



City of Johannesburg

Department of Development Planning

SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (SDBIP)

2026/27 FINANCIAL YEAR

**Discipline Action, Clear Accountability
and Measurable Results**



APPROVAL

The following signatories acknowledged receipt, approved, and signed the 2026/27 Service Delivery Budget Implementation Plan for the Department of Development Planning, and will review it.

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1. EXECUTIVE SUMMARY

The Department of Development Planning's role is to design, coordinate, and oversee policies, programmes, and initiatives that drive sustainable economic, social, and spatial development, as well as resource allocation. It plays a crucial role in shaping the future by strategically and sustainably guiding development efforts. It guides integrated urban planning services and maximises spatial efficiencies for optimal service delivery by promoting and guiding the spatial and physical development of the city through integrated, strategic, developmental, and regulatory frameworks.

Furthermore, the department addresses the opportunities and challenges of small-scale economic activities. These activities are critical, especially for the informal economy, primarily located in the city's underdeveloped administrative regions. The department's flagship programme incorporates informal economic activities into urban planning to ensure harmonious coexistence with formal businesses and residential areas. The Department endeavours to simplify registration and licensing processes to encourage the formalisation of informal businesses.

The growth of the informal economy must be consistent with environmental and social goals. By playing these roles, the department can help unlock the informal economy's potential while addressing its challenges, thereby contributing to inclusive and sustainable development. Whilst entrusted with leading the strategic spatial development trajectory of the city, the building regulation, land-use planning, and enforcing land use and built environment laws and bylaws. To realise its strategic objective, the department contributes to 8 of the 11 priorities and 5 of the 6 strategic interventions of the Government of Local Unity (GLU), encapsulated in various precinct plans.

To reach its service delivery mandate, the department isolates 52 key performance indicators, of which 20 are in the departmental scorecard, 10 are in Circular 88, 10 are in Gatekeeping, and 12 are in Service Standards Levels. At the end of the 2025/26 financial year, the department achieved all its key performance indicators and spend 99% of the Capex budget. Ensuring good governance, the department will facilitate review of the Municipal Planning Bylaw 2016, amended in 2023, Outdoor Advertising Bylaw, 2009. Furthermore, reexamine the Development Contribution Policy, 2021 and the Inclusionary Housing Policy, 2019.

The Department is providing strategic direction to the city's strategic infrastructure plan by reviewing and sharing updated spatial plans for spatial priority areas, including the spatial development framework (SDF). Furthermore, the department is monitoring and assessing

development applications and building plan approvals to determine development trends to inform infrastructure investment programmes.

The department's flagship programmes are community outreach and civic education, which confront illegality in both the land use and built environment contraventions. A transversal collaborative management approach with various internal and external stakeholders will be the department's crutch in delivering the coproduction model. The constitution, legislative, and policy framework guide and inform the department's strategic outlook and functional areas.

The department employs the *kaizen* method to improve its processes, systems, customer service, and customer experience. Various forms of communication platforms will be used to communicate and engage with the public and stakeholders. Stakeholders and public engagement are the department's cornerstones to promoting good governance and providing educational and knowledge-sharing regarding city planning.

Good governance is a macrocosm for building a world-class African city that is smart, vibrant, resilient, agile, and responsive to the community's needs. Furthermore, it is the city that draws its strength from its diverse populace to facilitate inclusive economic growth and social cohesion, which gives what is desired for all residents.

Perception management strategies will encompass messaging, conversations, and initiatives towards collaborative efforts, building trust, garnering support and mitigation mechanisms. The department's approach to managing perception will be ethical towards constructive engagements, consensus-building, and collaboration. Different stakeholder management and community participation techniques will be explored independently and collectively, owing to the matter at hand. Stakeholder engagement, public outreach and community participation will ensure interests, concerns and perspectives are considered in decision-making processes.

The total adjusted revenue projection of R105 million in 2025/26 and R110.5 million in 2026/27 financial years is primarily derived from various fees, including building fees, consent use fees, hoarding fees, rezoning fees, outdoor advertising sign fees, township establishment applications, and charges for mapping and spatial layer information.

2. STRATEGIC OVERVIEW

2.1. Vision

To provide adaptive and innovative development planning, management, and spatial information services to the Joburg metropolis.

2.2. Mission

To facilitate efficient urban planning, economic development and growth that is sustainable and resilient.

2.3. Core Values



Figure 2.1: Core Values

3. CORE MANDATE

The Department of Development Planning's orbit is based on a long-term, strategic governance and planning to achieve sustainable development, economic growth and improved quality of life of residents. It facilitates inclusive planning that is well-coordinated and responsive to provincial and national priorities. From the above explanation, Figure 3.1 below identifies the Department's core mandate.

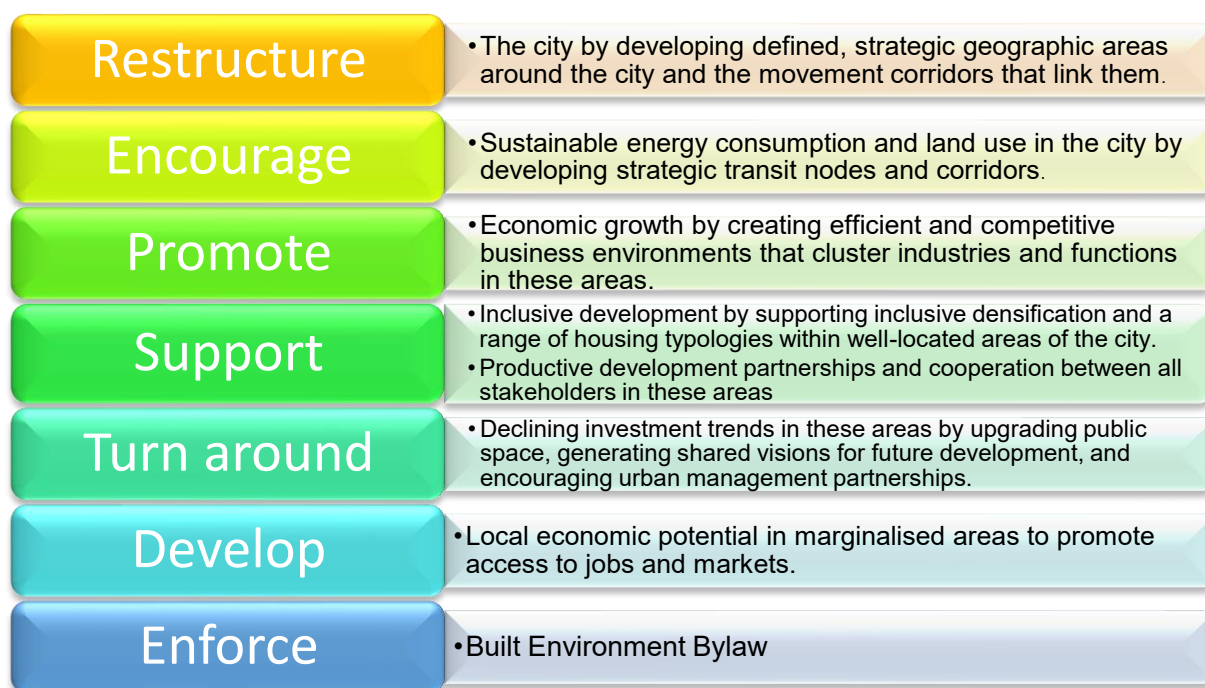


Figure 3.1: Core Mandate

The Department is the primary decision-maker on the location, type, and scale of development within the city. Its strategic urban planning and development management mandates are underpinned by a world-class spatial information system, which is of critical service delivery value to the Council, other spheres of government, the development industry, and the public at large. The Geographic Information System (GIS) contains a single source of property information for the City.

3.1. Service Description

The core services dispensed by the Department have corresponding business units as listed below, with a brief description:

3.1.1. City Transformation & Spatial Planning (CT & SP)

The metropolitan planning ‘engine’ of the city is responsible for leading and guiding the spatial development trajectory of the city through the formulation and facilitation of city-wide and area-based spatial plans. Spatial plans provide direction for all interventions within the built environment of the city and inform public and private decision-making regarding area-based investment. It also plays a leading role in bringing together internal and external stakeholders to facilitate the programmatic implementation of interventions and projects contained in the Spatial Development Framework (SDF), Strategic Area Frameworks (SAFs), Urban Development Frameworks and local area Precinct Plans. The Unit is also responsible for managing the City’s capital investment program. This entails the compilation of the City’s

capital budget through internal stakeholder engagement processes and managing the Johannesburg Strategic Infrastructure Platform (JSIP) to guide, coordinate and direct the City's capital investment towards the realisation of the objectives of the SDF.

3.1.2. Land Use Development Management (LUDM)

Is responsible for implementing the land use system applicable to the City of Johannesburg. Its mandate is focused on the processing of land use development applications from the public and private sectors, which entail township establishment, rezoning, consents, site development plans and other related planning applications. This also includes post-decision processes for the legal administration of land use applications once they are approved. By providing effective and efficient land use services to all citizens of Joburg, the Unit plays a pivotal role in the management of the built environment and the support of sustainable economic growth in the City.

The Directorate is also responsible for enforcing the Municipal Planning Bylaw in terms of land use contraventions according to the Municipal Planning Bylaw 2016 (as amended 2023), and the Land Use Scheme, 2018, which also includes handling Street Naming and Numbering contraventions matters.

3.1.3. Building Development Management (BDM)

The directorate focuses on Building Plan Administration, Information Systems and archiving, Building Inspectorate, Outdoor Advertising, the processing of Cell Mast applications and the Office of the Building Control Officer. The directorate's mandate is to ensure that all building development applications and activities comply with the various legislations, including the National Building Regulations and Standards, the Outdoor Advertising by law and administratively the National Archives and Records Act. The Directorate has a visible presence in all regions with a total of 8 Inspectorate offices spread throughout the regions, and all other functions are based at the Newtown Junction Mall.

3.1.4. Corporate Geo-Informatics (CGIS)

Manages the City's spatial information and hosts and maintains the City's international award-winning Online Mapping Viewer. CGIS is the custodian of "property" or cadastre data as well as other core datasets such as street addresses and aerial photography. The property lifecycle is managed through the Property Value Chain and maintained in the Land Information System (LIS), which is the source of property information for billing purposes. The CGIS Online Mapping Viewer and Public Information Counter, e-Property service, as well as other CGIS electronic services, ensure access to spatial information by internal as well as external clients.

