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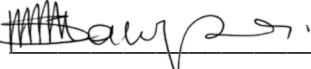
FOOD RESILIENCE POLICY

Prepared by:

Social Development Integrated Policy, Planning and Research (IPPR) Unit.

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It is hereby confirmed that this is a Food Resilience Policy with effect from.....2024
 (Resolution attached)


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THIS DOCUMENT IS NOT A POLICY INSTRUMENT OF THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY UNTIL A COUNCIL RESOLUTION ON ITS APPROVAL IS PASSED

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PREAMBLE

The Republic of South Africa is partisan to various international paradigms and discourses that seek to address poverty and inequality by seeking to fulfil the Sustainable Development Goals (SDGs). The country also played a critical role in the development of Agenda 2063 (The Africa We Want) in the context of the African continent.

Whereas the Constitution of the Republic of South Africa's Sections 7 – 39 of Chapter 2 outlines the human rights which will be protected within the jurisdiction of the Republic.

Whereas Section 153 of the Constitution stipulates that local government is obliged to ensure that sustainable services are provided to communities.

Whereas Section 151(3) of the Constitution stipulates that a municipality has the right to govern the local government affairs of the community, subject to and in terms of national and provincial legislation.

Whereas the Municipal Systems Act 4 (1) stipulates that the council of a municipality has the right to govern on its own initiative the local government affairs of the local community.

Whereas the City of Johannesburg is a category A Municipality according to the criteria applicable by Section 2 of the Municipal Structures Act, read with Section 155 (1) of the Constitution.

Therefore, the City of Johannesburg Department of Social Development, hereafter referred to as DSD, and all its units adopt the Food Resilience Policy as set out in this document.

1. ACRONYMS AND ABBREVIATIONS

In this Policy, unless the context indicates otherwise, the English text prevails in the event of a conflict in meaning with other texts.

4IR	4 th Industrial Revolution (Revolution 4.0)
CASP	Comprehensive Agricultural Support Programme
CBOs	Community-Based Organisations
CoJ	City of Johannesburg
CWP	Community Works Program
DSD	Department of Social Development
ESP	Expanded Social Package
EPWP	Expanded Public Works Programme
FBOs	Faith-Based Organisations
GDP	Gross Domestic Product
HDS	Health Delivery System
IDP	Integrated Development Plan
IFSS	Integrated Food Security Strategy
MOE	Municipal Owned Entities
NDP	National Development Plan
NGO	Non-governmental Organisation
NPO	Non-Profit Organization
SAHRC	South African Human Right Commission
SDGs	Sustainable Development Goals
SLA	Service Level Agreement
SSR	Social Service Request
UN	United Nations

2. GLOSSARY OF TERMINOLOGY

Agricultural resource	Means the land and on-farm buildings, equipment, manure processing and handling facilities which contribute to the production, preparation and marketing of crops, livestock, and livestock products as a commercial enterprise.
Emergency Nutrition	Emergency nutrition is a specialisation for strengthening the training and research capacities of developing countries to meet nutritional needs during natural and man-made disasters. Efforts are being made to prevent famines, especially arising from natural disasters.
Food Resilience	A system that can withstand and recover from disruptions in a way that ensures a sufficient supply of acceptable and accessible food for all.
Food Insecurity	The state of being without reliable access to enough, affordable and nutritious food.
Food Exchange	Refers to the food items on a food list which may be substituted with any other food item on the same list. One exchange is approximately equal to another in carbohydrates, calories, proteins, and fats within each food list.
Food Parcels	A small collection of basic items of food for distribution to those in need.
Food Security	A widely accepted definition of food security is provided by the United Nation's Food and Agriculture Organisation [FAO] as "access by all people at all times to the food required for a healthy life". The World Bank defines food security as "the physical, social and economic access to sufficient, safe and nutritious food by all, at all times, to meet their dietary and food preferences".
Healthy Eating	Means eating a variety of foods that give you the nutrients you need to maintain your health, well-being, and adequate energy.
Household	For the purpose of this Policy, a household is a registered owner, occupier, vulnerable person or tenant. Should a group of people live together, even if unrelated, they will be regarded as one household linked to one Municipal account.
Hub	Like a wheel hub/ centre with spokes, the "hub" serves small farms within the City of Joburg, linked to the hub as a central point. This central point (hub) will include a range of services that will support all the small farms linked to the hub and enable them to operate as if they were one large farm.

Indigent	Any household responsible for the payment of services and rates, according to the Policy, who qualifies for assistance to curb food insecurity. These may include pensioners, the unemployed, and child-headed families who are unable to fully provide food for themselves.
Micro Farmers	Small-scale agricultural operations that use far less land than the average commercial or family farm — typically under five acres — and are often located in urban or suburban areas.
Policy	A Policy translates the City's political vision into programmes and actions and delivers outcomes, i.e. desired changes in the real world. It outlines the City's decision regarding a particular course of action that will be undertaken or an issue that needs to be addressed and provides a broad framework for decision-making and implementation.
Poverty	The state of being extremely poor.
Pensioner	A person who is 60 (sixty) years of age or older.
Programme Officer	An official duly authorised by the CoJ, or an employee of a service provider appointed by the CoJ, who is responsible for assessment, screening, and site visits, and for recommending applicants for approval/disapproval of indigent support.
Subsidy	It is a benefit given to an individual, business, or institution, usually by the government. It is generally in the form of a cash payment or a tax reduction. The subsidy is typically given to remove some burden, and it is often considered to be in the overall interest of the public, given to promote a social good or an economic policy.

3. INTRODUCTION

The *Constitution of the Republic of South Africa of 1996 (The Constitution, 1996)* states that everyone has the right to have their dignity respected and protected. This means that all South Africans have the right to a dignified life, and municipalities have certain legal obligation towards ensuring a dignified life for its citizens. A dignified life can be defined as a living standard where one is protected from humiliation and exploitation, is not deprived of the opportunity to develop, and experiences societal conditions that provide relief from the multiple dimensions of poverty.

According to the Constitution of 1996, government is responsible for ensuring that basic services are gradually offered to everyone within the limitations of available resources. Government policy on most of these issues thus seeks to move towards universal access progressively. In the City of Johannesburg (CoJ), approximately 9.6% of the total households can be regarded as indigent households that are constantly threatened by the scourge of food insecurity (StatsSA, 2018). Improving conditions for human and social development involves the enhancement of the population's well-being in terms of access to food, health, nutrition, education, social capital, and safety. In this regard, it is necessary to implement effective resilience programmes to provide improved relief to the City's vulnerable groups that are threatened by food insecurity.

