	-
Department of Health	Chris Hani 500 ICU Beds	Refurbishment	Stage 7 Close Out	8 981	-	-
Department of Health	Chris Hani Bara G&H Refurbishment Hospital	Refurbishment	GDoH could not provide the status	40 000	-	-
Department of Health	Chris Hani Bara Hospital	Repairs and refurbishment of staff accommodation, walkways, neo-natal ICU and Labour Ward	Stage 5 Works	10 000	-	-

Department of Health	Hillbrow Hospital	New Hospital on Existing Site	Stage 2 Feasibility	1 270	-	-
Department of Health	45 Commissioner Street	Planned, statutory and preventative maintenance	Stage 5 Works	2 520	2 520	2 617
Department of Health	Ann Latsky Nursing College	Planned, statutory and preventative maintenance	Stage 5 Works	2 000	8 212	2 617
Department of Health	Auckland park Medical Supply Depot	Planned, statutory and preventative maintenance	Stage 5 Works	3 000	10 000	4 188
Department of Health	Bheki Mlangeni Hospital	Planned, statutory and preventative maintenance	Stage 5 Works	5 000	10 000	15 000
Department of Health	Charlotte Maxeke Hospital	Planned, statutory and preventative maintenance	Stage 5 Works	60 000	40 000	80 000
Department of Health	Chris Hani Baragwanath Hospital	Planned, statutory and preventative maintenance	Stage 5 Works	67 000	40 000	80 000
Department of Health	Chris Hani Laundry	Planned, statutory and preventative maintenance	Stage 5 Works	4 000	5 000	5 235
Department of Health	Chris Hani Nursing College	Planned, statutory and preventative maintenance	Stage 5 Works	1 500	1 800	1 900
Department of Health	Diepkloof Forensic mortuary	Planned, statutory and preventative maintenance	Stage 5 Works	3 000	3 200	3 350
Department of Health	Edenvale Hospital	Planned, statutory and preventative maintenance	Stage 5 Works	18 000	14 000	20 000
Department of Health	Edenvale Laundry	Planned, statutory and preventative maintenance	Stage 5 Works	5 000	4 200	10 000
Department of Health	Helen Joseph Hospital	Planned, statutory and preventative maintenance	Stage 5 Works	32 000	20 000	30 000
Department of Health	Johannesburg Clinics	Planned, statutory and preventative maintenance	Stage 5 Works	15 000	20 000	20 000
Department of Health	Johannesburg Laundry	Planned, statutory and preventative maintenance	Stage 5 Works	5 000	5 000	5 235
Department of Health	Johannesburg CHCs	Planned, statutory and preventative maintenance	Stage 5 Works	8 472	10 000	25 000
Department of Health	Johannesburg Forensic Mortuary	Planned, statutory and preventative maintenance	Stage 5 Works	4 500	2 800	2 932

Department of Health	Lenasia Hospital	Planned, statutory and preventative maintenance	Stage 5 Works	3 200	3 250	4 796
Department of Health	Rahima Moosa Mother and Child Hospital	Planned, statutory and preventative maintenance	Stage 5 Works	20 000	25 000	30 000
Department of Health	Rahima Moosa Nursing College	Planned, statutory and preventative maintenance	Stage 5 Works	2 000	2 500	2 617
Department of Health	Roodepoort Forensic Mortuary	Planned, statutory and preventative maintenance	Stage 5 Works	1 500	1 500	1 571
Department of Health	Sizwe Tropical Diseases Hospital	Planned, statutory and preventative maintenance	Stage 5 Works	10 000	12 500	13 088
Department of Health	South Rand Hospital	Planned, statutory and preventative maintenance	Stage 5 Works	11 000	12 100	12 669
Department of Health	Tara H Moross Hospital	Planned, statutory and preventative maintenance	Stage 5 Works	10 321	7 500	15 000
Department of Health	TMI boiler house	Planned, statutory and preventative maintenance	Stage 5 Works	300	500	524