A complete and accurate spatial information base is a prerequisite for credible billing and managing a world-class African City.

3.1.5. Spatial Transformation Projects

The Directorate is responsible for managing a wide range of projects that aim to advance the City's pursuit of sustainable development, improve lives and livelihoods in a just and equitable manner, and ensure compliance with international green imperatives. The project scope encompasses local and international grant-funded, interprovincial, and multi-sectoral planning projects.

3.1.6. Programmes

The Directorate is responsible for the facilitation and coordination of community outreach programmes in response to one of the mayoral priorities, “active and engaged citizenry”. In addition, the directorate will be responsible for stakeholder management and perception management on behalf of the department through regular surveys. Furthermore, an important role performed by the directorate is development facilitation for the department. The main objective is to coordinate all high-impact development applications for the city by ensuring that they get considered timeously and bottlenecks are attended to and resolved speedily.

3.1.7. Planning and Strategy

Direct and lead the development, implementation, monitoring and communication of the department's strategy and Service Delivery Budget and Implementation Plan (SDBIP). Align departmental goals, adapt strategies to the changing environment and encourage long-term planning. Facilitates and coordinates the department's policy development and review. Ensure the provision of strategic, analytical and administrative support as well as integrated business solutions to enable the Development Planning Department to effectively and efficiently deliver on the Departmental mandate.

3.1.8. Regulatory and Management Support (RMS)

Provide overall management support through compliance and regulatory management support. The unit is responsible for the coordination and support of Individual Performance, Risk, Audit (Internal and external) and compliance-related issues such as OHSA and Employment Equity. Furthermore, the unit is responsible for providing departmental financial and budgeting support and ensuring the monitoring and reporting of income statements, procurements, and all other financial-related support.

4. LEGISLATION AND POLICY ENVIRONMENT

Planning is a legislated activity, and several laws and regulations, from national to local governments, govern the department's operations. The table below lists some of the legislation, bylaws, and policies the department uses to perform its functions effectively.

Table 4.1: Legislation, Bylaws, Policies.

Legislation	Bylaws, Frameworks and Policies
Advertising on Roads and Ribbon Development Act, Act 21 of 1940 (Afrikaans version). Amended in 1944 and was called the National Roads and Ribbon Development Amendment Act, Act 28 of 1952 (English version).	City of Johannesburg Green Building Policy, for New Buildings 2021.
Constitution of the Republic of South Africa, 1996	City of Johannesburg Development Contribution Policy, 2021
Gauteng Transport Infrastructure Act, Act 08/2001	City of Johannesburg International Relations Strategy, 2021
Municipal Structures Act, Act 117 of 1998	City of Johannesburg Municipal Planning Bylaw, 2016 (as Amended, 2023)
Municipal Systems Act, Act 32 of 2000	City of Johannesburg Land Use Scheme, 2018
Municipal Financial Management Act, Act 56 of 2003	City of Johannesburg Outdoor Advertising Bylaw, 2009
Municipal Property Rates Act, Act 6 of 2004	The City of Johannesburg Policy on the Naming of Streets and Public Places, 2017
National Archives and Records Service of South Africa Act no. 43 of 1996	Spatial Development Framework, 2040
National Building Regulations and Building Standards Act, Act 103 of 1977 and the SANS 10400	South African Manual of Outdoor Advertising Control (2010) – revised from the 2008 version. The initial document was amended in 1998
National Environmental Management Act, No 107 of 1998	City of Johannesburg Property Rates Policy 2024/2025
National Heritage Resources Act 25 of 1999	
South African National Roads Agency Limited and National Roads Act 7 of 1998	
South African National Roads Agency Limited “Regulations on Advertising on visible from National Roads 2000” Re-promulgated on 12 December 2000 (Initially promulgated on 13 July 2000	
Spatial Data Infrastructure Act, 54 of 2003	
Spatial Planning and Land Use Management Act 16 of 2013	
Criminal Procedure Act 51 of 1977 (as Amended)	
Protection of Personal Information Act, 2013	
Deeds Registries Act 47 of 1937 and Amendments	
Intergovernmental Relations Act, 2025	

5. STRATEGIC OBJECTIVE

Strategic objectives for the Department of Development Planning are best expressed through programs and projects implemented over one to three years and up to five years. The programs and projects are the departmental strategic interventions to respond to the city's priorities:

5.1 STRATEGIC PROGRAMS & PROJECTS

5.1.1 The Global Facility Environment (GEF) Project

Climate change is already altering the country's ecosystems, economies, and livelihoods. There is evidence that extreme weather events are increasing, with heat waves more frequent, dry spell durations slightly longer, and rainfall intensity increasing. The department, through transversal collaborations with various stakeholders, contributes to:

- Limiting the built environment footprint through compaction and intensification linked to public transport and walkability to reduce the carbon footprint of the city.
- Supporting a low-carbon emissions development trajectory
- Promoting and facilitating a comprehensive just transition for the city and its communities.
- Supporting sustainable food production and food resilience.
- Pioneering local government learning through piloting and practices specific to the local government space.
- Ensuring climate change adaptation and mitigation practices are integrated into policies, spatial plans, land use and building regulations and processes to future-proof the city.

CoJ remains focused on delivering on its international commitments regarding climate change declarations while working on improving the liveability and sustainability of Johannesburg as a developing urban centre. The GEF 6 project titled "*Building a resilient and resource-efficient Johannesburg, increased access to urban services and improved quality of life*" is implemented in partnership with international institutions, the United Nations Environmental Programme (UNEP) and the Development Bank of Southern Africa (DBSA).

The GEF 6 Project comprises the following outcomes:

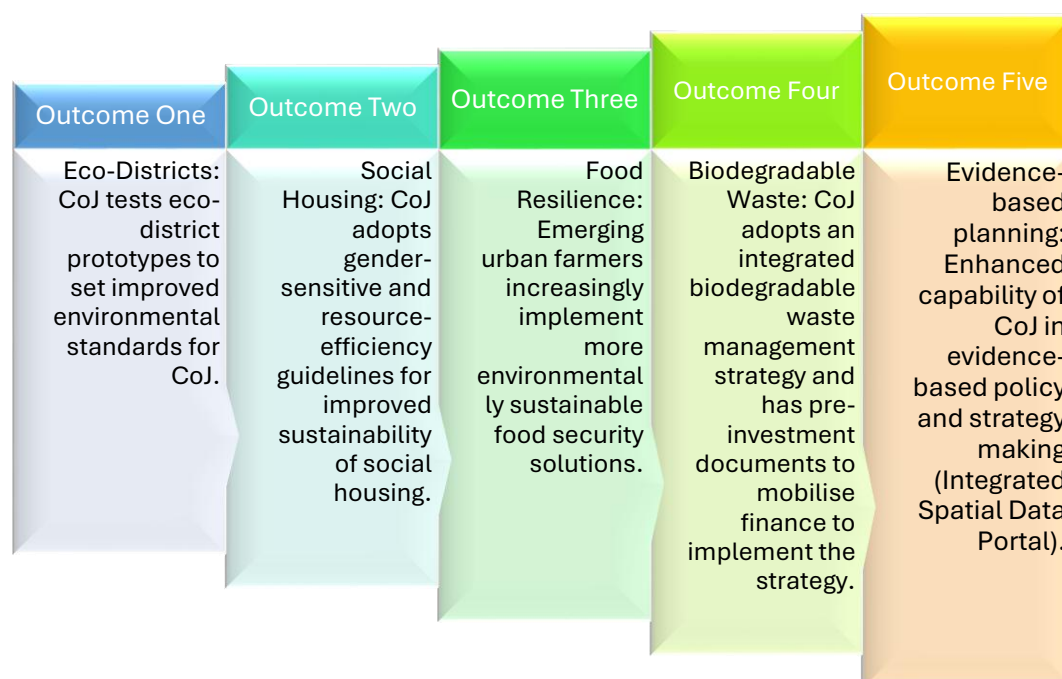


Figure 5.1: GEF Project Outcomes

The GEF 6 Project has entered its final year of implementation, with the 5 outcomes reflecting lessons and innovation. A Knowledge Management, Marketing and Communication Strategy has been developed as part of the 5 outcomes. The Strategy captures valuable lessons from project inception, implementation and closeout. Manuals and Guidelines reflecting innovative transitions that provide a blueprint to shifting the city towards a low-emissions development trajectory for part of the Strategy. The Department plans to attain institutional endorsement for the Strategy and then disseminate it to inform future replications of a similar nature.

In the 2026/2027 financial year, the Department will facilitate the institutionalisation of the Outcomes of the GEF 6 Project, whilst seeing to the contractual obligations of the Grant relating to reporting at closeout. In addition, the Department will also create a series of communication, awareness, and capacitation multi-media products to reach different stakeholders on topics including green building and precinct development, food resilience and organic farming, energy and waste management interventions and gender inclusivity in just transition.

Noting the productive collaboration between the city and the GEF 6 implementation partners in advancing the green agenda, the Department will continue to facilitate partnerships with the GEF and remain the key point for all GEF partnerships. This GEF 8 funding cycle is nearing the end of the award, and the City is again positioned to be granted access to the GEF fund

via a child project facilitated by DBSA via EISD. The Department will play the overall coordinating function in supporting GEF projects throughout the city and institutionalise lessons learnt to allow seamless operations between the City and funding partners.

5.1.2 Spaza Shops Compliance Programme

As part of the Presidential call to address the lawlessness on spaza shops, ensure compliance and proper registration of Spaza Shops. The department is collaborating with the Department of Economic Development, which is driving this programme to ensure compliance with all Spaza Shops in the city in terms of ensuring planning and building requirements and approvals.

During the 2026/27 financial year, the department will focus on ensuring efficient processing of consent applications for spaza shops, with a turnaround time of 1.5 months to assist in faster registration of spaza shops. The department will be reporting on applications processed for spaza shops as part of the Service Delivery Standards.

To ensure effective law enforcement, more focused and regular law enforcement inspections are to be undertaken in all Regions in the city to address non-compliant spaza shops that continue to operate illegally and ensure issuing of necessary contravention notices/fines and refer non-compliant spaza shops to Municipal Courts.

