

PEOPLE'S 2026 / 27 VERSION



Renewing the people's mandate through inclusive growth
and a capable developmental city

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Executive Mayor's Foreword



Johannesburg stands at a decisive moment. As we close one political term and prepare for the next, the City must show that it can do more than describe its problems. It must act with urgency, discipline and purpose. That is why the 2026/27 Integrated Development Plan carries the theme “Renewing the People’s Mandate through Inclusive Growth and a Capable Developmental City”. The theme is a promise: to rebuild trust between the City and its residents by improving services, restoring credibility in our institutions, and making sure that economic growth reaches the people and places that have been left behind.

We must be honest. Too many residents experience Johannesburg through failure rather than possibility. Ageing infrastructure, governance weaknesses, service interruptions, uneven investment and rising household pressures have undermined confidence in local government. These are not isolated problems. They demand a decisive renewal of what government does and how it does it. Our task in 2026/27 is clear: restore the basics, rebuild capability, and reposition Johannesburg to lead again.

For you, this must mean visible change. Fewer water outages. More reliable electricity. Better roads. Cleaner neighbourhoods. Stronger by-law enforcement. Safer public spaces. A City that is easier to deal with. It must also mean that public money is deliberately directed to historically marginalised communities and to the areas where backlogs have been allowed to deepen.

Johannesburg’s recovery also depends on partnership. Through the Presidential Johannesburg Working Group and the District Development Model, national and provincial government are working alongside the City. But partnership must strengthen delivery, not dilute accountability. This plan remains The People’s Plan. It belongs to the communities, businesses, workers, civic organisations, youth and faith-based institutions who shaped it. Johannesburg will not be renewed by government alone. It will be renewed by a shared civic effort.

Cllr Dada Morero

Executive Mayor, City of Johannesburg

City Manager's Statement



The IDP is the City's main tool for turning plans into delivery. For 2026/27, the administration's task is practical: restore reliability to the City's core systems, improve frontline services, strengthen the institution, and make sure government produces visible results for residents. Residents do not experience government through planning frameworks. People experience government through the services they receive such as consistent access to running water, lights staying on, maintained roads, waste collection and safe public spaces. That is why accelerated service delivery is the foundation of this plan.

A major priority is the stabilisation and renewal of the City's engineering networks. Through the Metro Trading Services Reforms, we are intensifying asset management and infrastructure renewal in water, sanitation, electricity and roads, and shifting from patch-up repairs to planned, evidence-based maintenance. We are also strengthening the finances and governance that make delivery possible through protecting revenue, improving billing accuracy, enforcing consequence management and modernising the City's systems through digital tools.

This IDP was strengthened through public consultation and now guides the administration's work for the 2026/27 financial year. Our responsibility is to implement it with seriousness, urgency and discipline restoring confidence not through promises, but through execution.

Dr Floyd Brink

City Manager, City of Johannesburg

Section 1: Our City, Our Plan: What is the IDP?

The plan that guides everything the City does

The Integrated Development Plan (IDP) is Johannesburg's official five-year strategic plan, required by the Municipal Systems Act. It is a legally binding document that connects the City's priorities, its money and its delivery programmes directly to the needs that residents have raised. It is proudly called "The People's Plan" because its content is shaped by the voices, ideas and priorities gathered from communities across all 135 wards of Johannesburg.

Why this year's review matters more than most

The 2026/27 IDP Review is the final annual review of the 2021 to 2026 IDP cycle. That gives it two jobs. First, it must close out the current term honestly: measuring what the City achieved against its five-year promises and accepting accountability where delivery fell short. Second, it must build a credible bridge to the next Council, which will take office after the 2026 local government elections and will inherit both the progress and the unfinished work recorded in this plan.

Johannesburg's big dream

The City's long-term vision remains a World Class African City, guided by the Joburg 2040 Growth and Development Strategy (GDS). The GDS envisions a Johannesburg that is resilient, inclusive and globally competitive. This year's plan is honest about how far the City still has to travel, and clear about the work needed in the next twelve months to move closer to that vision.