Department of Health	Capacity Building	Compensation of Employees	Not Applicable	26 500	26 500	26 500
Department of Health	Finetown Clinic	Health Technology New	Not Applicable	450	-	-
Department of Health	St Helen Joseph Hospital	Health Technology Repairs	HT Procurement	3 000	-	-
Department of Education	Braamfisherville PS 700400082 JW	Brick and Mortar School	Stage 6 Handover	5 000,00	-	-
Department of Education	Cosmo City No 2 PS (No EMIS yet) JN	Brick and Mortar School	Stage 5 Works	59 754,00	38 973,00	-
Department of Education	DR MATHOLE MOTSHEKGA PS 700400080 JE	Replacement of mobile school with brick & mortar on the same site	Stage 3.1 Design Development	35 071,00	101 790,00	20 000,00
Department of Education	DULCIE SEPTEMBER PRIMARY SCHOOL	Replacement of a full mobile school with brick & mortar on the same site.	Stage 3.1 Design Development	30 874,00	27 443,00	15 780,00
Department of Education	EDEN-RIDGE HIGH SCHOOL	Replacement of a full mobile school with brick & mortar on the same site.	Stage 4 Design Documentation	42 714,00	41 524,00	23 876,00
Department of Education	Gillview SS (Winchester Hills) (No EMIS yet) JC	Brick and Mortar School	Stage 4 Design Documentation	1 000,00		10 000,00
Department of Education	Johannesburg Hospital LSEN 700132340 JE	Replacement of an LSEN school.	Stage 4 Design Documentation	1 000,00		

Department of Education	Julius Sebolai PS 700400112 JW	Development of Sport fields	Stage 3.2 Procurement Documentation	1 000,00	-	-
Department of Education	Leihlo PS 700121475 JN	Brick and Mortar Replacement School	Stage 3.2 Procurement Documentation	1 000,00		10 000,00
Department of Education	LUFHERENG SECONDARY SCHOOL	Replacement of a full mobile school with brick & mortar on the same site.	Stage 4 Design Documentation	39 177,00	39 269,00	22 579,00
Department of Education	Mayibuye PS 700400076 JE	Replacement of full mobile school with brick & mortar on a new site	Stage 6 Handover	15 871,00	-	-
Department of Education	Mcbain Charles PS 700120220 JC	Brick and Mortar Replacement School	Stage 3.2 Procurement Documentation	1 000,00		
Department of Education	Nancefield PS 700120261 JC	Replacement of asbestos school with brick & mortar	Stage 5 Works	64 757,00	-	-
Department of Education	Riverlea PS 700140103 JN	Brick and Mortar Replacement School to be built on a new site	Stage 3.2 Procurement Documentation	1 000,00		
Department of Education	THOLIMFUNDO PS 700111914 JC	Major additions to an existing Primary School	Stage 5 Works	60 690,00	11 418,00	
Department of Education	Trinity SS 700110338 JC	Brick and Mortar Replacement School.	Stage 3.1 Design Development	1 000,00		
Department of Education	MDELWA HLONGWANE PRIMARY SCHOOL	Brick and Mortar Replacement School - new site.	Stage 4 Design Documentation	4 500,00		
Department of Education	CURAMUS SCHOOL (RANT-EN-DAL KLINIEKSKOOL) LSEN 700250977 GW		Stage 5 Works	26 418,00	34 155,00	34 155,00
Department of Education	Daleview SS 700110015 JS	Additional facilities and refurbishments	Stage 4 Design Documentation	1 000,00		3 000,00
Department of Education	Muzomuhle PS 700152454 JN	Additional facilities and refurbishments	Stage 2 Concept	1 000,00		2 000,00
Department of Education	Prudens SS 700111195 JC	Major rehabilitation of the whole school	Stage 4 Design Documentation	1 000,00		

Department of Education	Roodepoort PS 700252221 JW	Upgrade school to be full ICT compliant and Refurbishments	Stage 3.1 Design Development	1 000,00		1 000,00
Department of Education	Thulasizwe LSEN 700133165 JW	Upgrading existing Special Schools for Autism	Stage 4 Design Documentation	1 000,00		