5.1.3 Fast Tracking of Government-related planning projects

The department has an ongoing program that is aimed at expediting government projects in recognition of the alarming need for the accelerated provision of Socio-economic infrastructure and access to sustainable Human Settlements. It also aims to expedite the release of comments on Government applications planning approvals, with a view to unlocking bottlenecks, to realise the accelerated completion of such projects.

The department has a joint consolidated list together with other Government Departments for the various projects to identify projects that are in the Land Use application processes and facilitate compliance with requirements per application. Development planning has also jointly instituted the pre-submission consultation meetings with Government Departments (i.e. Department of Human Settlement, Gauteng Department of Infrastructure Development, various Provincial Departments, Joshco, JDA, JPC, etc.), for the provision of guidance towards submission of relevant, quality and processable applications.

The department also forms part of regular progress IGR Bilateral meetings with different Government Departments, in which progress on submitted applications, and those in the pipeline, is tracked, to unlock possible red tape. Beyond the Bilateral meetings, the Department has *ad hoc* meetings with appointed Service providers and affected Departments on their respective applications to track progress and provide further guidance per project.

5.1.4 Bylaw Review

During the 2026/27 financial year, the department will commence with the review of the Municipal Planning Bylaw, 2016, as amended and the Outdoor Advertising Bylaw, 2009.

5.1.4.1 Municipal Planning Bylaw

In October 2023, the City of Johannesburg Council approved the Municipal Planning By-Law 2016 (as amended 2023) in compliance with the Spatial Planning and Land Use Management Act (SPLUMA), 2013 (Act 16 of 2013), which came into effect upon promulgation in April 2024.

The review of the bylaw has been necessitated by the urgent need to facilitate the implementation of the department's new online land use application system (New TAS), a technological solution required by the department to enable efficient and effective evaluation of land development applications. There are other critical amendments required on the bylaw to strengthen bylaw enforcement effectiveness for planning and building contraventions, etc.

In 2026/27, the Department will finalise the review document considering the comments by members of the public in terms of the public participation process, which is expected to be concluded by the end of June 2026; submit the final reviewed Municipal Planning Bylaw for approval by Council.

5.1.5.2 Outdoor Advertising Bylaw

The City of Johannesburg's outdoor advertising portfolio is currently regulated in terms of the City of Johannesburg's Outdoor Advertising By-laws promulgated on 18 December 2009. Due to the fast-evolving nature of the Outdoor Advertising industry, the review of the 2009 Bylaw is overdue. The review will not only promote compliance in terms of Section 156 of the South African Constitution, but also with other legislation such as Section 16 and 17 of the Municipal Systems Act No 32 of 2000 and Section 7 of the Local Government: Rationalisation of Local government Affairs Act, Act 10 of 1998, but it will also assist the city in revenue generation.

The City of Johannesburg reviewed and promulgated the Outdoor Advertising By-law in 2018; however, the subordinate legislation was set aside in court due to various technicalities. Another attempt was undertaken to review the Bylaw in 2022. Unfortunately, the bylaw could not meet the legislative and council resolution requirement to conclude the review within a year of the council declaring its intention to review the bylaw.

In 2026/27, the Department will finalise the draft bylaw incorporating public comments where necessary and submit it to Council structures for approval of the bylaw.

5.1.5 Policy Review

In line with the good governance priority, the department will review the Inclusionary Housing Policy, 2019, and the Development Contribution Policy, 2021.

5.1.5.1 Inclusionary Housing Policy, 2019

The department will undertake a comprehensive review of the Inclusionary Housing Policy (2019) to assess its effectiveness, implementation performance, and continued alignment with spatial transformation objectives captured on the Spatial Development Framework (2024). The review will evaluate the number and geographic distribution of inclusionary housing units approved and constructed, affordability compliance, integration outcomes, and the functionality of monitoring and enforcement mechanisms. It will further assess the proportionality and viability of inclusionary requirements in relation to development rights granted, examine the effectiveness of incentives and negotiated outcomes to reflect current market conditions.

The review process will include a legal compliance assessment to ensure continued alignment with constitutional principles, SPLUMA (2013), and relevant municipal legislation. The outcome of this indicator will be the completion of a final draft Inclusionary Housing Policy and supportive council report, inclusive of recommendations for refinement where required, and submission to Council for consideration and adoption

5.1.5.2 Development Contribution Policy, 2021

Council approved the Development Contributions Policy (2021) on 7th October 2021 with an intention of simplifying and integrating development contributions processes and charges for external engineering services, namely, roads, stormwater, sewer, water, electricity and transport across the City.

Development contributions are essentially: (a) a once-off charge levied by the City on the landowner, as a condition for approving a land development application, and (b) charged to cover the capital costs incurred by the City when installing new infrastructure or upgrading existing infrastructure.

The 5-year review of the policy is due on 7th October 2026, and the Department is undertaking the policy review process within the financial year 2026/27 with an intention of implementing the approved policy review by 1 July 2027.

The review of the policy and its calculation methodology is essential to ensure unit impacts and costs are up to date and reflect a realistic and indicative demand and cost of infrastructure to satisfy it, to ascertain that development contributions are reasonable, fair and justified. This is crucial for sustainable development and service delivery in the City by ensuring that the City adequately recovers the cost of providing infrastructure for financial sustainability and good governance without unfairly burdening landowners or short-changing the City.

5.1.6 Transit-Oriented Developments (TOD)

The Transit-Oriented Development (TOD) Corridors represent the first phase of the City's strategy to establish physical connectivity at a metropolitan scale, unlocking Johannesburg's dynamic energy by linking key strategic nodes, Soweto, the Inner City, Alexandra, and Sandton. These corridors are holistically designed to integrate economic, social, and infrastructural functions, and are essential tools for promoting urban compactness and competitiveness.

By delivering an affordable and accessible mass public transit system—incorporating bus rapid transit (Rea Vaya), passenger rail (PRASA), and the Gautrain—alongside mixed-income housing, schools, clinics, libraries, public squares, parks, offices, and cultural facilities, the TOD Corridors aim to enhance inclusion and liveability.

This approach begins with the development of the key TOD Corridors, such as the Empire–Perth and Louis Botha Avenue corridors, linking Soweto through the Inner City to Sandton, as well as the Turffontein-to-Inner City corridor. These corridors will serve as anchors for intensified development around current and future transit nodes, fostering neighbourhood-level connectivity and strengthening ICT and public transport infrastructure at both provincial and urban scales.

In 2026/27, the Department will continue to support private and public sector developments within the corridors by directing MOEs to invest in infrastructure upgrades and by facilitating development applications.

5.1.7 Integrated Spatial Data Portal

In 2025/26, the department finalised the development of the integrated Spatial Data Portal (ISDP). The ISDP provides a single platform for all city spatial data generated by different data custodians. The department will champion awareness and growth of the ISDP, internally through the Spatial Data Committee and Smart City Forum, and externally through partnerships. Currently, the shared spatial datasets are limited. Focus should be on prioritising spatial data on infrastructure through working with municipal entities.

6. STRATEGIC PRIORITIES

The department has the following strategic objectives, which are the broad department's mission to achieve long-term concrete outcomes, customer satisfaction, and drive innovation. Operationally, they provide clear direction, align resources and functional teams across the department.

6.1. Inclusive Growth and Job Creation

Address apartheid spatial planning and geographic disparities by fostering balanced city planning. Plan infrastructure and services to enhance connectivity between deprived areas and economic centres. Enable broader economic participation in the economy. Integrate social protection mechanisms, such as affordable housing, into development plans.

Build collaborative capacity between the city and the private sector to implement inclusive policies. Recognise and integrate the informal economy into planning frameworks and promote its growth and sustainability. Foster partnerships with other spheres of government, the private sector, multilateral sectoral organisations and international development agencies.

6.2. Reduce Poverty and Tackle the High Cost of Living

Design a city that minimises living costs through better housing, transportation and service delivery systems. Develop transportation, energy efficiency and water infrastructure to lower production and distribution costs. Integrate economic growth with environmental sustainability to ensure long-term affordability and resource availability. Reduce the cost of necessities such as water and electricity. Support SMEs and entrepreneurship.

By addressing structural inequalities, fostering economic opportunities and prioritising sustainable job creation, the department ensures that economic growth translates and improves living standards for residents.

Facilitate participatory planning processes by ensuring input from marginalised communities. Collaborate with institutions of higher learning to align skill development with the developmental trajectory. Reducing poverty and tackling the high cost of living demands a multifaceted approach of targeted policies, structural reforms and programs with a focus on economic empowerment, income growth and cost reduction.

6.3. A Capable, Ethical and Developmental State

Building a capable, ethical and developmental local government involves creating a government that upholds moral and ethical standards and promotes inclusive, sustainable development. This type of government must be driven by competent public representatives, qualified, experienced and managers who can lead and drive transformation. The success of such an institution demands strategic leadership, a robust institution with resolve and commitment to advance the well-being of residents.

It must build trust by involving residents in governance through participatory decision-making and grievance redressal mechanisms. Active ingredients in building a capable, ethical and developmental state include leadership development, strengthening governance structures, enhancing public service delivery, promoting social justice and equity and engaging stakeholders.

7. DEPARTMENTAL RESPONSE

7.1. IDP/CBP Community Issues

Community-based planning is planning by the communities for the communities, although linked to the local or whole government planning system. This is a form of participatory planning which is designed to promote community action. It encourages community empowerment as it allows residents to be active and involved in managing their development. However, the department continues to engage the community through various interactions such as community outreach and stakeholder engagements.

7.2. Customer Survey

The city's Household Customer Satisfaction Survey is at 62%, of which the department is committed to increasing customer satisfaction by meeting its satisfaction level standards as stated below in paragraph 10.5.

7.3. Perception Management

The department is highly service-oriented, and the ability to recognise and meet customers' needs becomes the pillar of strength. The focus is mainly on anticipating, recognising, and meeting people's needs, whether they are clients or not. It is therefore important for the department to continuously embark on influencing the customers' thoughts and feelings on the experience created through the service delivered, so they can think of the department positively. Emphasis is on ethical influence to reflect what is true. The department is working on the establishment of a culture of excellent customer service through planning, developing, and sustaining a customer-oriented program.

There are various ways to manage perception amongst customers; however, in the 2026/27 financial year, Development Planning will give attention to the following ways:

7.3.1 Offering ways for customers to provide feedback

The department is planning to resuscitate the Developers Forum program. The programme will be expanded to include Planners and Architects of the city. This is the department's way of involving customers to offer their input in how business is conducted and to show that the department cares about their opinions.