Why this easy-to-read guide?

The full IDP runs to hundreds of pages of technical detail. This People's Version translates the essence of the plan into plain language. It covers how the City intends to confront its challenges, improve services, create opportunities and account for its promises, all based on what communities told us.



Section 2: The Honest Picture: Challenges We Are Tackling Together

The City of Johannesburg openly acknowledges that it is working through a deep and multi-dimensional crisis. Service delivery failures are not isolated incidents; they are symptoms of systemic pressure across four measurable dimensions.

- **Infrastructure collapse and the maintenance burden.** The City's core engineering networks carry a combined infrastructure renewal and maintenance backlog exceeding R220 billion: the Johannesburg Roads Agency at R115 billion, City Power at R44.25 billion and Johannesburg Water at R26.61 billion. Satisfaction with electricity, water and roads has significantly declined.
- **Financial instability.** The City's finances remain under severe distress. Strategy-led budgeting and aggressive revenue protection are non-negotiable. Targeted enforcement has already grown lawful outdoor advertising revenue from R5 million in 2024, to over R50 million in 2025 with potential to reach R300 million a year.
- **Erosion of accountability.** Internal evaluations identify lack of disciplinary measures, corruption and leadership failures as the main obstacles to good governance, making organisational stability and stronger compliance enforcement immediate priorities.
- **Social instability and restoring order.** Service collapse has eroded the social contract. Multi-disciplinary enforcement operations now target hijacked properties, unlawful structures and illegal utility connections, setting a clear tone for 2026 enhancing visibility, accountability and order.

Joburg's key challenges at a glance

Dimension	Indicator	Value / Status
Social	Poverty rate (2024, upper poverty line)	53.2% of the population
Economic	Unemployment rate (Q2 2025)	33%
Economic	Youth unemployment (Q2 2025)	43.91%
Social	Inadequate or severely inadequate food access (2024)	31.5% of residents
Social	Housing backlog (households not in formal dwellings)	406,047 households
Infrastructure	Total water losses (2024/25 audited)	207,136 megalitres
Infrastructure	Total electricity losses (2024/25 audited)	29.8%
Infrastructure	Infrastructure renewal and maintenance backlog	Over R220 billion
Social	Human Development Index (Region B 0.822; Region G 0.663)	0.738
Economic	Income inequality (Gini coefficient, 2024)	0.6

Sources: Stats SA General Household Survey 2024 (2025); Stats SA Mid-year Population Estimates 2025; S&P Global Regional eXplorer v2686 (December 2025); City of Johannesburg 2026/27 IDP.

How many households have basic services today

Service	% Households served	Backlog (households)
Water	99.3%	15,450
Sanitation	95.8%	95,450
Electricity for lighting	92.2%	179,623
Refuse removal (weekly)	87.0%	296,754
Formal housing	82.3%	406,047

Source: Stats SA General Household Survey, metros, 2024 (published 2025).

There is also good news to build on

Johannesburg remains the economic engine of the country, with a GDP of R1.08 trillion in 2024 and growth forecast to average 2.5% a year to 2029, ahead of both Gauteng and the national average.

Additionally:

- Adult literacy has risen to 95.7%;
- Life expectancy increased from 62 years in 2010 to 67 years in 2022 and;
- Reported crime has been gradually declining over the past decade, even though residents rightly still feel unsafe.