Department of Education	THUTO PELE SS 770400203 GW		Stage 5 Works	1 985,00		
Department of Education	Sharicrest PS 700110312 JS	Stormwater repairs	Stage 4 Design Documentation	1 000,00		5 000,00
Department of Education	HOËRSKOOL President SS 700120576 JC	Structural Repairs	Stage 2 Concept	1 000,00		
Department of Education	Laerskool W H Coetzer PS 700120782 JS	Rehabilitation	Stage 2 Concept	1 000,00		
Department of Education	Hillcrest PS 700130500 JE	Rehabilitation of a Primary School	Stage 4 Design Documentation	1 000,00		5 000,00
Department of Education	Parktown Girls' High SS 700131136 JN	Rehabilitation of a School	Stage 1.2 Initiation Report	1 000,00		10 000,00
Department of Education	Thubelihle Intermediate 700132159 JC	Rehabilitation of a Secondary School	Stage 5 Works	15 612,00	-	-
Department of Education	Adelaide Tambo LSEN 700133652 JC	Structural repairs and fence	Stage 4 Design Documentation	1 000,00		5 000,00
Department of Education	Noordgesig Combined 700140087 JN	Rehabilitation of School	Stage 3.1 Design Development	3 500,00	-	,
Department of Education	Riverlea SS 700140111 JN	Refurbishment of School	Stage 2 Concept	1 000,00		6 000,00
Department of Education	HOËRSKOOL Vorentoe SS 700140186 JN	Structural repairs	Stage 3.1 Design Development	1 000,00		
Department of Education	Emelang PS 700140483 JW	Rehabilitation of School	Stage 3.1 Design Development	1 000,00		
Department of Education	Northview High SS 700151050 JE	Rehabilitation of Secondary School	Stage 3.1 Design Development	1 000,00		
Department of Education	Robin Hills PS 700151415 JN	Structural and Electrical Repairs	Stage 6 Handover	4 347,00	-	-
Department of Education	HOËRSKOOL Roodepoort SS 700250274 JW	Structural and Electrical Repairs	Stage 3.2 Procurement Documentation	1 000,00		

Department of Education	MULBARTON PS 700110486 JS	Repair expansion joints. Repair areas around the bridge and reconstruct the expansion joints. Remove loose plaster and provide new plaster.	Stage 3.2 Procurement Documentation	1 000,00		6 000,00
Department of Education	KWADEDANGENDLALE SS 700110510 JC	Rehabilitation	Stage 5 Works	1 860,00		
Department of Education	ORCHARDS PS 700130799 JE	Refurbishment	Stage 1.2 Initiation Report	1 000,00		5 000,00
Department of Education	SANDOWN HIGH SS 700151498 JE	Structural and Electrical Repairs. Removal of Asbestos	Stage 2 Concept	1 000,00		
Department of Education	INKULULEKO YESIZWE PRIMARY SCHOOL	Rehabilitation of a Secondary School	Stage 5 Works	1 200,00		
Department of Education	LETSIBOGO SS 700140715 JW	Structural repairs	Stage 2 Concept	500,00		
Department of Education	MPHETHI MAHLATSI SS 700331950 JS	Structural repairs	Stage 1.2 Initiation Report	500,00		
Department of Education	LAERSKOOL PIET VAN VUUREN PS 700140277 JN	Structural repairs	Stage 1.2 Initiation Report	500,00		
Department of Education	ALLANRIDGE SS 700150011 JE	Structural repairs	Stage 1.2 Initiation Report	500,00		
Social Development	GBV Johannes burg Shelters	Upgrading and Addition of Existing Facility to be suited for Shelter for Vulnerable Women and Children	Stage 2	200	1 300	1 200
Social Development	Head Office (Reconfiguration of office space)	Upgrading and Addition of Existing Office Accommodation	Stage 5: Works	2 000	3 500	3 300
Social Development	Walter Sisulu CYCC Upgrades (Demolition of Office Park)	Demolition of Office Park and Reconstruction of the Office Accommodation	Stage 4: Design Documentation	745	2 700	2 501
Social Development	Perm Building and Thusanong Refurb	Rehabilitation of Perm Building and Thusanong	Stage 5: Works	1 625	1 700	1 600