7.3.2 Research customers' current perceptions

The department will determine the common platforms visited the most by customers of the department and monitor social media channels to determine positive factors that create positive perceptions and devise strategies to combat negative ones.

8. STRATEGIC ANALYSIS

8.1. Service Delivery and Infrastructure Backlog

The vision and mission of the department portray our specialised function as the principal anchor of the city. The department is influenced by both internal and external factors, which are regularly assessed to position the department in its quest to realise its strategic objective. Interdependencies are the central thrust towards backlogs and challenges experienced in the

past financial year. Management tools at the disposal of the department to assess and read the environment include SWOT and PESTLE analysis. The table below depicts the service delivery backlog and challenges.

Table 8.1: Service Delivery and Infrastructure Backlog and Challenges

Programme	Backlog/Challenges
Improved and effective bylaw enforcement. - Implement the issuing of Section 56 notice, which will result in the issuing of Fines, which will have an impact on the revenue of the city. - Referrals of law enforcement matters to Municipal Courts. - Review of Municipal Planning Bylaw 2016 (as amended 2023) to ensure law enforcement interventions are more effective and able to assist the city in the execution of law enforcement contraventions timeously.	Prolonged ineffective law enforcement due to matters referred for litigation, which takes time to resolve and results in high litigation costs for the city and delays in addressing the contravention reported by members of the public.
Improve service standards through the Digitalisation of planning and records management systems of the department.	IT System downtime and dependency on IT - affects the TAS, which affects the process of registration of applications; circulation and tracking of applications; post-decision processes and the LIS, which stops feeding information to the billing system.
MOEs to ensure bulk infrastructure proposals are submitted to JCIP to address infrastructure backlogs, where most of the applications have been pending due to infrastructure upgrades and capacity issues.	- Impact of infrastructure on approval of land use applications, which contributes to significant delays in the conclusion of applications, where the infrastructure is inadequate and needs upgrading. Most of the time, applications are in line with the SDF and are approvable but cannot be concluded due to infrastructure challenges in all types of services, water, electricity, and roads. This results in a high number of applications being pending due to no bulk infrastructure or capacity to support the development. - Delays in the processing of land use applications; time taken by MOEs and external Government Departments to comment on applications; outstanding requirements from applications and poor application submissions; missing and tracking of files, etc.
Spatial information maintenance of core property-related planning data sets (cadastral data, physical addresses, zoning, and deeds data).	No maintenance is available for plotters, hindering the plotting of hard copy maps larger than A3.
Spatial integration (GIS/LIS) as part of the digitisation of Development Planning Online systems.	Delay in payments for the Maintenance and development contract.
Integrated Land Information System (LIS) provides a single source of property-related information for the City to ensure a credible property base for credible billing.	- Budget cuts and freezing of recruitment of positions to capacitate some of the units. - Management and maintenance of the LIS/GIS Infrastructure Contracts by servicing departments (GICT).
Integrated Spatial Data Platform – accessing quality spatial data in CoJ	A spatial data audit revealed many challenges with Geo-centric departments' spatial data, including limited human resources & hardware and software capacity, inadequate spatial data capture and maintenance of critical spatial data sets. All of this has significant implications for the use of spatial data for analysis, reporting, and decision-making in the city (i.e., increasing risk and not optimising opportunities).

8.2. Environment Analysis

Tables 8.2 and 8.3 below provide both internal and external environmental analyses of the department's operations. This analysis enables the department to navigate and formulate strategic responses to prevailing surrounding conditions.

Table 8.2: SWOT Analysis

S	W	O	T
Strong partnerships and collaborations with various stakeholders.	Human Capital retention with institutional knowledge	Massive investment in public transport supports settlement restructuring through interventions that promote the appropriate land use regime along with public transport infrastructure.	Vandalism of facilities and infrastructure (including the collapse of rail in the city).
Proactive management team.	Increased regulatory requirements coupled with reduced or stagnant funding.	Global focus on climate change and energy efficiency.	Macroeconomic fluctuations and instability of the financial sector.
Highly qualified and experienced staff with relevant technical knowledge.	Inability to meet turnaround times.	Continuous community awareness sessions to educate communities.	Lengthy legal processes
Progressive legislation and policy framework.	Under-capacitated Outdoor Advertising and Single Law Enforcement Sub-units.	Recruitment of skilled workforce.	Reduced funding and reallocation of public sector funding.
Well-developed policies and standard operating procedures guide the work of the department.	Unstable ICT environment	Legislative tinkering/changing legislation and compliance thereto.	Cyber attack
Good relations with neighbouring cities and municipalities, and other spheres of government.	SCM procedures are not tailored to ensure the department can deliver on its mandate.	Project management skills capability, Infrastructure upgrade and/or development and budget provision to implement strategic corridors. Increase in demand for reliable information for informed decision-making (As per IDP – you cannot manage what you do not measure).	Infrastructure upgrade and/or development and budget provision to implement strategic corridors and urban regeneration.
Established Stakeholders (Developers) Forum.	ICT and SCM policies and procedures are not supportive of innovation or even operational sustainability.	Increase in demand for reliable information for informed decision-making (As per IDP – you cannot manage what you don't measure).	Lack of awareness and poor understanding of Building Control and Outdoor Advertising legislation and processes by the public.
Public engagement and involvement.	Discursive interdependencies (CoJ partners, inter-governmental.	Participation in the National Spatial Data Infrastructure: contributing local spatial data/information, standards, policies, etc.	Continued deliberate contravention of the legislation.
Ability to increase revenue generation by imposing a rate penalty	Operational knowledge is known by the respective directorates.	Implementation of electronic internal processes and customer services.	Disengaged staff.
	Application of the Performance Management System Policy.	Implementation of a signed Memorandum of Understanding with the South African Council for the Architectural Profession (SACAP).	Lack of awareness and poor understanding of Planning policies and by-laws, Building Control and

S	W	O	T
			Outdoor Advertising legislation and processes by the public.
		Willingness to comply with Building Control & Outdoor Advertising legislation by some sections of the community.	
		- Examine and introduce approaches to ease of doing business: ✓ Offer real-time planning processes and inspections. ✓ Digitise historical records. ✓ Digitalise planning processes. ✓ Integrated planning processes, especially with Municipal Entities.	
		Improve and strengthen intergovernmental relations.	
		Collaboration with the private sector Strengthen the role of the Employment Equity and Skills Development Forum.	

Table 8.3: PESTEL Analysis

P	E	S	T	E	L
A stable political environment will facilitate and strengthen government legitimacy. Stability provides investors with confidence that the country's regulatory environment will enable them to achieve good economic returns.	Unfavourable national economic growth forecasts are likely to dampen potential investments in the short to medium term.	Population growth rates, especially within the youth categories.	Rapid technological changes call for the use of more sophisticated planning tools, either for policy or information management, or customer interaction	The global focus on climate change and energy efficiency calls for more robust mechanisms to reduce carbon emissions. Planning to be involved in using planning frameworks to motivate greener infrastructural and built environment investments, and reducing the city's footprint, and the Building Management to create and implement the Green Building Policy requirements	Changes in Legislation have an impact on the work of Development Planning, e.g., SPLUMA
	Sustained growth rates and favourable taxation are attractive economic variables that can make Joburg an attractive investment opportunity. The city of Joburg should consider an incentive package to attract and retain investment.	Increased migration trends will continue to put pressure on the infrastructural demands of the city.	Digitisation of all processes will lead to improved performance and customer satisfaction	Water resource constraint is a factor to consider now to mitigate against future loss of investments	
	Slow economic activity will mean reduced funding, less revenue collection and reallocation of public sector funding.	Vandalism of facilities due to service deficiencies.	e-Services for customer interaction and transactions, including communication and (targeted) marketing	Plan for natural extremes.	
		High unemployment rates continue to put pressure on the Joburg economy to expend money on industries that are likely to create jobs. Infrastructural investments create a platform for potential increased economic growth that is likely to reverse the unemployment trend			
		COVID-19 impacts and implications			

9. RISK ASSESSMENT

This risk register provides a structured and coherent approach to identifying, assessing, and managing risk. It builds in a process for regularly updating and reviewing the assessment based on new developments or actions taken. Four strategic risks are identified, with twenty management action plans developed to mitigate risks. The Department of Development Planning is committed to improving the control environment, especially for risks that are potential threats to the achievement of the department's objectives and, more specifically, a clean audit. In addition, the department has, over the years, effectively embedded compliance into its daily activities.

Table 9.1: Strategic Risk Register

Reference No.	Departmental Objectives	Risk Description	Root Causes	Consequences	Impact	Inherent Risk Exposure	Current controls	Residual Risk Exposure	Risk Owner	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
1	Digitalisation of development planning	1.1 Delays in processing and recording of built environment applications/cases, as well as improving the ease of access to strategic spatial information.	1. Lack of a fully-fledged electronic system to effectively process applications. 1.2 Lack of accessibility to integrated spatial information. 1.3 Incomplete application	1. Delayed developments 2. Loss of revenue and rates 3. Financial loss to clients 4. Dissatisfied citizens and business community 5. Reputational damage 6. Loss of data	Major	Very High	1. Electronic submission of applications via dedicated emails (outdoor advertising, LUDM) 1.1. Applications submitted on the portal (BDM) 1.2. Go green 2. Integrated spatial data platform, which will be handed over to the CoJ 2. CoJ construction permit system (building plans and SDPs)	High	Development Planning: ED	1. Development of an integrated, effective online system for (Land-use applications, outdoor advertising and Law enforcement system) 2. Finalisation of the SLA with group ITC.	1. Director BDM AND LUDM 2. Director: LUDM & BDM	1.30 June 2027 2. 31 December 2026