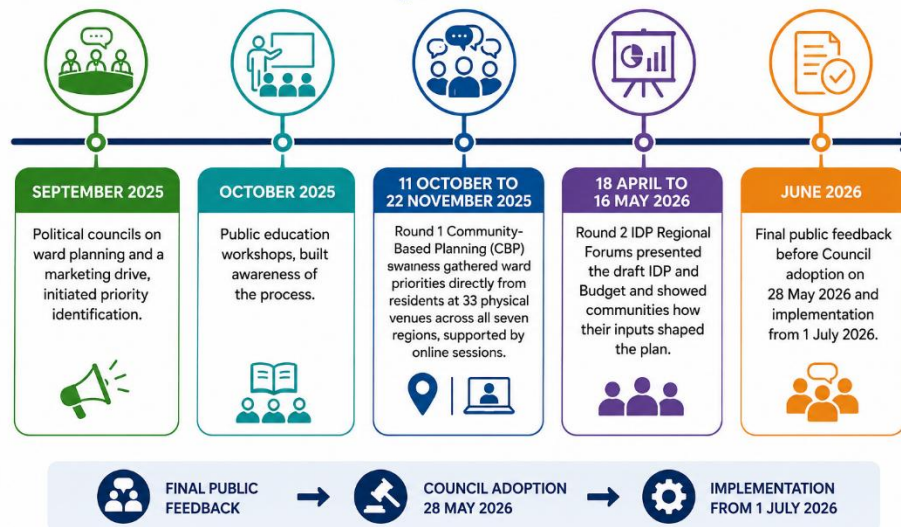
The honest picture is a city under pressure, but a city with real assets, real momentum in places, and a clear plan.



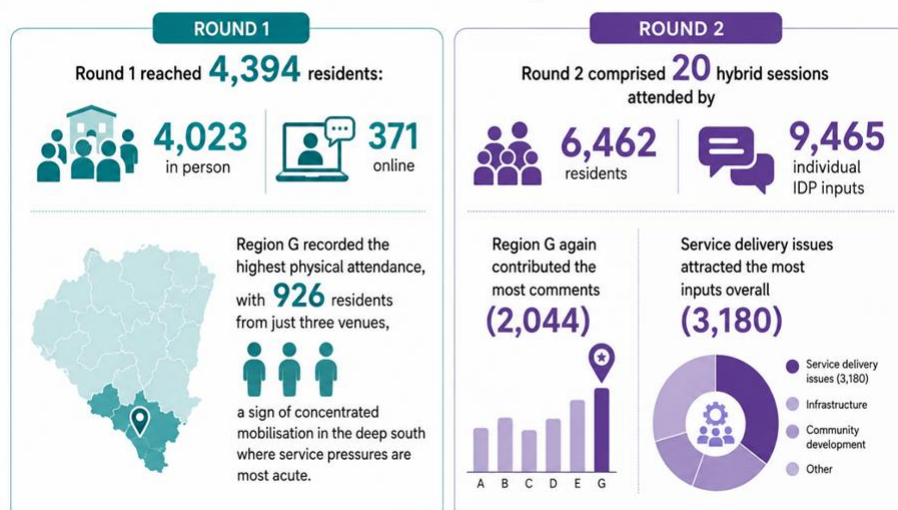
Section 3: Your Voice Matters: How Residents Shaped This Plan

Public participation is not a courtesy, the Constitution (section 152(e)) and the Municipal Systems Act require the City to involve communities in municipal planning. For the 2026/27 review, the City ran a structured, two-round participation process across all seven regions and 135 wards.

How the process worked



Who took part



What residents told the City

The sentiment was overwhelmingly critical, and the City has not hidden that.

- **Infrastructure breakdown and basic service failures.** Water outages and pipe bursts, unreliable power supply and slow turnaround on repairs.
- **Dissatisfaction with proposed tariff increases.** Residents across all regions said increases are unacceptable without improved services, and unaffordable given unemployment.
- **Lack of accountability and trust.** Perceived corruption and mismanagement, limited transparency in budgeting and weak responses to issues raised in previous CBP rounds.
- **Socio-economic pressure.** Unemployment, the housing backlog, expanding informal settlements and the need for social infrastructure, felt most sharply in Regions D, G and A.