Social Development	Central Corridor Region Rfurb	Rehabilitation of Central Corridors Facilities	Stage 5: Works	2 725	1 700	1 600
Social Development	Walter Sisulu CYCC (Demolition and Reconstruction of Dometries) Refurb	Rehabilitation of Walter Sisulu CYCC (Demolition and Reconstruction of Dometries)	Stage 5: Works	1 290	4 350	-

Social Development	Protea Glen/ Joe Gqabi Integrated Centre Main	Maintenance of Protea Glen/ Joe Gqabi Integrated Centre	Stage 5: Works	1 000	1 046	1 049
Social Development	Emergency Maintenance - Central Corridor	Emergency Maintenance - Central Corridor	Stage 5: Works	1 890	2 000	1 900
Social Development	Central Corridor Office Service Points	Central Corridor Office Service Points	Stage 5: Works	2 500	2 500	2 300
Social Development	H/O Perm Building and Thusanong Maint	Maintenance of H/O Perm Building and Thusanong	Stage 5: Works	1 155	1 708	1 694
Social Development	Central Corridor Maint	Maintenance of Central Corridor Facilities	Stage 5: Works	800	837	829
Social Development	H/O Perm Building and Thusanong day to day Maint	Maintenance of H/O Perm Building and Thusanong day to day	Stage 5: Works	-	-	284
Social Development	Walter Sisulu CYCC Maint	Maintenance of Walter Sisulu CYCC	Stage 5: Works	1 200	1 255	1 218
Social Development	Occupational Health and Safety Southern Corridor	Occupational Health and Safety Southern Corridor	Stage 5: Works	2 250	2 400	2 200
Human Settlements	3 D Sunningdale Ext 13,14,15,16,17,18,19 & 20 (Linksfield) - Phase 1	Building/structures	Stage 1: Initiation/ Pre-feasibility	5 000	5 000	500
Human Settlements	3 D Braamfisherville Ext 7 Formalizatiion - Phase 1	Building/structures	Stage 1: Initiation/ Pre-feasibility	4 000	1 000	1 000
Human Settlements	3 D Braamfisherville Ext 12 Formalization - Phase 1	Building/structures	Stage 1: Initiation/ Pre-feasibility	3 000	1 000	500
Human Settlements	3 D Braamfisherville Ext 13 - Phase 1	Building/structures	Stage 1: Initiation/ Pre-feasibility	3 000	1 000	-
Human Settlements	3 D Diepsloot West 5- Formalization - Phase 1	Building/structures	Stage 1: Initiation/ Pre-feasibility	3 000	1 000	500
Human Settlements	3 D Doornkop (thulani) Formalization - Phase 1	Building/structures	Stage 1: Initiation/ Pre-feasibility	1 000	500	-
Human Settlements	3 D Ivory Park Ext 12 Formalization - Phase 1	Building/structures	Stage 1: Initiation/ Pre-feasibility	2 000	500	-
Human Settlements	3 D Reedville Formalization - Phase 1	Building/structures	Stage 1: Initiation/ Pre-feasibility	3 000	1 000	-
Human Settlements	3 D Eagle Nest- Correct project 3R Zuurfontein 203,204,205 - phase 1	Building/structures	Stage 1: Initiation/ Pre-feasibility	5 652	6 000	1 500

Human Settlements	3 D Orange Farm Ext 7 - (H)	Building/structures	Stage 5: Works	10 794	-	-
Human Settlements	3 X Cosmo City - -Malibongwe Ridge Codevco (H)	Building/structures	Stage 3: Design Development	5 549	-	-
Human Settlements	3 D Syferfontein - Phase 1	Building/structures	Stage 3: Design Development	-	2 500	2 000
Human Settlements	3 D Jabulani CBD-Parcel K (Calgro Turnkey) - Phase 2 - (U)	Building/structures	Stage 5: Works	17 230	-	-
Human Settlements	5 AD Rethabile LTA Hostel Housing Project - phase 1	Building/structures	Stage 5: Works	-	24 649	-
Human Settlements	3 D Alex Far East Bank K206 - Phase 1	Building/structures	Stage 3: Design Development	600	-	-
Human Settlements	3 D Naledi - Greenfields (Dobsonville Ext.9)	Building/structures	Stage 3: Design Development	500	500	-
Human Settlements	3 D Drieziek Ext.3 PH 1	Building/structures	Stage 5: Works	2 408	-	-