3.1. Context and Background

The literature demonstrates that the concept of resilience has a significant bearing on many themes and topics in food systems. Food resilience refers to the physical and economic access, by all people at all times, to adequate food to maintain an active and healthy lifestyle. Food security, on the other hand, is understood to be a state where everyone has physical, social, and economic access to sufficient, safe, and nutritious food which meets their dietary needs. This condition exists when everyone has access to a reliable supply of healthy food which is nutritious, affordable, safe, and culturally appropriate food; that that can sustain the physical, mental, and cultural well-being of individuals. Food security also refers to a local food production and distribution system based on ecological sustainability, and the ability to withstand natural and man-made shocks (based on a World Health Organisation, 1996 World Food Summit definition of food security). The main issue around food resilience is food insecurity, and there are ways to measure the level of food insecurity (measured by the number of people who go without at least one meal between 3 and 10 days a month).

As part of its approach to improve the quality of life and development-driven resilience for the citizens, the City of Johannesburg has been providing food resilience programmes to the urban poor and those at risk of falling into vulnerable groups such as:

- a) The lower middle class,
- b) The unemployed, Displaced, or homeless persons;
- c) Older persons (above 60 years of age);
- d) Persons with disabilities, and
- e) Women and children.

The food resilience program thus exemplifies the City's pursuit of a policy agenda that acknowledges CoJ as a place of inclusion and a place where its leadership is prepared to assist those at risk of food insecurity, as well as households that are unable to afford basic food to attain a balanced diet as a result of poverty. The Food Resilience programmes are thus considered as the City's most fundamental interventions for the benefit of vulnerable households.

4. STRATEGIC INTENT AND DESIRED OUTCOMES

4.1. Policy Problem Statement

Poverty has a causal effect on other socioeconomic issues, including access to a host of basic human needs such as food. Rudolph et al. (2021) study underscores the City's grievous food security problems, especially among vulnerable groups. Notwithstanding the latter, given the City's high poverty rate, the number of people threatened by food insecurity could be higher than the 30.9% estimation as of 2021. According to Rudolph et al. (2020) and Mazenda et al. (2021), there are significant limitations and shortcomings in reliable food insecurity data in the CoJ, which require more regular monitoring to improve the knowledge base. Food insecurity has thus remained high and is the most basic and fundamental form of poverty. It presents itself in new and challenging ways in a City such as Johannesburg, with no history of being its own food source. A City that still needs to bolster its support for the farming sector, Johannesburg has become a home to millions of impoverished people and new waves of largely poor urbanising migrants arriving each day from the wider republic and across South Africa's borders. Therefore, the City must develop possible solutions to ensure food security for its citizens.

The United Nations (UN) Sustainable Development Goals (SDGs), particularly Goal 2 (which aims to mitigate hunger), seek to address matters concerning food insecurity through enhancing social protection interventions across the world. South Africa's National Development Plan (NDP), particularly Chapter 11, also seeks to promote matters of social protection and fight to end poverty in all its forms at all levels. The Chapter notes that problems such as poverty, including its induced hunger, malnutrition, and micronutrient deficiencies, need to be addressed.

4.2. Policy Purpose (Rationale)

The purpose of this policy is to:

- a) Elevate the food security, urban agriculture, and agro-processing mandates to a convenient position that commands greater influence at a strategic and sustainable level to impact food systems.
- b) Grow capacity to monitor food security,
- c) Reduce hunger and malnutrition in the CoJ,
- d) Foster capacity building for food governance,
- e) Enhance support for the vulnerable,

4.3. Policy Goals and Objectives

The policy's overarching goal and objective is to contribute towards the City's aspirations of fulfilling the SDGs, the NDP directives, and any other relevant strategies that foster a better quality of life for all. This is done in accordance with international discourses, ideologies, the Constitution's Bill of Rights and other relevant pieces of legislation. This policy also engenders the active involvement of the City, Non-governmental Organisations (NGOs), Non-profit Organisations (NPOs), government departments, the private sector, think tanks, and institutions of higher learning in the process of fostering food resilience in the City of Johannesburg by:

- a) Supporting those who wish to grow food, the City will maintain *at least* one Agric resource centre per administrative region (Regions A- G) located at the most accessible point(s) for those conducting farming activities to feed themselves and as a livelihood. Each centre will maintain satellite sites with scheduled outreach services;
- b) Creation of hubs that will serve as a central point for small farms within the City of Johannesburg. This central point will include a range of services that will support all the small farms linked to the hub and enable them to operate as if they were one large farm;
- c) Distribution of food parcels by the CoJ to vulnerable groups during stochastic changes presented by pandemics, catastrophes, and other elements. Under the food resilience

- policy, food will be sourced for indigent families throughout the City from the City fresh produce markets (Joburg Market) and appropriate services providers or manufacturers;
- d) Food parcel distribution and access to food from City-managed and City-partnered food bank sites will be available to households qualifying as poor according to the City criteria/ CoJ poverty/ vulnerability index and identified as severely food insecure through outreach by CoJ social workers and officials and by referrals via NGOs/NPOs;
 - e) Support agro-processing centers and projects to promote the food value chain across the City;
 - f) Promote facility and product compliance.
 - g) Establishing climate-friendly and sustainable farming practices to ensure consumer protection, environmental benefits, and health benefits and promoting agricultural practices to prevent climate change;
 - h) Enabling a system of formal street food markets in underserved areas on specific days or as a standing arrangement, with the number and scale of locations determined by market need. The Department of Social Development will establish these sites;
 - i) Establishing a system of food empowerment zones/agri-parks to be determined by market needs on an annual basis;
 - j) Better manage interdependencies and stakeholder roles and responsibilities;
 - k) Initiate smart, innovative urban agriculture approaches to mitigate a myriad of problems;
 - l) Promote supply of food from other productive areas of the country, i.e. virtual water concept; and
 - m) Enable willing stakeholders to participate in food resilience initiatives.