What you asked for, and what the City is doing

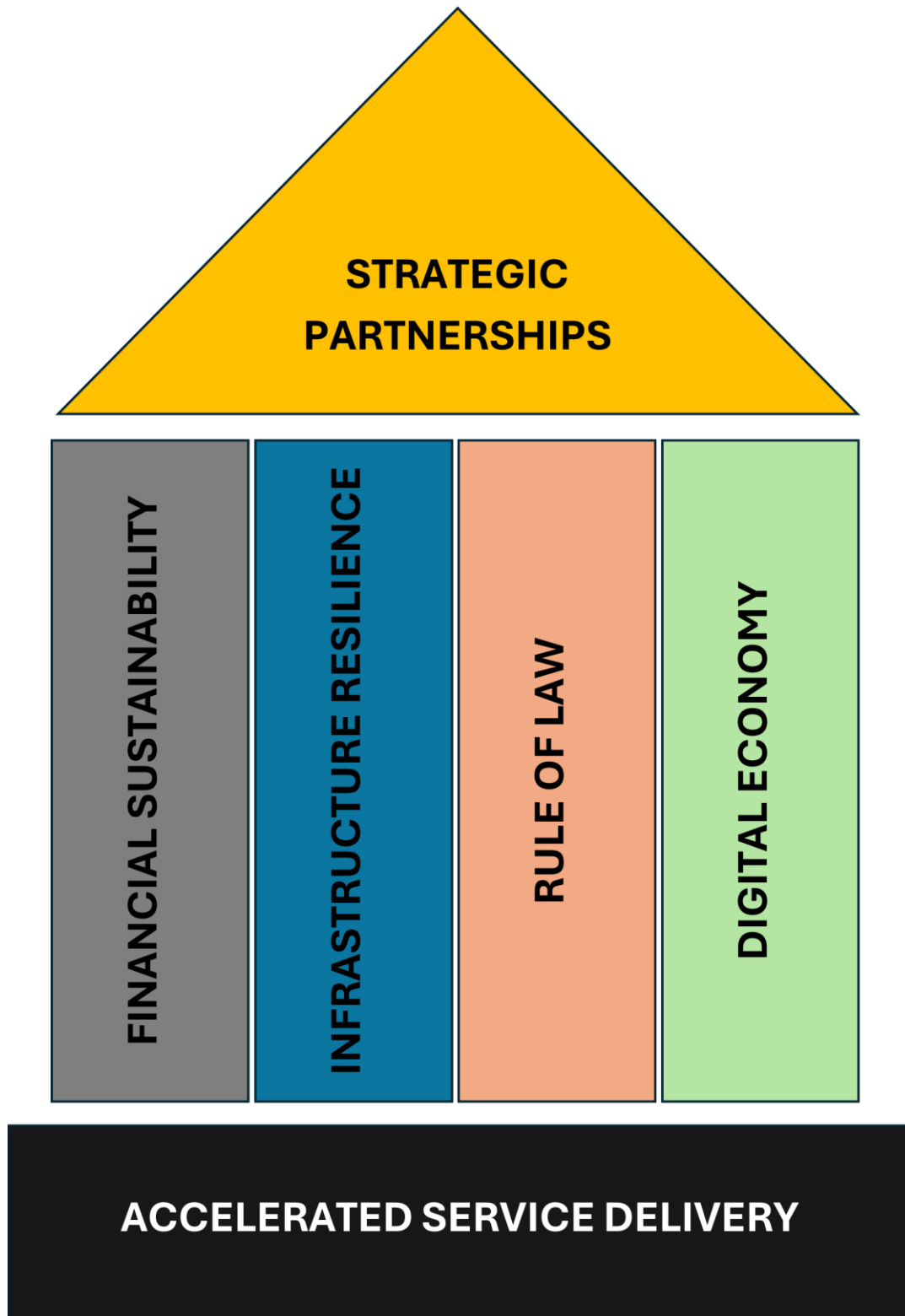
What residents raised	How the 2026/27 plan responds
Electricity outages and electrification backlogs in informal settlements (acute in Region G Wards 4, 7 and 9, Region D informal settlements and Diepsloot in Region A)	Grid maintenance and smart metering through City Power, microgrid and off-grid electrification where grid extension is not viable, prioritising high-density, high-backlog areas
Water interruptions, ageing pipes and recurring sewer overflows (Regions A, D and G; Orange Farm and Soweto report failures spanning more than ten years)	Continued replacement of old pipelines, leak detection and pressure management by Johannesburg Water, targeting a reduction in total water losses to 200,293 megalitres
Potholes, stormwater failures and untarred gravel roads (the single most frequently raised CBP priority across all 135 wards)	JRA road rehabilitation programme: 80 lane kilometres resurfaced, bridge maintenance, stormwater upgrades and gravel road tarring
Inner-city decay: illegal dumping, hijacked buildings and unmanaged informal trading (inner-city wards 59 and 60, Jeppestown and surrounds in Region F; Roodepoort CBD, Ward 84, Region C)	High-impact multi-disciplinary enforcement operations, the bad buildings strategy, and 4,000 inner-city enforcement operations with 6,650 building inspections
Incomplete housing projects, informal settlement upgrading and title deeds (formalisation requests in over 30 wards)	Informal settlement upgrading, 2,700 title deeds to be issued, hostel rehabilitation and the social housing pipeline through JOSHCO
Crime and low police visibility (Regions D, G and E; drug-related crime cited in more than 15 wards)	JMPD hotspot patrols, joint operations with SAPS, upgraded public lighting and the City Safety Strategy
Demand for community facilities: multipurpose centres, sports complexes, libraries and skills hubs (a new priority this cycle, raised in over 70 wards)	Community facility investment through the capital programme and regional High Impact Programmes
Digital exclusion: limited broadband and public Wi-Fi (Regions A, B, C and E)	Fibre network extension, public Wi-Fi rollout and digitisation of 60% of municipal service interactions