Human Settlements	3 D Drieziek Ext.4 PH 2	Building/structures	Stage 5: Works	-	15 695	-
Human Settlements	3 D Princess Plot - Phase 2	Building/structures	Stage 5: Works	500	500	300
Human Settlements	3 D Kaalfontein Ext.22 (Miriting) - Phase 1 (Tebcon Developers (H))	Building/structures	Stage 5: Works	232	-	-
Human Settlements	Goudrand Ext.4 DRD	Building/structures	Stage 5: Works	146 326	148 036	148 036
Human Settlements	Goudrand Ext.4 DRD	Building/structures	Stage 5: Works	-	111 053	-
Human Settlements	3 D Diepsloot East	Building/structures	Stage 5: Works	14 000	14 000	14 000
Human Settlements	3 D Lufhereng Mixed Housing Development (Doornkop Greenfields) - Phase 2	Building/structures	Stage 5: Works	12 326	22 937	48 305
Human Settlements	3 D Sweetwaters	Building/structures	Stage 5: Works	3 000	3 000	1 000
Human Settlements	3 MEC Thulamntwana	Building/structures	Stage 5: Works	202	-	-
Human Settlements	3 D Riverside View Ext.28 RDP (COJ-Tripatite)) - Phase 2 (Top Structurre) Valumax Northen Farms	Building/structures	Stage 5: Works	105 326	-	-
Human Settlements	3 Fl Flisp Lufhereng Mega Project - Phase 1	Building/structures	Stage 5: Works	1 693	-	-
Human Settlements	5 N Tanganani PH 1	Building/structures	Stage 5: Works	4 964	5 000	5 000
Human Settlements	3 D Dunusa (Matholesville Ext.3 & 4) - Phase 1	Building/structures	Stage 5: Works	4 259	2 500	200
Human Settlements	Slovo Park Crosby	Building/structures	Stage 5: Works	1 500	1 500	900
Human Settlements	Alexandra Renewal Programme	Building/structures	Stage 5: Works	16 217	30 000	50 000

Human Settlements	5 AA Evaton Urban Renewal Project - Ablution and Sanitation - Phase 1	Building/structures	Stage 5: Works	13 700	-	-
Human Settlements	Winterveld/Kliptown Urban Renewal Project	Building/structures	Stage 5: Works	500	7 000	15 000
Human Settlements	3 D Hospital Hill - Phase 1	Building/structures	Stage 2: Concept/ Feasibility	3 000	1 000	-
Human Settlements	Slovo Park	Building/structures	Stage 5: Works	14 644	3 810	3 744
Human Settlements	Rugby Club	Building/structures	Stage 5: Works	2	46	50
Human Settlements	Scomplaas	Building/structures	Stage 5: Works	27 878	-	-
Human Settlements	Diepsloot	Building/structures	Stage 5: Works	10 095	-	-
Roads and Transport	Construction of new road K60 Section 2,3 and 4 of K60: between Megawatt Park (Maxwell Drive) and (Kyalami Rd) P66-1 (K71) (R55), and K101 (P1-2) (Old JHB road) across the N1, to K113 (Access to Gautrain yard) over Jukskei river, excl. bridge over N1	Construction of new road K60 Section 2,3 and 4 of K60: between Megawatt Park (Maxwell Drive) and (Kyalami Rd) P66-1 (K71) (R55), and K101 (P1-2) (Old JHB road) across the N1, to K113 (Access to Gautrain yard) over Jukskei river, excl. bridge over N1	Design Documentation	58 824	141 176	200 000
Roads and Transport	K60 Section 1 between Rivonia Road K73 [M9] and Main Road [Lonehill] P71-1 [M71].	K60 Section 1 between Rivonia Road K73 [M9] and Main Road [Lonehill] P71-1 [M71].	Initiation	800	-	-
Roads and Transport	K71(P66/1) (R55) Section 2 between D795(R562) Summit Rd and P71(M26)/P66/1(R55) (Design)	Upgrading of K71(P66/1) (R55) Section 2 between D795(R562) Summit Rd and P71(M26)/P66/1(R55)	Initiation	800	-	-
Roads and Transport	K71(P66/1) (R55) Section 2 between D795(R562) Summit Rd and P71(M26)/P66/1(R55) (Land Acquisition)	Upgrading of K71(P66/1) (R55) Section 2 between D795(R562) Summit Rd and P71(M26)/P66/1(R55)	Initiation	165	-	-