4.4. Policy Statement of Intent – Desired Policy Outcomes

This policy strives to achieve the following objectives:

- a) Improved quality of life for the vulnerable groups in the City of Johannesburg by mitigating food insecurity as a consequence of social and economic challenges that may impair human development;
- b) Improved integration to avoid programmes layering and duplication;
- c) Improved stakeholder involvement and active citizenship by building the capacity of the City and relevant organisations to become agents and proponents of food resilience in order to make meaningful contributions to vulnerable communities;
- d) To create a conducive environment for the City and relevant stakeholders to mitigate food insecurity through the provision of financial and non-financial support;

- e) To support the creation of a sustainable value chain in the agriculture sector of the South African economy in the context of the City;
- f) Provision is made for food resilience programmes and activities that are planned and budgeted for by relevant CoJ departments (DSD and DED) and Municipal Entities (MEs);
- g) Sufficient coordination across City departments and other spheres of government;
- h) Improved data collection through monitoring and evaluation;
- i) To perpetuate area-based planning through inclusivity programmes and area-based planning; and
- j) To improve the current food security/urban farming systems through smart and innovative methods in partnership with NGOs, the Private sector, and Provincial and National Departments.

4.5. Scope and Application of Policy

The Food Resilience policy is closely aligned with the fulfilment of the Provincial and National food security policies, SDGs and the NDP, as well as key plans such as the Gauteng Agro-processing Strategy. The alignment of the policy with the CoJ IDP ensures clear KPIs and addresses the Food Resilience issues within departments and Municipal Owned Entities (MOEs). The policy identifies possible actions/activities to assist in pursuing improved standards of living for the vulnerable groups within the City of Johannesburg municipal jurisdiction.

4.5.1. Implementation Cohort

Human development is incumbent upon all CoJ departments, entities, and agencies. It is also the responsibility of other spheres of government, the private sector, Community-Based Organisations (CBOs), and Non-Government Organisations (NGOs). Implementation of this policy is dependent on participation by various individuals, departments, and other institutions and entities, including:

- a) CoJ officials, departments, and entities within the City;
- b) Private sector institutions in Johannesburg that provide food security services through their corporate social investment programs or other similar programs;
- c) Organised structures and organisations who work with the CoJ's Food Resilience Unit;
- d) Interested parties, volunteers, and stakeholders who participate in the delivery of services to food resilience within Johannesburg;

- i) Relevant Provincial and National Departments;
- ii) Persons involved actively or indirectly in delivering socio-economic services of food to different communities.
- iii) This policy guides the work of private entities and non-profit institutions (NGOs and CBOs) conducting projects on behalf of, or in partnership with, the City of Johannesburg.
- iv) As a lead department, the Social Development Department will drive the implementation of this policy and play a role in monitoring and evaluation.

4.5.2. Beneficiaries

The Policy applies to all individuals and families directly or indirectly threatened by food insecurity within the CoJ jurisdiction and all individuals, organizations, and entities who are participants in mitigating food insecurity in the City of Johannesburg.

5. REGULATORY FRAMEWORK

The following aspects are thus noted on matters concerning the regulatory framework of this policy:

5.1. National and Other Legislation

Local Government is mandated by law to develop a service delivery capacity to meet the basic needs of all South African communities. The following key legislative imperatives provide a mandate to the CoJ to manage, support, and regulate activities within the Policy scope:

Act	Relevance
The Constitution of the Republic of South Africa, Act No. 108 of 1996	<p>The Constitution is the supreme law of the country. Chapter 2, 'The Bill of Rights, entrenches specific rights and responsibilities that apply to everyone.</p> <p>Section 9(3) states that "the state may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language, and birth";</p>

	<p>Section 7(2) states that the State must respect, protect, promote, and fulfil the rights in the Bill of Rights. This means ensuring the equitable distribution of food supplies for domestic needs.</p> <p>Section 10 states that "everyone has inherent dignity and the right to have their dignity respected and protected".</p> <p>Section 27(1) (b) stipulates that everyone has the right to access sufficient food.</p> <p>Section 27(2) states that the state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of each of these rights.</p> <p>Section 28(1)(c) stipulates that States that every child has the right to basic nutrition, shelter, basic health care services, and social services.</p> <p>Section 35(2)(e) stipulates that "prisoners and detainees also have a right to sufficient food".</p> <p>Chapter 7 of the Constitution mandates the local government to promote the social and economic development of communities and participation in local government matters.</p>
<p>Fertilizers, Farm Feeds, Seeds and Remedies Act, 1947 (Act No. 36 of 1947).</p>	<p>The Act regulates the importation, formulation, sale, and distribution of fertilizers, farm seeds, seeds, and remedies to ensure their quality, safety, and efficacy.</p> <p>The Act provides farmers with information regarding product labelling, packaging, and usage, which can assist to prevent the misuse of inputs and promote sustainable agricultural practices. Through these regulations, FFSRA contributes to the promotion of sustainable agricultural practices, which assist to protect the environment, conserving natural resources, and ensure long-term food security.</p>
<p>Municipal Structures Act, No. 117 of 1998</p>	<p>The Act inter alia sets out to provide for an appropriate division of functions and powers between categories of municipalities; to regulate</p>

	the internal systems, structures, and office-bearers of municipalities; provide for appropriate electoral systems and provide for matters in connection therewith.
Municipal Systems Act, No. 32 of 2000	The Act inter alia provides for the social and economic upliftment of local communities; universal access to essential services that are affordable to all, the municipality working in partnership with the local community, community participation; an enabling framework for local government, human resource development, empowering the poor and overall social and economic upliftment of communities in harmony with their local natural environment.
Further legislation and Policies	<ul style="list-style-type: none"> i) National Framework for Municipal Indigent Policies, 2005; ii) The White Paper for Social Welfare, 1997; iii) The Code of Good Practice on Employment of Persons with Disabilities, 2015; iv) Education White Paper 6: Special Needs Education - Building an inclusive education and training system, 2001; v) National Health Act, No. 61 of 2003; vi) Conservation of Agricultural Resources Act 43 of 1983 - conservation of natural agricultural resources, maintain production potential of land, combat and prevent soil erosion, protect vegetation and prevent weakening or destruction of water sources; vii) National Water Act 36 of 1998 - aims to protect, use, develop, conserve, manage, and control water resources – for agricultural use; viii) Meat Safety Act 40 of 2000 - measures to promote meat safety and the safety of animal products; ix) National Environmental Management Act 107 of 1998 - governs decision-making on matters affecting the environment e.g., EIA requirements; x) Agricultural Product Standard Act 119 of 1990 - provides control over the sale and export of certain agricultural products; prescribes requirements for grading, packing, and marking of

	<p>agricultural commodities; and</p> <p>xi) Foodstuff, cosmetics, and Disinfectant Act 1972 - governs requirements for manufacturing, labeling, storing, and sale of food and related matters.</p>
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5.2. Strategic Imperatives

Policy instrument	Description
Sustainable Development Goals	The United Nation’s Sustainable Development Goals (SDGs) represent an urgent call for action by all countries worldwide to embark on a global partnership. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth. Key among these are Goal 1: End poverty in all its forms everywhere; Goal2: Zero Hunger; Goal 3: Ensure healthy lives and promote well-being for all ages; and Goal 10: Reduce inequality within and among countries.
National Development Plan, 2012	The National Development Plan (NDP) is designed to enhance sector plans with its fundamental thrust of eliminating poverty and reducing inequality by 2030. It indicates that the elimination of poverty and reduction of inequality can be realised by growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnership within society.
EPWP framework	The South African Government at the national and provincial levels adopted the Expanded Public Works Programme (EPWP), which originated from the Growth and Development Summit of 2003. The Growth and Development Summit had agreed that poverty alleviation and income relief programmes were needed to help the poor.