Reference No.	Departmental Objectives	Risk Description	Root Causes	Consequences	Impact	Inherent Risk Exposure	Current controls	Residual Risk Exposure	Risk Owner	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
			3. Only one system administrator and no capacity to manage the system			Very High	3. Report any glitches to GICT and MTC and escalate to Property Value Chain (PVC) and data champion meetings 3.1 Deploy the Integrated Spatial Data Portal and create awareness about its functionality					
		1.2 Files that need to be digitised and are sitting in the Metro Centre	1.2. Large volume of files	1. Loss of data	Major		1.2 Service provider appointed to begin the digitisation process.	High		1. Digitised files will be moved to the archive in Pretoria	Directors BDM & LUDM	Continuously
			1.3 Budget constraint				1.3 The budget has been approved					
2	Contribute to Climate Change Commitment	Inadequate climate change mitigation and adaptation responses in policies, plans,	1. Limited understanding by and skill set of department officials and built	1. Social inequities 2. Litigation 3. Reputational damage 4. Damage to	Major	Very High	1. Land Use Scheme Regulations and Building Regulations (LUDM)	Medium	Development Planning: ED	1.1 Update Nominations representatives per directorate to participate in	Directors CT & SP. BDM & LUDM	Bi-Annually

Reference No.	Departmental Objectives	Risk Description	Root Causes	Consequences	Impact	Inherent Risk Exposure	Current controls	Residual Risk Exposure	Risk Owner	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
		land use and building regulations	environment practitioners	the built environment 5. Missed opportunities to tap into climate funding			1.2 Building Regulations (BDM)			the climate action forum 1.2. Share training and awareness information across all directorates		
			2. Poor departmental stakeholder engagement programmes to mainstream climate change awareness and responsiveness				2. Development and inclusion of climate change awareness messaging and information into the citizen outreach programme			2. Share progress and requirements about green building policy implementation with the building industry	Director: BDM	30 September 2026
			3. Limited of availability and integration of critical data sets and climate information.				2.1 Green Building Policy			3. Update Integrated Spatial Development Platform (ISDP) 3.1 Include climate change data and prioritisation in JSIP.	Director: City Transformation	Bi-Annually

Reference No.	Departmental Objectives	Risk Description	Root Causes	Consequences	Impact	Inherent Risk Exposure	Current controls	Residual Risk Exposure	Risk Owner	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
3							3. Spatial plans incorporating climate action principles and strategies (Compaction, TOD, Urban development boundaries)			4. Extend partnerships with data custodians, both internal and external	All Directorates	Continuous
							4. Environmental impact assessment informing planning decisions					
3	Provide Spatial Planning Guidance	Weak cross-sectoral integration and implementation of strategic spatial plans	1. Uncoordinated development programmes	1. Unrealised public investment value 2. Reputation damage to the city (community expectations) 3. Financial loss 4. Poor Service Delivery 5. Failure to achieve goals	Critical	Very High	1. None	Medium	Development Planning: ED	1.1 Present long and short-term strategies at TBSC 1.2 Present Key spatial plans and their implementation programmes before new budget cycle starts to target departments and MOEs	Director: City Transformation and Spatial planning	Annual

Reference No.	Departmental Objectives	Risk Description	Root Causes	Consequences	Impact	Inherent Risk Exposure	Current controls	Residual Risk Exposure	Risk Owner	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
			2. Limited long-term capital investment program	Compromised Strategy implementation 6. Infrastructure (hard & soft) is unable to adequately support spatial vision in targeted areas			2. Approved Spatial Development Framework (SDF) with comprehensive stakeholder engagements			2 Biannual assessments of approved and planned capital budget alignment to the CEF and the SDF.	Director: City Transformation and Spatial Planning	31 March 2027
			3. Departments and MEs formulate sectoral plans without consideration of the approved Spatial development framework				3.1. One-on-one meetings with departments and entities			3. Sector Bilateral engagement with three or more entities to strengthen alignment between spatial plans and sectoral plans		30 June 2027

Reference No.	Departmental Objectives	Risk Description	Root Causes	Consequences	Impact	Inherent Risk Exposure	Current controls	Residual Risk Exposure	Risk Owner	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
4			4. Weak IGR relationships				3.2 Project-based coordination forums (PSC)			1. Attend national treasury midyear reviews, benchmarking planning forums, and other planning forums. 2 Continuous collaborations with SPMO to calibrate the system to align with CEF (capital expenditure framework)	Director: City Transformation and Spatial Planning	Bi-Annually
	Inadequate customer service	Failure to provide ease of access to and use of equitable customer services	1. Insufficient coordination of community outreach programmes	1. Inefficient customer interface and poor service delivery. 2. Reputational damage 3. Increased lawlessness 4. Urban decline 5. Litigation	Moderate	High	1. Facilitation of the community outreach programme	Low	Development Planning: ED	1. Address issues noted in the customer satisfaction survey 1.2 Develop a community outreach schedule	1. All Directorates 1.2. Director Program	1. Bi-Annually 1.2 31 July 2027

Reference No.	Departmental Objectives	Risk Description	Root Causes	Consequences	Impact	Inherent Risk Exposure	Current controls	Residual Risk Exposure	Risk Owner	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
			2. Improve the responsiveness of officials to queries from customers				2. Customer satisfaction surveys			2.1 Develop and manage the Query Management guideline/SOP 2..2 Fill positions of 3 Admin officers for PLE	2.1All Directorates 2.2 Director LUDM	30 June 2027
			3. Downtime of customer-facing electronic systems				2. Directorate Customer action plans to improve customer service			3. Continue with the WhatsApp group platform for escalation purposes.	3. Director: CGIS	Continuously
			4. Improve coordination between departments.				3. Dedicated email for customer-related queries			4.1Develop SOP for online queries to be resolved within the department and other MOEs	Director: All Directors	31 December 2026

Reference No.	Departmental Objectives	Risk Description	Root Causes	Consequences	Impact	Inherent Risk Exposure	Current controls	Residual Risk Exposure	Risk Owner	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
							4.1. MOE Monthly Technical coordination meeting 4.2. SLA with MOE, LUDM,			5.1 Cashier at Newtown help desk.	Director: CGIS, LUDM, BDM	30 September 2026

10. STRATEGIC RESPONSE

The department's core function is interwoven with the Growth and Development Strategy 2040 and the Integrated Development Plan, encapsulated in 8 of the 11 Government of Local Unity priorities. The table below represents how the Growth and Development Strategy 2024 outputs and priorities are connected, coupled with numerous departmental interventions and programmes.

Table 10.1: Key Performance Areas

OUTCOME	OUTPUTS	GLU PRIORITIES	MAYORAL STRATEGIC INTERVENTION	DEPARTMENT STRATEGIC INTERVENTION	DEPARTMENT PROGRAMMES
Improved quality of life and development-driven resilience for all.	A safe and secure city.	Safer City	Fostering social cohesion and improved quality of life	Proactive risk identification to enable integrated responses to emergencies and planned relocations	Mapping of informal settlements and analysis of risks associated with the informal settlements (flooding, dolomite, Eskom Pylons, etc.)
Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low-carbon economy	Food security is both improved and safeguarded.	Sustainable Service Delivery	Fostering social cohesion and improved quality of life	- Ensuring the availability of High-quality current core spatial datasets for sustainable service delivery. - The development of policies and guidelines to inform better developmental practices through building and design. The development of learning outcomes for eco-districts and green buildings for both green and brownfield development.	- Ensure data sourcing, spatial capture and maintenance of core property-related planning data sets (e.g. cadastral data, physical addresses, zoning information and Deeds ownership information, etc.) for sustainable service delivery - Food Security and urban agriculture (Global Environment Facility Programme - Planning and implementation of social clusters (health, community facilities and open spaces) within key priority areas (Brixton Social Cluster, Turffontein clinic, Kliptown, Zandspruit, etc.)

OUTCOME	OUTPUTS	GLU PRIORITIES	MAYORAL STRATEGIC INTERVENTION	DEPARTMENT STRATEGIC INTERVENTION	DEPARTMENT PROGRAMMES
Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low-carbon economy	Climate change resilience and environmental protection.	Sustainable Service Delivery	Advancing energy security and a just energy transition	- Ensure data sourcing, spatial capture and maintenance of core property-related planning data sets (e.g. cadastral data, physical addresses, zoning information and Deeds ownership information, etc.) for sustainable service delivery. - Bi-annual customer surveys provide insight into customer service quality and requirements.	
An inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of citizens	A 'Smart' City of Johannesburg that can deliver quality services to citizens in an efficient and reliable manner.	Smart City	Strengthening governance and public sector capacity	- The GEF supports entry-level farmers to compete in the organic farming space via Social Development (holding trainings and capacity workshops and organising resources) - Improve ease of doing business - Online Systems Integration - Enhanced decision making - Digital Planning Twin - Finalisation and implementation of New TAS (Land Use Online System Project).	- Maintenance of an internal and external On-line mapping Viewers providing updated cadastral and other spatial data to all stakeholders. - Provisioning and configuration of Integrated Spatial Data Portal and Spatial Plan Management hosting environment. - The use of world-class technologies such as a spatially enabled integrated Land Information System (LIS) providing a single source of property related information for the City. All

OUTCOME	OUTPUTS	GLU PRIORITIES	MAYORAL STRATEGIC INTERVENTION	DEPARTMENT STRATEGIC INTERVENTION	DEPARTMENT PROGRAMMES
				• Commence with the digitalisation of the DP Records Management System and design of the system. • Spatial integration (GIS/LIS) as part of the digitisation of the online land use application processes. • The use of world-class technologies, such as a spatially enabled integrated Land Information System (LIS) providing a single source of property-related information for the City. All electronic systems within the Property Value Chain feed into or integrate with the LIS (e.g., CPMS, TAS, SAP, Valuation System, etc.). • Maintenance of an internal and external online mapping viewer providing updated cadastral and other spatial data to all stakeholders. • Provisioning and configuration of the Integrated Spatial Data Portal and Spatial Plan Management hosting environment. • Lanseria Smart City	electronic systems within the Property Value Chain feed off or integrate to the LIS (e.g. CPMS, TAS, SAP, Valuation System etc). • % Spatialisation of deprivation areas mapped • Deployment of ArcGIS Urban Software for Digital Planning Twin rollout (Software Acquisition dependent)