Roads and Transport	Construction of K102 between Main Road and Dobsonville Road of approximately 9km.	Construction of K102 between Main Road and Dobsonville Road of approximately 9km.	Initiation	1 000	-	-
Roads and Transport	Roohuiskraal On Ramp Loop on to the N14 Eastbound Carriageway	Roohuiskraal On Ramp Loop on to the N14 Eastbound Carriageway	Design Development	50	-	-

Roads and Transport	Roohuiskraal On Ramp Loop on to the N14 Eastbound Carriageway	Roohuiskraal On Ramp Loop on to the N14 Eastbound Carriageway	Design Development	50	-	-
Roads and Transport	D2204 : Construction of road D2204 over rail to provide a link with Lenasia from Protea Glen upgrade from single carriageway to dual and new road construction approximately 1km.	D2204 : Construction of road D2204 over rail to provide a link with Lenasia from Protea Glen upgrade from single carriageway to dual and new road construction approximately 1km.	Design Development	50	-	-
Roads and Transport	Greengate Development: Reconstruction and upgrade of the M5 Beyers Naude road from Zandspruit (Peter Road) to the N14	Greengate Development: Reconstruction and upgrade of the M5 Beyers Naude road from Zandspruit (Peter Road) to the N14	Terminated	236 500	236 500	-
Roads and Transport	K101 Phase 1: Upgrading(Doubling) road P1/2 (K101) (old PTA/JHB road) from N1 Rooihuiskraal interchange to road D795 (Olifantsfontein rd) (Midrand)	K101 Phase 1: Upgrading(Doubling) road P1/2 (K101) (old PTA/JHB road) from N1 Rooihuiskraal interchange to road D795 (Olifantsfontein rd) (Midrand)	Works	188 036	-	-
Roads and Transport	K101 Phase 1: Upgrading(Doubling) road P1/2 (K101) (old PTA/JHB road) from N1 Rooihuiskraal interchange to road D795 (Olifantsfontein rd) (Midrand)	K101 Phase 1: Upgrading(Doubling) road P1/2 (K101) (old PTA/JHB road) from N1 Rooihuiskraal interchange to road D795 (Olifantsfontein rd) (Midrand)	Works	-	13 000	-
Roads and Transport	K101 Phase 1: Upgrading(Doubling) road P1/2 (K101) (old PTA/JHB road) from N1 Rooihuiskraal interchange to road D795 (Olifantsfontein rd) (Midrand) (Land access)	K101 Phase 1: Upgrading(Doubling) road P1/2 (K101) (old PTA/JHB road) from N1 Rooihuiskraal interchange to road D795 (Olifantsfontein rd) (Midrand) Land access	Works	560	-	-
Roads and Transport	K15 Phase 3: Upgrading of K15 Adcock Road between K102 Main Str Dobsonville to Wild Chestnut Str Protea Glen.	K15 Phase 3: Upgrading of K15 Adcock Road between K102 Main Str Dobsonville to Wild Chestnut Str Protea Glen.	Initiation	10 000	-	-
Roads and Transport	K31 RD 374 Byrs Naude: between Peter Road and N14 (Land Acquisition)	K31 RD 374 Byrs Naude: between Peter Road and N14	Works	3 100	-	-

Roads and Transport	K46 Phase 2 - William Nicol between PWV5 (Jukskei River) and Diepsloot	Upgrading of road K46 Phase 2 - William Nicol between PWV5 (Jukskei River) and Diepsloot	Design Documentation	13 000	-	-
Roads and Transport	K56 Upgrade between K46 (William Nicol Drive) and P79/1 (Main RD) as well as the extension of Erling Rd	Upgrade of K56 between K46 (William Nicol Drive) and P79/1 (Main RD) as well as the extension of Erling Rd	Design Documentation	50	-	-
Roads and Transport	K56 Upgrade between K46 (William Nicol Drive) and P79/1 (Main RD) as well as the extension of Erling Rd	Upgrade of K56 between K46 (William Nicol Drive) and P79/1 (Main RD) as well as the extension of Erling Rd	Design Documentation	5 200	-	-
Roads and Transport	D51(K58): Upgrading and doubling of D51(K58) (M39) (Allandale Road) from N1 to K117, including Construction of interchange K101(P1-2) (R101)/K58(D51) M39 and K58(D51) M39/K117.	D51(K58): Upgrading and doubling of D51(K58) (M39) (Allandale Road) from N1 to K117, including Construction of interchange K101(P1-2) (R101)/K58(D51) M39 and K58(D51) M39/K117.	Design Development	800	-	-