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New Growth Path 2011	The New Growth Path (NGP) emphasises reducing unemployment, inequality, and poverty in South Africa. The NGP notes that the country's economy needs to sufficiently address the challenge of South Africa's poverty. Thus, it places job creation and striving for equity at the center of the strategy to fight poverty. It is based on strong, sustained, and inclusive economic growth and the rebuilding of productive sectors of the economy so that all of society can benefit.	
National Policy on Food and Nutrition Security for South Africa, No. 637 of 22 August 2014	<p>The strategic goal of the National Food and Nutrition Security Policy is to ensure the availability, accessibility, and affordability of safe and nutritious food at national and household levels.</p> <p>The essence of this Policy is to build on existing initiatives and systems and to put in place mechanisms that ensure stricter alignment, better coordination, and stronger oversight.</p> <p>Moreover, the Policy seeks to ensure that our response to food and nutrition insecurity is ambitious, rigorous, and dynamic.</p>	
Gauteng 2055	Gauteng 2055 entails a long-term vision for the Gauteng City-Region (GCR) that envisions a better future for the province. Gauteng 2055 seeks to address, among others, the challenges of poverty and unemployment through a coherent, integrated, and complementary roadmap for development. The roadmap further seeks to align national, provincial, and local priorities in its quest to address these challenges.	
City of Joburg Human Development Strategy	The CoJ has developed a Human Development Strategy (HDS) to partner with its economic development strategy. The HDS intends to provide a framework for other CoJ policies to accommodate a human development perspective and address conditions such as poverty, inequality, and social exclusion on a City scale.	

6. PUBLIC CONSULTATION AND POLICY REVIEW

Public consultation for this policy included the identification and selection of participants, instruments designed to collect the necessary data and information, data-gathering processes, data capturing and arrangements, analysis and interpretation, and final data presentation. The

public participation approach adopted a qualitative research methodology, driven by the interpretive paradigm and its subjectivist epistemology. To get a thorough grasp of the policy phenomena under consideration, the process used criterion sampling within the context of a purposive sampling strategy.

The public participation was a three-pronged approach across all seven (7) regions: (a) hybrid data collection sessions comprising virtual and physical focus group sessions (b) the uploading of the draft Food Resilience policies for public review and comments, to the City of Johannesburg website and (c) the creation of a central email to capture the responses from participants who wished to convey their views and rationalities through emailing services. This was done to expand the involvement of the public by broadening the zone of influence. Public participation sessions commenced during the month of August through to September 2022 in all regions of the City of Johannesburg. Beneficiaries, community members, and representatives of community and appropriate support organisations in the CoJ regions were among the invited stakeholders, who eventually constituted a specific reference group for consultation.

Qualitative data obtained from public participation were consolidated and prepared for analysis. Inductive reasoning was used in data analysis. This approach enabled the makers of this policy to focus on exploring new phenomena and to look at previously researched phenomena from a different perspective. Obtained field data was organised and analysed thematically, and the analysis was aided by the ATLAS.ti software. The software was used to find and organise ideas and concepts, which highlighted emerging themes. These themes were compiled and used to inform the new Food Resilience policy, as the voice of the public.

The usefulness of thematic analysis in examining this policy stems from its capacity to provide policymakers with the chance and flexibility to detect, analyse, and report on patterns (or themes) arising inside and beyond the data acquired. It also allowed them to minimally organise and describe the dataset in detail. It is worth noting that qualitative data analysis required them to carefully scrutinise the content of the data obtained in a systematic manner in order to ensure that emerging trends, their frequency of occurrence, and the manner in which they are described and captured are accurately reflected in this policy. As a result, the analysis of stakeholder input has been used to inform this policy, as approved by the Council

7. POLICY INTERVENTIONS AND IMPLEMENTATION (PROVISION & PROCEDURES)

7.1. Policy Directives and Interventions

The following interventions have been identified to address food insecurities in the City. The CoJ-DSD will be the leading department in the development of interventions, but all Departments and Entities must identify their contributions in terms of programs and implementation. The following policy directives and interventions must be implemented:

7.1.1. Elevate the Food Resilience Mandate within the CoJ Departmental Structure

Food security is a multifaceted and multidimensional phenomenon comprising food availability, accessibility, utilisation, and stability. This calls for an inclusive well-coordinated, and integrated participation of various stakeholders within the City and its entities, which also commands the elevation of the food resilience mandate within the City. This will enable the food resilience mandate to be positioned at a convenient perch where it will command influence at a strategic level, ensuring inter-departmental coordination and a better chance to accumulate resources.

7.1.2. Increase Investment in Food Resilience Research

Investment in food resilience research must focus on the following interventions:

- a) Invest in intensive research and development for food production, agroecology, and agro-processing and apply a wide range of relevant and practical scientific knowledge to maintain quality and abundant food supply.
- b) Conduct research that will provide a clear understanding of the extent and depth of food and nutrition (over and undernutrition) in the City for proper strategic interventions.
- c) Collect data that will enable the provision of spatial information, identify areas experiencing food insecurity in different parts of the City, and produce evidence that will inform food-sensitive planning.
- d) Collaborate with academic and research institutions to develop necessary knowledge based on the identified issues.
- e) Provide decision support tools and information that enables various types of users to make strategic choices and actions.

7.1.3. Ensure Key Stakeholder Involvement and Engagement

Stakeholder involvement and engagement interventions must include the following:

- a) Food resilience is a socioeconomic phenomenon; hence multi-stakeholder participation must be central in forming public-private partnerships to improve food systems in the City.
- b) Enhance the bottom-up approach to stimulate interest and create ownership.
- c) Conceptualize, formulate, and implement programmes in engagement with all stakeholders at the regional level.
- d) Extend social safety nets through collaboration with NGOs and CBOs to strengthen City's limited resources.