OUTCOME	OUTPUTS	GLU PRIORITIES	MAYORAL STRATEGIC INTERVENTION	DEPARTMENT STRATEGIC INTERVENTION	DEPARTMENT PROGRAMMES
				• Spatial integration (GIS/LIS) as part of the digitisation of the online land use application processes. • The use of world-class technologies, such as a spatially enabled integrated Land Information System (LIS) providing a single source of property-related information for the City. All electronic systems within the Property Value Chain feed off or integrate with the LIS (e.g. CPMS, TAS, SAP, Valuation System, etc.). • Maintenance of an internal and external online mapping, with viewers providing updated cadastral and other spatial data to all stakeholders.	
	A 'Smart' City of Johannesburg, that can deliver quality services to citizens in an efficient and reliably cutting output.	Sustained Economic Growth	• Creating an enabling environment for investment and structural reform • Catalysing employment and	• Processing of land use applications within turnaround times. • LUDM Complaints and query lodging online system	• Enhancing competitiveness and attracting investment through targeted structural reforms that will bolster infrastructure and foster economic growth • Inner City regeneration interventions to enhance

OUTCOME	OUTPUTS	GLU PRIORITIES	MAYORAL STRATEGIC INTERVENTION	DEPARTMENT STRATEGIC INTERVENTION	DEPARTMENT PROGRAMMES
			advancing reindustrialisation	- Supporting Sustainable Economic Growth - Deployment of the Integrated Spatial Plan Management System to internal and external users. - Lanseria Smart City	investment and economic growth - Loading and processing of Deeds data within strict turnaround times to enable timeous valuation and billing of new properties registered or transfers to new owners. - Analysis of development hotspots in the city based on new Deeds registrations. - Loading and processing of Deeds data within strict turnaround times to ensure timeous valuation and billing of new registered properties. (An accurate property base is a prerequisite for credible billing.) - Analysis of development hotspots in the city based on new Deeds registrations.
	Climate change resilience and environmental protection.	Green Economy	- Creating an enabling environment for investment and structural reform - Catalysing employment and advancing reindustrialisation	- The development of policies and guidelines to inform better developmental practices through building and design. The development of learning outcomes for eco-districts and green buildings for both green and brown field development. - Lanseria Smart City	

OUTCOME	OUTPUTS	GLU PRIORITIES	MAYORAL STRATEGIC INTERVENTION	DEPARTMENT STRATEGIC INTERVENTION	DEPARTMENT PROGRAMMES
A high-performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region	- Partnerships, intergovernmental & international relations. - A responsive, accountable, efficient, and productive metropolitan government. - Financially sustainable and resilient city. - Guaranteed customer and citizen care and service.	Good Governance	- Fostering social cohesion and improved quality of life - Strengthening governance and public sector capacity	- Adherence to Data Governance Standards - Conducting an outdoor advertising audit to enable the city to harvest information and create a database of outdoor advertising signs in terms of the location, size, type and legal status.	- Maintenance of the PVC and Spatial Information data governance and controls. - Outdoor advertising audit
	- Financially sustainable and resilient city. - Guaranteed customer and citizen care and service.	Financial Sustainability	Strengthening governance and public sector capacity	Completeness of the GIS/LIS deeds registered property base as a prerequisite for credible billing.	
	- Partnerships, intergovernmental & international relations. - A responsive, accountable, efficient, and productive metropolitan government.	Active and Engaged Citizenry	- Fostering social cohesion and improved quality of life	- Co-ordination of Community Civic Education campaigns for the Department - Conduct customer perception survey on the service offered by DP Directorates - Bi-annual customer surveys providing	- Well-informed communities about the process and requirements of Development Planning, leading to an increase in compliance. - Enhance and improve customer satisfaction by addressing areas

OUTCOME	OUTPUTS	GLU PRIORITIES	MAYORAL STRATEGIC INTERVENTION	DEPARTMENT STRATEGIC INTERVENTION	DEPARTMENT PROGRAMMES
	Meaningful citizen participation and empowerment.			insight into the quality of customer service and customer requirements. - Community involvement - Stakeholder engagement	highlighted as challenging areas - Annual celebration of International GIS Day, engaging with citizens to showcase the use of GIS, including the Online Mapping Viewers. - Bi-annual customer surveys providing insight into the quality of customer service and customer requirements.
			Strengthening governance and public sector capacity	- Facilitation of developers' forum engagement sessions - Reduction of turnaround time for high-impact projects through a fast-tracking Committee.	- Knowledge sharing on best practices from built environment practitioners, thus improving DP processes and offerings - Ensure that high-impact projects are considered timeously to fast-track development and job creation

10.1. Key Performance Areas

The department's strategic thrust is linked to 8 interdependent and interrelated Government of Local Unity priorities strategically and operationally. Table 10.2 demonstrates the linkage between the functional work of the department and the priorities of the Government of Local Unity.

Table 10.2: Mayoral Priorities and Department Programme

Mayoral Priorities	Strategic Intervention	Department Programme
Safer city	- Improved and effective bylaw enforcement. - Fostering social cohesion and improved quality of life - Proactive risk identification to enable integrated responses to emergencies and planned relocations	- Review of Municipal Planning Bylaw to strengthen the effectiveness of bylaw enforcement by the department. - Effective coordination, regular inspections and issuing of contravention notices. - Introduction of Municipal Courts process, issuing of Section 56 notice fines and Section 54 Summons. - Mapping of Informal Settlements and spatial analysis of risks associated with each informal settlement.
Sustained Service Delivery	Improved service delivery	- Ensure efficient processing of land use applications within turnaround times. - Operation Go-Green to eliminate manual processes of movement of planning files internally, and call logging system to ensure responsiveness to address planning enquiries submitted to the department. - Support DED with the Spaza Shops Permit Programme by reducing turnaround times to process Consent applications for Spaza Shops.
Smart City	- Improve ease of doing business - Online development application process	- Maintenance of internal and external Online mapping Viewers - Digitisation of the land use application processes. - Automation of Records Management System
Sustained Economic Growth	Processing of development applications within turnaround times.	Effective and efficient processing of land use applications has a direct effect on the economic growth of the city and the creation of employment.
Green Economy	Green building initiatives	Coordinate public-private green infrastructure.
Good Governance	- Strengthening governance and public sector capacity. - Adherence to Data Governance Standards	Maintenance of the PVC and Spatial Information data governance and controls.
	Ensure appropriate procedures are in place for the processing of development applications.	Finalise review of Land Use Scheme 2018 and review of Municipal Planning Bylaw 2016 (as amended 2023)
Financial Sustainability	DP Revenue enhancement programme.	Levying and collection of development contributions for land use applications.
Active and Engaged Citizenry	- Community involvement - Stakeholder engagement	- Annual celebration of International GIS Day. - Bi-annual customer surveys provide insight into the quality of customer service and customer requirements. - Open days - Community outreach programmes - Regular stakeholder engagement, inclusive of IGR engagements with National and Provincial Governments.
	- Fostering social cohesion and improved quality of life. - Community involvement - Stakeholder engagement	- Annual celebration of International GIS Day, engaging with citizens to showcase the use of GIS, including the Online Mapping Viewers. - Bi-annual customer surveys provide insight into the quality of customer service and customer requirements.

10.2. Past Performance

The 2025/26 financial year was exciting and productive for the department. In retrospect, the department achieved 100% its key performance indicators and service level standards, albeit with IT downtime and dependency on Group Information Communication Technology. Inability to coherently enforce bylaws on land use, building and outdoor advertising remains a functional grey area for the department. This is also compounded by the high legal fee structure, which is unsustainable, particularly for the built environment.

The department successfully achieved its capital spending target for the year (99% of the approved budget, amounting to R91.1 million), demonstrating effective implementation of its capital programme. The GIS Software and Support Service provider was finalised. Developers' buy-in on the implementation of the Inclusionary Housing Units and Transit Oriented Development Units programmes has gained significant momentum, with Inclusionary Housing processed being 9188, whilst the total TOD units were 1364. This confirms the city policy direction through the SDF is on the correct path.

Revenue collected against the approved budget stood at R96 million. Departmental service charges, including land use applications, outdoor advertising, and building management-related fees, achieved a collection rate of 99.25%, which was in line with projections and prior year trends.

The overall under-collection is primarily attributed to the UNEP-GEF grant, which reflected a collection rate of 13.87% (R3.4 million) as at year-end. This underperformance is due to delays in project implementation. However, the final revenue figure is expected to improve, as outstanding invoices for work completed are expected to be accrued before the financial year is officially closed.

The overall revenue collection remains below the revised target of R88 million, primarily due to a decline in service charge collections in January and the non-utilisation of grant funds due to protracted procurement processes. During this reporting period, the department recorded operating expenditure of R330 million (64.59% of the adjusted budget) and capital expenditure reached R52 million (56.61% of the budget).

In the previous financial year, the department improved its collaboration and cooperation with other spheres of government and metropolitan municipalities. The former peer learning was the cornerstone, whereas earlier the fundamentals were on development applications and transactions.

10.3. Performance Scorecard

The tables 10.3 to 10.13 below capture the Department Scorecard, Circular 88 indicators, Transversal programmes and indicators, Technical Indicators Descriptions, Service Standards Turnaround Times, and Service Charters Standards with monthly targets.