Drawn from the 2026/27 CBP Priorities Institutionalisation Report (December 2025), 2026/27 IDP public inputs and the CRUM quarterly reports, as consolidated in the 2026/27 IDP.



Section 4: Our Action Plan: The House for 2026/27

Since 2021, the City has explained its strategy using the picture of a house: a structure that shelters, protects and enables. The house is not decoration. It shows how the City's priorities depend on one another, which elements carry weight, and where failure in one part weakens the whole. For 2026/27, the house has been updated in one important way where the eleven



priorities that guided planning over the term have been consolidated into four strategic pillars, so that institutional energy is concentrated where the City has the greatest need and the greatest capacity to act.

The Foundation: Accelerated Service Delivery, powered by reform

At the base of the house is accelerated service delivery. What has changed this cycle is how it is delivered. The Metro Trading Services Reforms (MTSR), developed with National Treasury and launched through the Turnaround Strategy approved by Council on 31 July 2024, are reconfiguring Johannesburg Water, City Power, Pikitup and the Johannesburg Roads Agency into resilient, accountable and financially sustainable entities, with ring-fenced finances and professional management. Within this foundation, three areas are prioritised:

- **Energy security:** City Power's turnaround centres on infrastructure investment, loss reduction through smart metering, and diversifying the energy mix through solar and independent power producers.
- **Water and sanitation:** Johannesburg Water is targeting non-revenue water through pressure management, leak detection and replacing the most vulnerable pipelines.
- **Roads and waste:** The JRA prioritises arterial road rehabilitation and traffic signal backup power; Pikitup focuses on fleet modernisation and responsible management of landfill sites.

Pillar 1: Financial Sustainability and Revenue Optimisation

No other pillar matters if this one fails. The City is shifting from passive collection to active revenue intelligence by enforcing by-laws that protect revenue, auditing electricity and water connections to combat unlawful use, and ring-fencing trading services finances. For residents, a financially stable City means a City that can afford to maintain infrastructure, respond to faults and invest in your neighbourhood.

Pillar 2: Predictive Infrastructure and Climate Resilience

Johannesburg can no longer manage its water and energy networks by waiting for things to break. The City is moving to sensor-driven, AI-assisted predictive maintenance across the water and electricity networks, so that vulnerabilities are found before catastrophic failures occur, and is diversifying its energy and water sources to reduce dependence on single suppliers. For residents, this means fewer unplanned outages, faster repairs and infrastructure decisions guided by evidence.