7.1.4. Improve Access to Land for Agricultural Purposes

Access to land for agriculture interventions must include the following:

- a) Spatial Development Framework (SDF), CoJ Open land policy, and other development planning policies and plans must factor in the city developmental plans to create sustainable urban farming.
- b) Facilitate allocation of arable land, precision farming, Agri-resource centres, Training Centers, Business Development Desk, Hub- and spoke sites, Integrated Linear markets, Agri-parks, and Food Empowerment Zones to support sustainable food production systems.
- c) Facilitate access to arable open spaces for urban and peri-urban agriculture through the City Parks and Zoo, Johannesburg Property Company (JPC), City Power, Joburg Water (JW), Joburg Market, PikiTup and any other City or other spheres of government, both national and provincial departments.
- d) Facilitate access to unused reserve sites from National and Provincial governments.
- e) The applicants intending to use arable City land must be screened by the food resilience land committee composed of internal and external stakeholders to ensure that the applicants meet the prerequisite requirements to allocate any portion of the land.
- f) A criterion below must be followed for the allocation of land:
 - i. Persons with valid South African IDs who are over the age of 18 years
 - ii. City of Johannesburg residents (proof of residence attached)
 - iii. Track record of farming experience
 - iv. Completed Feasibility study
 - v. Bankable business plan
 - vi. Company registration documents
 - vii. Directors/members' ID copies and CVs

7.1.5. Enhance the Viability of Urban Food Production

The City must enhance the viability of urban food production, and interventions must include the following:

- a) Encourage communities to use City owned open spaces for communal food gardens.
- b) City-owned land used as illegal dumping sites and other open spaces must be assessed for agricultural suitability and converted to communal gardens.
- c) Availing City Buildings for Rooftop farming to reduce urban poverty and increase food security.
- d) Develop new technologies to increase the amount of food grown and consumed by City residents.
- e) Encourage School-based gardens to motivate children to develop lifelong healthy eating habits and support School Food Schemes.
- f) Enhance Nutrition education programs to improve dietary choices and self-reported health knowledge.

7.1.6. Improve Public Awareness, Citizen Mobilization, and Capacity for Food Governance

The City strategy hinges on the active citizenry in the transformative process; as such, targeted communities and beneficiaries must own the process. Interventions on public awareness and citizen mobilisation must include the following:

- a) Awareness, training, and capacity building must be done within and beyond the DSD Food Resilience Unit as the custodian of the policy.
- b) Develop cross-departmental leadership capabilities, so they are well-informed about food resilience and urban food system issues, which is vital for mitigating food insecurity.
- c) Educate urban communities on the importance of agriculture and urban food gardens and demystify public perception associating urban farming.
- d) Create and teach a culture of community self-sufficiency.
- e) Create a ward-based approach to drive the implementation process and mobilise community participation. Public participation must be mobilised to build coalitions with existing food production projects run by NGOs, FBOs, and the state.
- f) An effort must be in place to form linkages with the Corporate Social Investments of various companies operating in the City.
- g) Ward councillors are critical in identifying impoverished households, while Food Resilience Unit must conduct the eligibility assessment.

7.1.7. Promoting Health Balanced Diet

- a) Improve dietary diversity by promoting the production of indigenous food and preserving commodity crops through agro-processing methods (drying, freezing, canning etc.)
- b) Provide information and education to households about the importance of incorporating a variety of health foods into their diet and avoiding unhealthy, processed foods.
- c) Provide nutrition education programs and other activities that encourage healthy eating in places such as schools, community centres, and places of employment.

7.1.8. Improving Access to Food

At the micro-level, the problem of food insecurity is regarded as a personal problem linked to poverty. The following are essential in addressing hunger, malnutrition, and overall food insecurity in the City:

- a) Support household food gardens and communal food gardens.
- b) Support legitimate and compliant soup kitchens, Early Childhood Development Centres, School Feeding Schemes, Homeless Shelters, and other related initiatives to make food available to children, destitute individuals, and families.
- c) Implement systems to verify eligibility and accountability using vouchers/ smart cards.
- d) Improve access to food for indigent households through the Food Bank.

7.1.9. Food Parcel Distribution

- a) Food parcel distribution and access to food from the City and City-partnered food bank sites must be available to households qualifying as poor according to the CoJ vulnerability index and identified as severely food insecure through:
 - i) Outreach by CoJ-DSD social workers and officials;
 - ii) Referral via NGOs/NPOs/ Churches/ Ward Councillors or community leaders confirmed by site visit upon referral or social workers or City officials' assessment report.
 - iii) Access to food must flow to households/individuals that meet the following requirements:
 - Persons with valid South African ID
 - Members in need of food support may only receive food parcels for 12 months (a social worker or official may motivate for an extension beyond this period).
 - Food parcels must be collected from the nearest distribution point (to be specified by the Department of Social Development) using the ID number of the qualifying person. The distribution point must be chosen at the time of applying for food parcel support.

- Immobile beneficiaries and those over 60 may request delivery of food parcels upon registration. A site visit is required to certify immobility.
 - Within the 12 months a household receives food parcels, at least one household member must be enrolled for training at the nearest agric-resource centre to start a food garden on their property or access a local communal garden. Alternatively, at least one household member must be enrolled in a program designed to link them with income-generating opportunities,
 - Available food will be prioritised for distribution according to the CoJ-DSD deprivation index as per ESP registration. Band 4 (very low-income) individuals will be prioritised, including all children. If more than five people are from a single family, a maximum of 3 packs will be provided.
 - Vulnerable senior-headed and child-headed households enrolled in the City's support programs will be prioritised above all Band-4 individuals.
 - A social worker or official deployed by the Department of Social Development may formally motivate further prioritisation based on specific case circumstances.
 - Ward Councillors may identify households that require food and refer them to DSD for evaluation. The CoJ-DSD retains the mandate to finalise the eligibility of the referred beneficiaries for food distribution.
- b) Special programmes approved by Mayoral Committees during disaster episodes - food parcels (content to be decided upon) must be made available at determined intervals to identify vulnerable households. In the case of disaster episodes, coordination, provision, and distribution of food must be the responsibility of the CoJ-DSD; on this account, CoJ-DSD must take full charge of food distribution during disasters. However, disaster management remains a mandate of the Public Safety Department. Access to food during a disaster must flow to households/individuals that meet the requirements.