Roads and Transport	K73:Upgrading of road K73 between Woodmead Drive and Allandale Road (D58)	K73:Upgrading of road K73 between Woodmead Drive and Allandale Road (D58)	Practical Completion	7 900	-	-
Roads and Transport	K73:Upgrading of road K73 between Woodmead Drive and Allandale Road (D58) (Land acquisition)	K73:Upgrading of road K73 between Woodmead Drive and Allandale Road (D58) (Land acquisition)	Design Development	355	-	-
Roads and Transport	M1 Grayston Drive	M1 Grayston interchange upgrade	Design Development	7 524	-	-
Roads and Transport	The Rehabilitation of Road P73/1 between Ennerdale (KM 41,0) and Eldorado park (KM 62.24) Approximately 21,24 KM	The Rehabilitation of Road P73/1 between Ennerdale (KM 41,0) and Eldorado park (KM 62.24) Approximately 21,24 KM	Design Documentation	273 195	247 857	-
Infrastructure Development	75 Fox Street Cladding OHS	Restoration	Stage 4 -Design Documentation	5 426	-	-
Infrastructure Development	75 Fox House OHS	OHS and Statutory Compliance	Stage 5 - Works	1 957	-	-
Infrastructure Development	75 Fox Slab	Rehabilitation	Stage 1	2 000	-	-

Infrastructure Development	Corner House Consolidated	Refurbishment	Stage 4 -Design development	8 077	-	-
Infrastructure Development	Thusanong OHS	OHS and Statutory Compliance	Stage 6	426	-	-
Infrastructure Development	Thusanong Slab	Rehabilitation	Stage 1	1 200	-	-
Infrastructure Development	Kopanong Precinct PO	Restoration	Planning	1 000	-	-
Infrastructure Development	Sage Building	General Building maintenance	On-going	4 211	5 300	5 433
Infrastructure Development	Old Reserve Bank Building	General Building maintenance	On-going	2 163	4 209	3 277
Infrastructure Development	ABSA Building	General Building maintenance	On-going	6 000	6 794	6 973
Infrastructure Development	SA Perm Building	General Building maintenance	On-going	6 912	8 058	8 276
Infrastructure Development	75 Fox Building	General Building maintenance	On-going	10 450	23 209	23 896
Infrastructure Development	Thusanong Building	General Building maintenance	On-going	3 325	7 359	7 556
Infrastructure Development	30 Simmonds Building	General Building maintenance	On-going	7 125	11 811	12 145
Infrastructure Development	Corner House Building:	General Building maintenance	On-going	6 150	13 655	14 046
Infrastructure Development	78 Fox Building	General Building maintenance	On-going	2 090	5 578	5 720
Infrastructure Development	18 Rissik Building	General Building maintenance	On-going	285	1 291	1 300
Infrastructure Development	1 Central Place Building	General Building maintenance	On-going	4 531	5 627	5 770
Infrastructure Development	Emoyeni	General Building maintenance	On-going	1 500	2 455	1 500
Infrastructure Development	11 Diagonal Building	General Building maintenance	On-going	1 188	1 242	250
Infrastructure Development	Westhoven Regional Office	General Building maintenance	On-going	10 987	8 500	2 400
Infrastructure Development	Tulisa Park Regional Office	General Building maintenance	On-going	8 975	15 700	13 200
Infrastructure Development	Chris Hani Bara Workshop	General Building maintenance	On-going	5 300	3 069	11 200
Infrastructure Development	Charlotte Maxeke Workshop	General Building maintenance	On-going	2 100	1 550	-

Infrastructure Development	Baragwanath Laundry	General Building maintenance	On-going	150	-	
Infrastructure Development	Johannesburg Laundry	General Building maintenance	On-going	370	-	-