Pillar 3: Spatial Justice and the Rule of Law

The spatial legacy of apartheid remains the biggest structural constraint on fair development. The Spatial Development Framework 2040 directs growth toward a compact, connected city that brings jobs and homes closer together. But spatial transformation is meaningless without the rule of law. The City is reasserting authority over the urban environment through multi-disciplinary operations against hijacked buildings and illegal structures, strict land-use

enforcement, and a focused inner-city rejuvenation programme. For residents, this means safer streets, restored buildings, functioning public spaces and investment returning to the urban core.

Pillar 4: Global Readiness and Digital Governance

Hosting the G20 and U20 in 2025 showed that Johannesburg can operate on the global stage. The task now is to make that capacity permanent. Here, technology becomes the operating system of the municipality. This is manifested through real-time performance dashboards through the City's War Room, AI embedded in traffic management and maintenance scheduling, and digital access expanded as a basic service. For residents, this means more municipal services available online, public Wi-Fi in more places and a City that responds faster because it sees problems sooner.

The Roof: Strategic Partnerships

The roof is the City's interface with other spheres of government and the world. The most important partnership is the Presidential Johannesburg Working Group (PJWG), convened by the President to align national support behind the City's turnaround across eight priority areas: governance and financial sustainability; water and sanitation; electricity and energy; clean and safe public spaces; safety and security; human settlements and social development; inner-city rejuvenation; and culture and heritage. The City's international relationships built through the G20, U20, C40, UCLG and Metropolis networks are being institutionalised so that they outlast the change of political term.



Section 5: Investing in Our Future: A Snapshot of the Budget

The size of the budget

The City's total budget for the 2026/27 financial year is approximately R97.1 billion. Of this, R88.3 billion is the operating budget, which pays for the day-to-day running of the City, this includes salaries, bulk water and electricity purchases, repairs, fuel and services. The remaining R8.8 billion is the capital budget, which funds long-term infrastructure and development projects. The City expects revenue of R90.4 billion for the year, excluding capital grants and internal transfers.

Over the three-year medium term (2026/27 to 2028/29), the capital budget totals R25.24 billion, averaging R8.41 billion a year. The capital budget is funded from a combination of loans, surplus cash, grant allocations and other public contributions.

Where the capital money goes in 2026/27

Department or entity	2026/27 capital allocation	What it funds
City Power	R2.35 billion	New substations, smart metering, grid renewal and electrification
Human Settlements	R2.02 billion	Housing developments, informal settlement upgrading and catalytic projects such as Lufhereng Mixed Development
Johannesburg Water	R1.96 billion	Pipeline replacement, leak reduction, reservoirs and wastewater upgrades
Environment and Infrastructure Services	R578 million	Alternative waste treatment technologies and environmental infrastructure
Johannesburg Roads Agency	R570 million	Bridge replacement, gravel road tarring and road resurfacing
Pikitup	R345 million	Waste collection services, fleet and landfill rehabilitation
Group ICT	R175 million	Digital infrastructure and connectivity
Transportation	R111 million	Public transport infrastructure
All other departments and entities	R664 million	Health, safety, parks, social development, housing entities and governance
Total capital budget	R8.78 billion	

Source: 2026/27 IDP, Capital Investment Framework, capex allocation by unit, department and entity.