7.1.10. Enhance Support for Women and Older Persons

The Food Resilience Unit must devise Citywide programmes to support women, older persons, and other vulnerable groups to improve their food resilience. Support of women and older persons must include the following:

- a) Enhance support and upgrade subsistence women and older persons farmers to a commercial level.
- b) Collaborate with inter-departments to identify and support women and older persons with empowerment programs, including providing vocational skills to enhance their understanding

of farming, protection and conserving the environment, marketing, value-adding, agro-processing and agricultural financing.

7.1.11. Improve Training and Curriculum at the Training Centres

Training and curriculum interventions must include the following:

- a) Improve utilisation of centralised training centres to facilitate access to technical and business training and mentorships to small-scale and emerging farmers.
- b) Facilitate access to accredited and non-accredited training to all interested targeted groups across the City to ensure sustainable agricultural enterprises.
- c) Enhance farmer skills in networking, horticultural knowledge, and the ability to use digital tools that would facilitate knowledge and resource sharing.
- d) Encourage education and production of indigenous knowledge and contribute to improved diversity of foods, nutrition, and income gains for farmers.

7.1.12. Promotion of Healthy Lifestyles

CoJ has become a City promoting a healthy lifestyle across the broad spectrum of poor, middle-class, and rich. Promoting healthy lifestyle interventions must include the following:

- a) Organise activities that promote a healthy lifestyle driven by the City in partnership with other stakeholders.
- b) Coordinate a multi-media campaign to assist people in making lifestyle choices that will advance their well-being.
- c) Create visible media campaigns whereby the City must endeavour to use all available media platforms to provide information and knowledge to the citizens.
- d) Promote healthy eating by partnering with the public and private sectors.

7.1.13. Improve Food Resilience, Urban Farming, and Agro-Processing

Improving food resilience, urban farming, and agro-processing can contribute significantly to achieving a sustainable food system in the City. To improve food resilience, interventions on urban farming and agro-processing must include the following:

- a) Enhance food resilience using innovative technologies and intensive production systems by creating a conducive environment to implement various modern concepts of food production, such as conventional farming, organic farming, rooftop farming, vertical farming, hydroponics, aquaponics, and precision farming, among others.

- b) Promote the use of urban agriculture technologies aided by 4IR to sustain and support the existing systems, which will allow producers with limited land to participate fully in food production.
- c) Adopt and make use of basic technologies designed to facilitate the recycling and usage of urban organic wastes to produce manure and fertilisers to reduce reliance on environmentally unfriendly mineral fertilizers.
- d) Adopt technologies that can be used to exploit urban wastewater and organic materials to lower the costs of urban farming and improve the efficiency of production.

7.1.14. Provision of Support to Emerging Farmers' Sites via Agri Resource Centres

Intervention in the provision of support to emerging farmer's sites via Agri-resource centres must include the following:

- a) Maintain Agri resource centres in administrative regions, located at the most accessible point(s) for those conducting farming activities to feed themselves and as a livelihood.
- b) Maintain satellite sites in each centre with scheduled outreach services. This will be accomplished through the establishment of 5 – 7 centres (attached to existing CoJ infrastructure) providing the mix of the following services:
 - i) Coordination of City-sponsored/ linked urban agriculture in the region via dedicated officials.
 - ii) Coordination of access to City-managed/ owned land for agricultural purposes (advisory function to Joburg Property Company and Municipal Entities with relevant landholdings).
 - iii) Access to agricultural inputs and resources (at no cost for qualifying Social Assistance / ESP recipients).
 - iv) Walk-in advisory services on a scheduled basis for urban agriculture practitioners in the area (delivered through training providers and/or linkage with tertiary institutions to allow for structured placements of students as part of a relevant curriculum).

7.1.15. Provide Support to Subsistence Farmers (Small Scale)

Interventions in the provision of support to substance farmers must include the following:

- a) Actively support and provide incentives for small-scale growers to provide steady suppliers of fresh produce for the urban food system.
- b) Engage relevant departments to examine municipal by-laws that may inevitably impact negatively on the growth of the projects.

- c) Train informal vendors to facilitate compliance.
- d) Provide support on areas of compliance such as water rights license application, soil testing certificates, and safety and security.

7.1.16. Create Hub-and-spoke Sites to support small farmers

Interventions on establishing Hub-and-spoke sites must include the following:

- a) Create "hubs" in all regions serving farmers within the City of Joburg, linking to the hubs as a central point.
- b) A central point to include a range of services that will support all the small farms linked to the hub and enable them to operate as if they were one large farm.
- c) A central point to enable several level 2 producers to operate as level 3 (Have in-depth knowledge and operate in over a patch hectare) producers.
- d) Planned hub-and-spoke sites to provide common infrastructure to a group of 10-50 small producers within a 25-30km radius of the common "hub" point.
- e) The hub point must further include the following:
 - i) A common order receipt clerk to receive orders for products available through the hub via phone, fax, and email,
 - ii) A commonly managed packing house with linked cold-chain storage,
 - iii) A common record-keeping operation for stock levels, order receipt, and management of deliveries,
 - iv) Secure parking and maintenance equipment for cold-chain delivery trucks, and
 - v) Record systems for all financial transactions managed through the hub point.

7.1.17. Support for Commercial Farmers (Large established farms)

To attract investments, it is necessary to secure the space for long-term engagement on the project. It is expected that the projects from backyard gardens, small farms, and large farming initiatives must be supported to attain self-sufficiency over time and be independently financed to grow their businesses. The provision of support to subsistence farmers' interventions must include the following:

- a) Facilitating linkages of food markets to transit nodes, promotion, and building of local packing and processing facilities is critical to the sustenance of commercial farms.
- b) Partner with large food retailers, distributors, and manufacturers to create localised systems to ensure food security.

- c) Establish agro-processing centres through the creation of linkages with commercial farmers and associations.

7.1.18. Food Empowerment Zone Sites

The food empowerment zone sites must be created and utilized for food production system requirements. Food Empowerment zone sites interventions must include the following:

- a) Food Empowerment Zones/Agri-parks are expected to be 5 hectares or greater in scope and provide the potential for full-scale farm operations that will link with and directly support other components within the food resilience programmes described in this background section.
- b) Deprived communities within the jurisdiction of the City of Johannesburg must directly benefit from the sites and be allowed to be directly involved in production.