Table 10.3: Department Scorecard

LONG-TERM STRATEGY OUTCOME: MAYORAL PRIORITIES																			
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2026/27 TARGET	2027/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECT R 000						EVIDENCE AND MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
01	Percentage maintenance in alignment of the capital budget with the Spatial Development Framework (SDF) priority areas.	80-85%	80-85% of the capital budget is aligned with the SDF priority development areas	80-85%	80-85%	Bi-annual reporting	80-85% Alignment with the adjustment budget	Bi-annual reporting	80-85% Alignment to new MTREF	N/A	R4,268,000.00	25% R1,067,000.00	50% R2,134,000.00	75% R3,201,000.00	100% R4,268,000.00	Evidence: Approved Adjustment and MTREF budgets; Bi-annual capital alignment report and JSIP extract reflecting spatial tagging of projects MOV: Signed Capital Alignment Report by the ED and Council-approved budget document	Development Planning	Group Finance, OCOO	Economic Growth

LONG-TERM STRATEGY OUTCOME: MAYORAL PRIORITIES																			
NO	KEY PERFORMANCE INDICATOR	BASELINE E 2024/25	2026/27 TARG ET	2027/28 TARG ET	2028/28 9 TARGE T	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECT R 000						EVIDENCE AND MEANS OF VERIFICATI ON	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
02	Percentage completion of the annual Monitoring and Evaluation (M&E) Development Trends Dashboard	NEW KPI	100%-20265/276 Annual (M&E) Development Trends Dash board	100% - 2027/28 Development Trends Dashboard 100%	100%-2028/29 Development Trends Dashboard	20% Data collection 20% Data collection for 2026/27	50% Data analysis completed50% Data analysis completed	80% Draft Development Trends Report completed80% Draft Final (M&E) Development Trends Report completed	100% Final Development Trends Report Completed100% Final (M &E) Development Trends Report Completed							Evidence: Spreadsheet : Raw Datasets Collected MOV: Memorandum with link to Final Report on Power BI, signed off by the ED	Development Planning	NONE	Economic Growth

LONG-TERM STRATEGY OUTCOME: MAYORAL PRIORITIES																			
NO	KEY PERFORMANCE INDICATOR	BASELIN E 2024/25	2026/27 TARG ET	2027/28 TARG ET	2028/289 TARGE T	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECT R 000						EVIDENCE AND MEANS OF VERIFICATI ON	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
03	Percentage completion of the Inclusionary Housing Policy Review	NEW KPI	100%-Final Inclusionary Housing Policy Review	-	-	20% Inclusionary Housing Policy Review methodology	50% 1 st draft completed	80% 2 nd draft published for external comment	100% Final 3 rd draft policy							Evidence: Policy Review methodology report 1 st and 2 nd Draft documents Public Comment Notice 3rd Final draft Policy MOV: Memorandum with link to Final 3 rd draft Policy signed off by D: CT&SP	Development Planning	GSPCR& LEGISLATURE	Economic Growth

LONG-TERM STRATEGY OUTCOME: MAYORAL PRIORITIES																			
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2026/27 TARGET	2027/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECT R 000						EVIDENCE AND MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
04	Percentage completion of the Inner-City Assessment Report	NEW KPI	100% Inner-City Assessment Report	-	-	50% status quo report	60% draft assessment report	80% final draft assessment report	100% final assessment report							Evidence: Status quo report; draft and final draft assessment reports; final assessment report MOV: Memorandum with link to Final Report signed off by Director: CT&SP	Development Planning	NONE	Economic Growth

LONG-TERM STRATEGY OUTCOME: MAYORAL PRIORITIES																			
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2026/27 TARGET	2027/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECT R 000						EVIDENCE AND MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
05	Percentage of development planning applications processed within set turnaround times. (5 months) ¹	98.74%	95%			95%	95%	95%	95%							Evidence Manual Excel spreadsheets, presented as tables, that reflect the application process during the quarter. MOV Manual Excel spreadsheets, presented as tables, reflecting a summary of the applications that were processed during the month, signed off by the Director: LUDM.	Development Planning	NONE	Economic Growth

¹ This will include the full processing of complete applications for both Rezoning and Township applications from Registration of application, Circulation, Evaluation, to Decision within 4.5 months.

LONG-TERM STRATEGY OUTCOME: MAYORAL PRIORITIES																			
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2026/27 TARGET	2027/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECT R 000						EVIDENCE AND MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
06	Number of rezoning applications promulgated Accumulative KPI	NEW KPI	360	480	520	90	180	270	360							Evidence: Manual report on the total number of applications for rezoning applications promulgated MOV: Gazette Notices	Development Planning	NONE	Economic Growth
07	Percentage review of COJ Municipal Planning Bylaw 2016 (as amended 2023)	NEW KPI	100% Approval by Council	Implementation	Implementation	30% Finalise Public Participation Report Responses	55% Final draft MPB review document sign-off by ED.	70% Circulate final review MPB to Council Committees.	80% Council approval of the reviewed By-Law							Evidence: Council Resolution. MOV: Council Resolution.	Development Planning	GL&C and Legislature	Economic Growth

LONG-TERM STRATEGY OUTCOME: MAYORAL PRIORITIES																			
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2026/27 TARGET	2027/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECT R 000						EVIDENCE AND MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
08	Percentage review of CoJ Development Contributions Policy, 2021	NEW KPI	100% Approval of Policy	Implementation	Implementation	20% First Draft policy document.	40% Calculator, and Policy Review Report signed off by ED	60% Finalise public participation and stakeholder engagement.	70% Circulate the Final Public Participation Report & The Final Review draft of the policy to the Council Committees							Evidence: Inception report, draft policy; government gazette notice MOV: Council Resolution	Development Planning	GL&C and Legislature	Economic Growth
09	Enforcement of land use contraventions through the number of contravention notices issued. Accumulative KPI Only PLE	1258	1500	2000	2200	300	750	1125	1500							Evidence: Excel spreadsheet List of Contravention Notices issued MOV: Copies of Contravention Notices.	Development Planning	JMPD and GL&C	Economic Growth

LONG-TERM STRATEGY OUTCOME: MAYORAL PRIORITIES																			
NO	KEY PERFORMANCE INDICATOR	BASELIN E 2024/25	2026/2 7 TARG ET	2027/2 8 TARG ET	2028/28 9 TARGE T	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECT R 000						EVIDENCE AND MEANS OF VERIFICATI ON	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
10	Percentage of Built Environment legal action successfully processed through the Municipal Courts ² LUDM and BDM	NEW KPI	80%	90%	100%	65%	70%	75%	80%		0	0	0	0	0	Evidence: Excel spreadsheet , Section 56 Notices issued. MOV: Copies of Section 56 Notices.	Development Planning	JMPD and GL&C	Economic Growth
11	Number of built environment area-based law enforcement operations conducted ³ LUDM and BDM	NEW KPI	40 ⁴	60	80	10	10	10	10							Evidence: Spreadsheet of identified properties, Attendance Register, Meeting invites MOV: Dated photos, Copies of contravention notices, section 56 Fines	Development Planning	NONE	Economic Growth

² Successful processing of Section 56 fines or cases successfully prosecuted through the Courts.

³ Targeted wards/townships throughout the city

⁴ Ormonde, Booyens, Lenasia, Orange Groove, Protea Glen, Small Street, Rabie Ridge, Florida,

LONG-TERM STRATEGY OUTCOME: MAYORAL PRIORITIES																			
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2026/27 TARGET	2027/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECT R 000						EVIDENCE AND MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
12	Number of properties referred to revenue for a Built Environment administrative penalty LUDM and BDM	1099	1000	1400	1800	250	500	760	1000		0	0	0	0	0	Evidence Spreadsheet of identified properties, Attendance Register, Meeting invites MOV: Dated photos, Copies of contravention notices, section 56 Fines	Development Planning	Group Finance	Economic Growth
13	Enforcement of Built Environment NBR through the number of demolition of structures in violation.	25	30	30	30	10	15	20	30							Evidence: Excel spreadsheet , List and Copies of Contravention Notices and Section 56 fines issued. MOV: Consolidated Contravention Notices Report signed by the Director.	Development Planning	NONE	Economic Growth

LONG-TERM STRATEGY OUTCOME: MAYORAL PRIORITIES																			
NO	KEY PERFORMANCE INDICATOR	BASELIN E 2024/25	2026/2 7 TARG ET	2027/2 8 TARG ET	2028/28 9 TARGE T	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECT R 000						EVIDENCE AND MEANS OF VERIFICATI ON	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
14	Percentage review of the Outdoor Advertising by-law	80%	80% ⁵	100%		55 ⁶	60 ⁷	70 ⁸	80 ⁹		R 600 000	1 500	1 500	1 500	1 500	Evidence: Draft OA Bylaw Council resolution declaring intention to review the OA bylaw. Attendance registers. Internal stakeholder engagement (council structures) MOV: Community and Stakeholder engagement Final public participation report.	Development Planning	GL&C and Legislature	Economic Growth

⁵ Incorporation of public comments and finalization for submission to Council

⁶ Stakeholder engagement and submission to Council structure

⁷ Public Participation

⁸ Continued Public Participation

⁹ Incorporation of public comments and submission of draft by-law for council approval

LONG-TERM STRATEGY OUTCOME: MAYORAL PRIORITIES																			
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2026/27 TARGET	2027/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECT R 000						EVIDENCE AND MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
15	Number of participations in Regional Service Delivery initiatives (Blitz operations, VSD, Council forums). Targets are cumulative	New Indicator	140	180	200	35	70	105	140		0	0	0	0	0	Evidence: Attendance registers; copies of presentation ; copies of reports presented MOV: Attendance registers. Minutes of meetings	Development Planning	CRUM	Economic Development
16	Percentage of building applications processed within the business reforms turnaround times (10 days for Commercial and 15 days for non-commercial).	New Indicator	100%	100%	100%	100%	100%	100%	100%		0	0	0	0	0	Evidence Reports from the CPMS MOV: Reports from the CPMS	Development Planning	NONE	Economic Growth

17	Percentage management of the Property Value Chain and Spatial Information data governance to ensure credible billing	100% Data Governance Policy Reviewed	100% Data Governance Maintenance	100% Data Governance Maintenance		20% TORs for PVC, DC, and SI reviewed	50% Data governance controls in PVC reviewed	75% Redevelopment of LIS specification documents signed off	100% New LIS database implemented with PVC system integration. >99% property match between LIS and SAP.							Evidence: • TORs for PVC, Data Champions Meeting and Spatial Information Steering Committee. • Data governance controls reviewed. • LIS redevelopment specification documents compiled. • New LIS database implemented in the production environment. • LIS/SAP property match. MOV: • TORs signed off. • Data governance controls reviewed and signed off.	Development Planning	GICT	Economic Growth
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LONG-TERM STRATEGY OUTCOME: MAYORAL PRIORITIES																			
NO	KEY PERFORMANCE INDICATOR	BASELIN E 2024/25	2026/2 7 TARG ET	2027/2 8 TARG ET	2028/28 9 TARGE T	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECT R 000						EVIDENCE AND MEANS OF VERIFICATI ON	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
																• New LIS Specificati on document s signed off. • Screen prints of new LIS productio n database. >99% LIS/SAP monthly property match.			