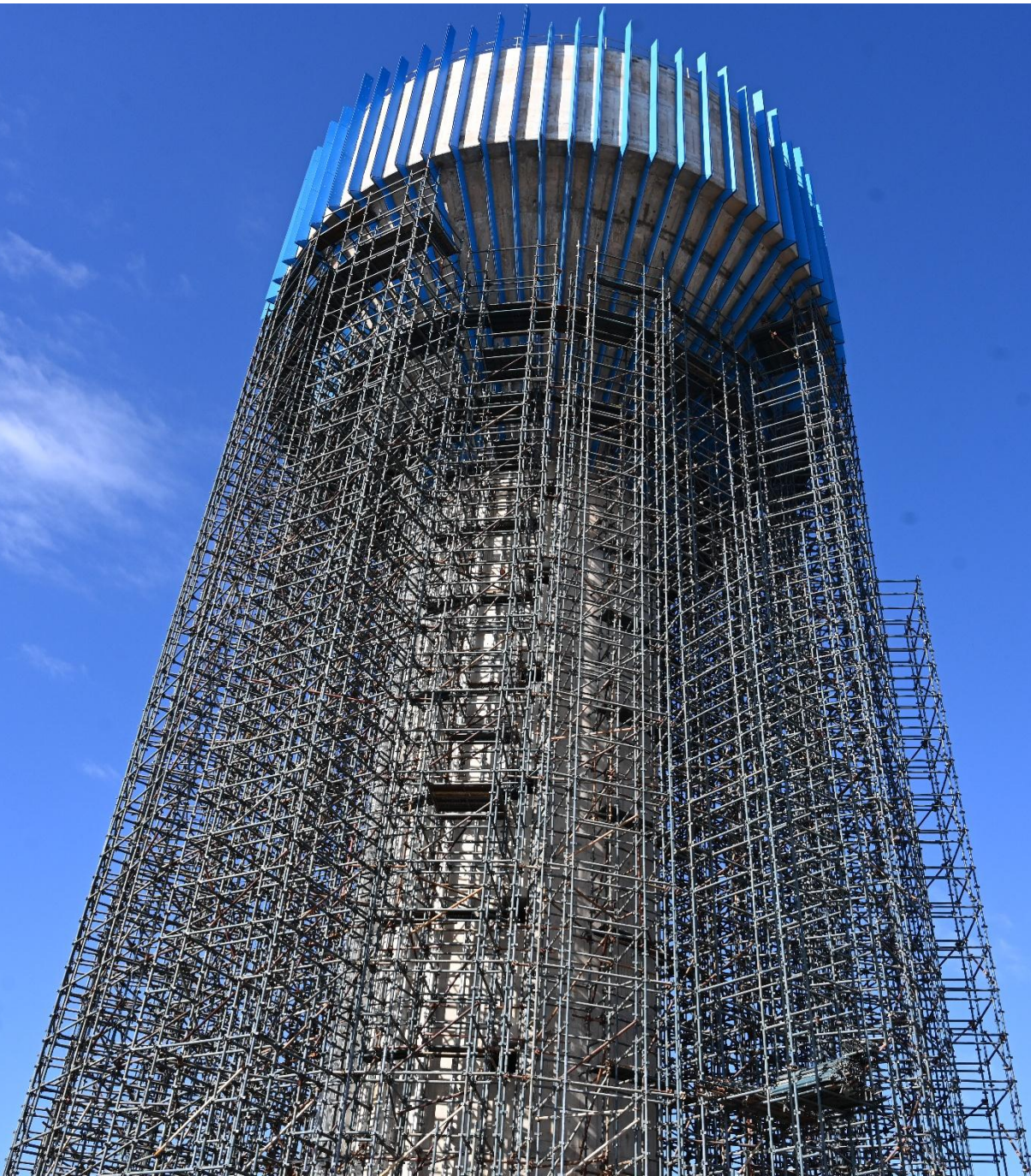
Spending where it matters most

Inclusive growth in this plan is a capital allocation discipline, not a slogan. The City's Capital Expenditure Framework directs at least 60% of infrastructure investment toward historically

marginalised areas, informal settlements and economic nodes that serve lower-income residents. In 2026/27, the High Impact Programmes channel R1.97 billion into named marginalised areas:

Region	High Impact Programme areas	2026/27 allocation
D	Soweto and Kliptown	R1.30 billion
A	Ivory Park, Ebony Park, Rabie Ridge, Mayibuye, Kaalfontein and Diepsloot	R312 million
G	Orange Farm, Eldorado Park and Driezik	R128 million
C	Zandspruit	R112 million
E	Alexandra	R79 million
B	Riverlea	R40 million

Source: 2026/27 IDP, allocation of High Impact Programme areas. Figures rounded to the nearest million.