7.1.19. Enhance Access to Markets

There is an urgent need to strengthen market chains by creating farmers' markets, linking farmer and consumer organizations, and supporting small-scale preservation and storage facilities. Market support must be through marketing space and infrastructural development that provides a safe and clean marketing environment. Increasing access to markets interventions must include the following:

- a) Create food Cooperatives (food-Cop-ops), which are valuable in addressing food insecurities among the urban poor.
- b) Promote Joburg Market by creating linkages with suppliers all over the country.
- c) Organise farmer's market days monthly in various regions across the City.
- d) Create a platform for farmers to sell their products directly to the clients, thus bringing fresh produce closer to local informal traders and the general public.
- e) Enable a system of formal and informal food markets in areas either on specific days or as a standing arrangement, with the number and scale of locations to be determined by market need. The farmers and DSD must jointly manage these sites.
- f) Hub and Spoke sites and commercial-scale farms must be able to sell their products commercially to become sustainable agribusiness to stimulate local economic development within the City of Johannesburg.
- g) Create a database of all stakeholders that partner with the City to offer access to the markets.

7.2. Conditions of Implementation of the Policy

The successful implementation of this Policy rests on the following critical factors:

- a) Providing training, capacity building, and sensitisation of advancement of Food Resilience and specifically on the policy. The first level of sensitisation is within the City's entities themselves. All departments must be aware of the policy and be enabled to support the planning and implementation processes. This would ensure that issues about Food Resilience are mainstreamed into departmental plans;
- b) Mobilising support for the implementation of this policy and communication around the policy. Whilst there has been stakeholder participation in its development, ongoing sensitisation thereof is critical;
- c) Endorsement of the policy by all partners and buy-in sourced from all stakeholders, both administratively and politically;
- d) Engagements with the private sector, COJ Departments and Municipal Owned Entities (MOEs), other relevant spheres of government and donors;
- e) Functional and effective institutional arrangements meeting the following minimum standards:
 - i) Institutional arrangements should be in place, and internal departments should be ready to act and deliver on their responsibilities;
 - ii) Key stakeholders must be involved and informed at all stages;
 - iii) Multi-sectoral Food Resilience forums must be established and enabled to function effectively at the ward level;
 - iv) Reporting procedures and mechanisms from ward level to Citywide must promote and ensure accountability on the utilisation of funds and meeting the KPIs about food resilience.
- f) Municipal Budgeting for Food Resilience. The approach to intervention programs at the ward level requires the allocation of specific budgeting and resources. The City of Johannesburg, in its IDP processes, must allocate sufficient resources to:
 - i) Improve its human resource capacity for food resilience;
 - ii) Ensure that a budget is earmarked for the development of food resilience in line with the City's programmatic priorities.
- g) Reporting on progress:
 - i) All the Cluster Departments must report progress on the Food Resilience Policy implementation plan to their Executive Directors;
 - ii) All inputs must be forwarded from the relevant Executive Directors to the Department of Social Development for consolidation and reporting to the appropriate Human and Social Development committees.

- h) Implementation of this policy must be aligned with Executive Management Team scorecards and annual Service Delivery Implementation Plans;
- i) The policy must be aligned to the CoJ IDP, and clear KPIs relating to Food Resilience issues within departments and MOEs developed;
- j) This policy will come into effect upon approval by the Municipal Council, and an action plan for implementation must be developed within six (6) months thereafter;
- k) Adoption of 4IR and smart urban innovative urban agriculture approaches; and
- l) Food resilience is a transversal function that applies to all departments and entities in the CoJ.

8. INSTITUTIONAL ARRANGEMENTS FOR POLICY IMPLEMENTATION- ROLE CLARIFICATION

The section into the institutional arrangements for implementing the policy on homelessness. Thus, it notes the roles and responsibilities of the DSD, other CoJ Departments, and external stakeholders.

8.1. Responsibilities of CoJ Social Development Department

- a) The DSD is the custodian of this policy, and all powers are vested in the Accounting Officer (City Manager) to ensure the legitimate implementation of this policy.
- b) In the event of a shock, i.e., unforeseen occurrence of emergencies; it shall be left at the discretion of the Unit Head to decide on who can assist the City, e.g., with donations, without being impeded by processes undertaken during normal circumstances.
- c) It is the responsibility of all the CoJ departments and entities to design annual implementation programmes and action plans to give effect to this policy. The programmes and action plans will be based on regular feedback from the recipients of the programmes.
- d) The DSD is responsible for monitoring this policy and ensuring that adequate training and awareness-raising are provided on this policy.
- e) The implementation of this policy is the shared responsibility of the entire CoJ's Line Departments and MEs.
- f) The DSD is mandated to:
 - i. Facilitate the implementation of the Food Resilience Programme in accordance with this policy;
 - ii. Fulfil a key role in the development and reporting of indicators and targets to promote the Food Resilience programme;

- iii. Facilitate a process to engage with other directorates/departments to mainstream the directives of the Policy if needs be;
- iv. Assist with opportunities to enable indigent communities to manage their many challenges and achieve a dignified standard of living and, where possible, reduce household dependency on the CoJ;
- v. Improve access to free basic services (all other support programmes) for indigent households and communities across the City;
- vi. Work with indigent families and communities in order to assist them in obtaining access to other City services to enable them to improve their living conditions;
- vii. Activate the private sector and civil society to act in a positive and transformational manner in alignment with the programmes of the City to address the needs of poor communities;
- viii. Identify potential economic opportunities at the community level, design and deliver community-based training programmes and provide the necessary post-training support for the unemployed, particularly youth within communities.
- ix. Following a multidimensional approach to servicing and supporting poor communities in the City, and
- x. Articulate specific multi-sectoral partnerships, including, but not limited to, public and private sector entities.

8.2. Other Departments and Entities

The following internal stakeholders will be consulted on matters relating to this policy:

- a) DSD will work collaboratively with the Departments of Development Planning (Town Planning and Building Control), Public Safety, and Health (Environmental Health) on compliance issues.
- b) Development Planning: Town Planning and Building Control – assist on matters relating to the consent to use land, zoning, the approval of building plans, and other procedural issues linked to site establishment within the region.
- c) Department of Social Housing: responsible for availing space on buildings suitable for rooftop gardens to ensure food security and promote entrepreneurship.
- d) Joburg Property Company (JPC) – responsible for providing updates on active and potential agricultural sites in the regions.

- e) Joburg City Parks and Zoo – rehabilitate illegal dumping sites into useful spaces that benefit communities. This includes establishing vacant spaces that can be used for communal gardens.
- f) PikiTup- providing support on clearing illegal dumping sites, which can be converted into useful spaces and enable access to recyclables and usage of urban organic wastes to produce manure and fertilisers.
- g) Joburg Water – responsible for enabling access to wastewater to lower the costs of urban farming and provide support on applications for water usage licenses for agricultural purposes.
- h) Joburg Market – responsible for providing resources such as buying and packaging for the Food Bank Program and managing the process of receiving products from the hub for sale on the market floor.
- i) The Group Strategy Policy Coordination and Relations office for inclusion in the strategic planning of the CoJ.
- j) Group Communications and Marketing– provide access to communication and information.
- k) Department of Economic Development for business support/ entrepreneurship opportunities, business analysis, and skill development

8.3. External Stakeholder

Providing an integrated and holistic package of services to address food insecurity is premised on strong and consistent inter-sectoral collaboration and coordination between a wide range of role-players from all sectors of society. The following are external strategic partnerships involving all relevant stakeholders, such as:

- a) National Department of Agricultural, Rural Development, and Land Reform: strategic direction and national aspiration.
- b) Gauteng Department of Agricultural, Rural, and Land Reform: technical and advisory support
- c) Civil Society Organisations (including NGOs, CBOs, and FBOs, etc.);
- d) Local community: referrals and information sharing.
- e) International community: Benchmarking and information sharing.
- f) Academics: Research and Development

The MOUs that will be signed between the City and external stakeholders must guide these strategic partnerships. There must be a clear definition of the nature of collaboration, roles & responsibilities, accountability, and monitoring and evaluation in these MOUs.

9. MONITORING AND EVALUATION

The City of Johannesburg established the “*The City of Johannesburg Monitoring and Evaluation Framework*” in line with the policy framework for the Government-wide Monitoring and Evaluation (GWM&E) and the National Evaluation Policy Framework (NEPF) in 2012. The City of Johannesburg acknowledged that there had been a shift in the City's policies, procedures, and systems associated with the inter-related areas of performance management, monitoring, evaluation, and reporting. The City has therefore developed its monitoring and evaluation framework explicitly aimed at monitoring and evaluating the outcomes of the Food Resilience policy.

The framework notes that changes to the organisation's institutional model at a City level necessitate a complete review of many organisational activities, including planning, decision-making, and monitoring and evaluation. Thus, based on the above, this policy will be monitored and evaluated continuously to ensure greater transparency and accountability based on evidence-based monitoring and evaluation. Service delivery will be significantly improved through continuous information generation for reporting, communication, and service delivery.

The City of Johannesburg shall, in its quest to monitor and evaluate this policy, employ the results-based monitoring and evaluation approach. DSD Policy Unit will ensure that monitoring and evaluation outcomes are shared with stakeholders annually. The indispensability of employing the results-based monitoring and evaluation approach is that it goes beyond counting the policy outputs, activities, and resources to enable the City to measure and evaluate the policy results and then provide information for decision-making. Results-based monitoring and evaluation of this policy will provide feedback on the actual outcomes and goals of the City's actions. Thus, it further addresses the goals of the Food Resilience policy, how they are being achieved in respect of the budgetary schedule and quality performance, and how corrective actions can be done proactively.

Thus, when implementing this Food Resilience Policy, it is important to track key outcomes to assess the effectiveness of the policy and identify areas for improvement. The following key seven outcomes will be tracked.

- a) Food availability: Ensure sufficient food is available to meet the population's needs, including access to a diverse and balanced diet.
- b) Food access: Monitor the ability of individuals and households to access food, including factors such as income, geographic location, and food prices.

- c) Staple food prices: Monitor the prices of staple foods to ensure that they are affordable and accessible to all, especially the most vulnerable populations.
- d) Agricultural productivity: Evaluate the productivity and sustainability of agriculture, including the use of technology and the availability of resources such as land, water, and inputs.
- e) Household food security: Assess the level of food security at the household level, including the ability to obtain sufficient food and access to a diverse and balanced diet
- f) Food waste: Monitor the amount of food waste along the food supply chain and identify opportunities to reduce waste and increase efficiency.
- g) Nutrition: Track the nutritional status of the indigent population, including the prevalence of malnutrition and micronutrient deficiencies.

It is important to track these outcomes over time and to regularly adjust the Food Resilience Policy based on the results of monitoring and evaluation. This will help ensure that the policy effectively improves food security for all individuals and communities. The M&E process will be an inherent part of the City's IDPs and designed to enhance accountability. Furthermore, this process will be conducted annually or at any time necessary to keep abreast of best practices and methodological changes and for other corrective actions.

10. CONTRAVENTION OF POLICY

The City of Johannesburg is the custodian of this policy and all powers are vested in the Accounting Officer (City Manager) to ensure legitimate implementation thereof. The CoJ reserves the right to act in case of breach by any party responsible for the implementation of this policy, and in case of contravention, the CoJ may:

- a) Evaluate the performance of the government officials involved and reserve the right to suspend and/or re-instate until the investigation is completed;
- b) Enforce the law in case of any criminality involved; and
- c) Withdraw partnership agreements in case stakeholders, and beneficiaries breach the terms of this policy.
- d) The Group Legal Department has established procedures for handling policy and by-laws contraventions.

11. DELEGATION OF AUTHORITY

Sections 59 to 65 of the Local Government: Municipal Systems Act 32 of 2000 provide as follows: "59". Delegations – "(1) *A municipal council must develop a system of delegations that will maximise administrative and operational efficiency and provide for adequate checks and*

balances, and, in accordance with that system, may delegate appropriate powers.” In terms thereof Council hereby delegates all powers and duties to the Accounting Officer which are necessary to enable the Accounting Officer:

- a) To discharge the policy responsibilities conferred on Accounting Officers in terms of the Municipal Systems Act 32 of 2000 and this policy;
- b) To maximise administrative and operational efficiency in the implementation of this policy; and
- c) To enforce reasonable and cost-effective measures during implementation of this Policy. These measures must adhere to the National Treasury Guidelines and City's Cost Containment Policy.
- d) To comply with his or her responsibilities in terms of Section 115 and other applicable provisions of the Municipal Systems Act (Act 32 of 2000).

Provision for sub-delegation:

- a) The Accounting Officer may, in terms of section 79 of the Act, sub-delegate any Child Development powers and duties, including those delegated to the Accounting Officer in terms of this policy, but any such sub-delegation must be consistent with herein above.

12. POLICY REVIEW

The policy will be reviewed every three (3) years or when advised to do so by the political principals.