Section 6: Our Promises to You: Tracking Our Progress

How success will be measured

Because 2026/27 is the final year of the IDP cycle, the City's performance results must stand up to an end-of-term assessment. The Auditor-General will scrutinise whether reported performance is credible and whether targets were realistic. The City's War Room platform tracks key performance indicators in real time, with monthly tracking, consequence management and quarterly performance reports to Council. The focus has shifted from counting activity (kilometres of pipe laid) to measuring outcomes (whether water losses actually come down).

Our key promises for 2026/27

The following commitments are drawn from the 2026/27 Corporate Scorecard adopted by Council and tracked through the Service Delivery and Budget Implementation Plan (SDBIP).

Category	2026/27 target
Revenue collection	Collect 90% of revenue billed on property rates and services (from a baseline of 86%)
Water losses	Reduce total water losses to 200,293 megalitres (from 207,136 megalitres in 2024/25)
Electricity losses	Reduce total electricity losses to 25% (from 29.8% in 2024/25)
Basic water access	Provide 2,000 more informal settlement households with interim water access
Basic sanitation access	Provide 3,050 more informal settlement households with interim sanitation
Electrification	Connect 500 dwellings to mains electricity supply, prioritising high-density, high-backlog areas
Job opportunities	Create 12,500 Expanded Public Works Programme work opportunities city-wide
Roads	Resurface 80 lane kilometres of roads
Title deeds	Issue 2,700 title deeds to beneficiaries
Social housing	Complete 167 social housing units and rehabilitate 4 hostels
Safety	Reduce criminal activities in the city by 0.75% through the City Safety Strategy
Customer satisfaction	Achieve a Customer Satisfaction Index score of 61%
Digital access	Reach 15% of monthly users on the City's public Wi-Fi network and digitise municipal services
Clean governance	Achieve an unqualified audit outcome

Source: 2026/27 IDP Corporate Scorecard and 2026/27 SDBIP, adopted with the IDP by Council on 28 May 2026.

An honest word about these targets

Some targets are lower than last year's. The EPWP target moves from 20,000 to 12,500 opportunities, and the social housing target from 500 to 167 units. This reflects funding realities and project pipelines, not lowered ambition. A final-year review must promise what the City can credibly deliver and report on it honestly, because the next Council and the Auditor-General will measure these commitments against actual results. The City would rather make a hard promise it can keep than a comfortable one it cannot.



Section 7: Be Part of the Change: Your Role in Joburg's Journey

The 2026/27 IDP reaffirms Johannesburg's commitment to reclaiming its place as a world-class African city through targeted, disciplined interventions: financial sustainability, reliable services, spatial transformation and inclusive growth. Success will not be measured by the elegance of policy frameworks, but by tangible improvements in service reliability, economic inclusion and the lived experience of residents.

This is also a year of transition. The next Council will inherit the house as it stands at the end of this financial year. Three things define the bridge being built: the trading services reforms must reach a point where they cannot be reversed; the Johannesburg 2050 Long-Range Strategic Framework must give the incoming Council a credible foundation for the next five-year plan; and the performance data produced this year must be honest enough to serve as a reliable baseline for the next term.

What you can do

- Stay informed about the IDP's progress through the City's quarterly performance reports and public dashboards.
- Participate in ward committee activities and the next round of Community-Based Planning in your ward.
- Report service delivery issues through the City's official channels, including the CoJ digital service delivery platforms, so that problems are logged and tracked.
- Pay for services. Every rand collected funds maintenance, repairs and new infrastructure. Revenue collection is the foundation of everything in this plan.
- Collaborate on local initiatives. Each ward identified a community-driven project during CBP; make yours happen.

The People's Plan only works as a partnership. The communities of Johannesburg asked for honesty, delivery and accountability. This plan commits the City to all three. The journey to renew Johannesburg is a collective one, and it runs through every ward, every household and every resident who refuses to give up on this city.



CITY OF JOHANNESBURG
METROPOLITAN MUNICIPALITY



a world class African city

City of Johannesburg | 2026/27 Integrated Development Plan SDBIP | Renewing the People's Mandate.

Renewing the people's mandate through inclusive growth
and a capable developmental city



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