18	Analysis and spatial presentation of development hotspots based on new deeds registrations.	New KPI	2025/2026 Development Hotspot Analysis and spatial presentation	2026/2027 Development Hotspot Analysis and spatial presentation		Identify source data and analyse data entities to be included in the analysis.	Collate new deeds information, property data and valuation data for quarterly analysis	Cumulatively collate data and complete quarterly analysis. Spatial representation of hotspots identified.	Hotspots are spatially presented and published on the GIS Online Map Viewer.								Evidence: - List of source data and data entities defined. - Quarterly analysis report and spatial representation of hotspots based on new quarterly deeds registrations. - Spatial representation published on the Online Map Viewer and presented to relevant stakeholders. MOV: - Quarterly hotspot analysis report signed off. - Hotspot maps. - Presentation to stakeholders.	Development Planning	NONE	Economic Growth
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LONG-TERM STRATEGY OUTCOME: MAYORAL PRIORITIES																			
NO	KEY PERFORMANCE INDICATOR	BASELIN E 2024/25	2026/2 7 TARG ET	2027/2 8 TARG ET	2028/28 9 TARGE T	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECT R 000						EVIDENCE AND MEANS OF VERIFICATI ON	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
																Hotspot maps are published on the Online Map Viewer.			

LONG-TERM STRATEGY OUTCOME: MAYORAL PRIORITIES																			
NO	KEY PERFORMANCE INDICATOR	BASELINE E 2024/25	2026/27 TARG ET	2027/28 TARG ET	2028/289 TARGE T	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECT R 000						EVIDENCE AND MEANS OF VERIFICATI ON	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
19	% Completeness of Deeds registered properties on GIS/LIS for credible billing (COJ jurisdiction 1644 km²)	NEW KPI	98% Cover age of Deeds registe red proper ties	98% Cover age of Deeds registe red proper ties		95% Coverag e of registere d propertie s	>=96% Coverag e of registere d propertie s	>=97% Coverag e of registere d propertie s	>=98% Coverag e of registere d propertie s							Evidence: Monthly comparison report Monthly Deeds mismatches resolved with turnaround times. Reconciliatio n Report of Property Information Systems (PIS) and weekly mismatches are resolved by Spatial Information (SI). MOV: Monthly Registered Area Ratio Mapping representati on	Development Planning	NONE	Economic Growth

LONG-TERM STRATEGY OUTCOME: MAYORAL PRIORITIES																			
NO	KEY PERFORMANCE INDICATOR	BASELIN E 2024/25	2026/2 7 TARG ET	2027/2 8 TARG ET	2028/28 9 TARGE T	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECT R 000						EVIDENCE AND MEANS OF VERIFICATI ON	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
20	Number of stakeholder engagements facilitated on Development planning-related programmes	18	24	24	30	6	6	6	6		500	125	125	125	125	Evidence: Engagement Invite, Agenda, Minutes/ report, Presentation s shared during the engagement and Pictures of the Engagement MOV: Attendance registers of engagement sessions, Agenda and minutes/ report of the sessions with Pictures	Development Planning	CRUM	Economic Growth

Table 10.4: Transversal KPI - External

No	Dependency areas	Problem statement	Lead department/ Entity					External stakeholders, e.g. National, Provincial Gov, Private Sector, NGO, etc.
				Accountable (Business plan)	Responsible (Business plan)	Consult	Inform	
1.								
2.								

KEY: Categories of Dependencies

Accountable	The buck stops here, regardless of the output	√
Responsible	This functional unit is <u>responsible</u> to complete actions as part of producing an output, i.e. they are the “doers”	◇
Consulted	This functional unit must be <u>consulted</u> before decisions are taken which result in a fundamental change in the process	●
Informed	This functional unit must be <u>informed</u> immediately after decisions are taken which result in a fundamental change in the purpose	#

KPI	Lead department	2026/27 Target	Dependency		
			Implementing Department/ Entity	KPI	2024/25 Target

Table 10.5: Transversal KPI – Internal

No	Dependency areas	Problem statement	Lead department/ Entity					Internal stakeholders e.g. City Departments and/or Entities
				Accountable (Business plan)	Responsible (Business plan)	Consult	Inform	
1	Percentage review of COJ Municipal Planning Bylaw 2016 (as amended 2023)		Development Planning	Development Planning	Development Planning	GL&C and Legislature	Group Communication & Marketing	Departments and Entities
2	Review of CoJ Development Contributions Policy, 2021		Development Planning	Development Planning	Development Planning	GL&C and Legislature	Group Communication & Marketing	Departments and Entities
3.	Reduction of built environment contraventions through number of case dockets submitted to Municipal Courts in terms of Section 54 Summons.		Development Planning	Development Planning	Development Planning	GL&C		Departments and Entities
4	Reduction of built environment contraventions through the number of cases referred to the Municipal Court.		Development Planning	Development Planning	Development Planning	GL&C	GL&C	Departments and Entities
5.	Number of properties referred to revenue for the rates penalty		Development Planning	Development Planning	Development Planning	Group Finance	Group Finance	Departments and Entities
6	Percentage Digitalisation of Outdoor Advertising application processes ¹⁰		Development Planning	Development Planning	Development Planning	GICT	GICT	Departments and Entities
7	Percentage participation in Regional Service Delivery initiatives (Blitz operations, VSD, Council forums).		Development Planning	Development Planning	Development Planning	CRUM	CRUM	Departments and Entities
8.	Facilitation of stakeholder engagement on Development planning-related programmes		Development Planning	Development Planning	Development Planning	CRUM	CRUM & Group Comms	Departments and Entities
9	Percentage alignment of capital budget with the SDF priority areas		Development Planning	Development Planning	Development Planning	Group Finance	Group Finance	Departments and Entities
10	Percentage completion of the Inclusionary Housing Policy Review		Development Planning	Development Planning	Development Planning	GSPCR	GSPCR	Departments and Entities
11	Percentage completion of the informal trading building feasibility assessment		Development Planning	Development Planning	Development Planning	DED	DED	Departments and Entities

¹⁰ The full deployment of the digitisation of the CPMS

KEY: Categories of Dependencies		
Accountable	The buck stops here regardless of the output	✓
Responsible	This functional unit is <u>responsible</u> to complete actions as part of producing an output i.e. they are the “doers”	◇
Consulted	This functional unit must be <u>consulted</u> before decisions are taken which result in a fundamental change in the process	●
Informed	This functional unit must be <u>informed</u> immediately after decisions are taken which result in a fundamental change in the purpose	#

KPI	Lead department	2026/27 Target	Dependency		
			Implementing Department/ Entity	KPI	2026/27 Target
Total revenue added to the city's revenue base as a result of the number of rezoning applications promulgated.	Development Planning	440	Property Branch	Quarterly submission of property rates figures generated through the promulgation of rezoning applications.	440
Facilitation of stakeholder engagement on Development Planning-related programmes	Development Planning	12	Provincial and National Government Departments, Professional bodies, CRUM and JMPD	Facilitation of stakeholder engagement on Development planning-related programmes	12

Table 10.6: Circular 88 Indicators

No	National Treasury Proposed Indicators	Ref No	2032/24 Baseline	2025/26 Targets	Quarterly Targets				Total Budget R 000		Quarterly budget R 000				Lead Department or Entity
					Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4	
1	Average number of days taken to process building applications of 500 square meters or less	HS2.22(1)	30	30	10	10	10	10							Development Planning
2	Number of residential building plan applications adjudicated	HS2.22(2)	4000	2000	500	1000	1500	2000							Development Planning
3	Average number of days taken to process building applications of 500 square meters or more	LED3.13(1)	60	60	10	10	10	10							Development Planning
4	Number of building plan applications (+500 square meters) adjudicated	LED3.13(2)		2800	700	1400	2100	2800							Development Planning
5	Number of approved applications for rezoning a property for commercial purposes	C29		80 (Cumulative)	20	40	60	80							Development Planning
6	Date of the last Council adopted Development Charges policy	C80													Development Planning
7	Number of building plans approved after first review	C83	155 (on average)	120	30	60	90	120							Development Planning
8	Number of building plans submitted for review	C84	5218	2500	625	1250	1875	2500							Development Planning
9	Number of building plan applications approved	C98	4469	2000	500	1000	1500	2000							Development Planning
10	What is the number of steps a business must comply with when applying for a construction permit before the final document is received?	Q20	5	5	5	5	5	5							Development Planning

Table 10.7: Gatekeeping Indicators and Targets

Table 10.1: Gatekeeping indicators and targets														
	Key Performance Indicator	Baseline 2023/24	2024/25 Target	Quarterly Performance targets				2025/26 Budget per Project R000						Means of Verification
								Total Budget		Quarterly Budget target				
				Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4	
1.	Percentage spent on operating budget against approved operating budget.	87.5%	92.5%	25%	50%	75%	95.5%		R572,625	R143 156	R286 312	R429 468	R543 993	SAP Quarterly Report, Finance Monthly reports
2.	Percentage spent on capital budget against approved capital budget	89.47%	95%	25%	50%	75%	95.5%	R81,140		R20 285	R40 570	R60 855	R77 083	SAP Quarterly Report, Finance Monthly reports
3.	Percentage of spent on repairs and maintenance to property, plant and equipment.	100%	100%	25%	50%	75%	100%		R1 360	R340	R680	R1 020	R1 292	SAP Quarterly Report, Finance Monthly reports
4.	Percentage reduction in unauthorised, irregular, fruitless and wasteful (UIFW) expenditure incurred citywide.	40%	50%	40%	30%	20%	10%							Internal Audit Dashboard and Quarterly Progress Report
5.	Percentage of valid invoices paid within 30 days.	93%	95%	95%	93%	92%	95%							Monthly 30-day payment report.
6.	Percentage resolution of Internal Audit findings	100%	95% resolution of Internal Audit findings (cumulative)	10%	30%	70%	95%							Internal Audit Dashboard and Quarterly Progress Report
7.	Percentage resolution of AG findings Quarter 1: 95% of the previous AG letter must be resolved. Quarter 2: 95% of the previous AG findings must be resolved as we only get a new AG letter in November every year	100%	100% resolution of AG findings (cumulative)	95%	95%	95%	95%							Internal Audit Dashboard and Quarterly Progress Report

	Key Performance Indicator	Baseline 2023/24	2024/25 Target	Quarterly Performance targets				2025/26 Budget per Project R000						Means of Verification
								Total Budget		Quarterly Budget target				
				Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4	
	while tracking the previous AG letter. Quarter 3: 50% of the Current/NEW AG letter findings must be resolved. Quarter 4: 95% of the AG findings must be resolved as the new AG letter would have been with management for a period of + 6 months.													
8.	Percentage implementation of the strategic risk management action plan	85%	85%	85%	85%	85%	85%							Quarterly Progress Report
9.	Percentage achievement of service standards	85%	85%	85%	85%	85%	85%							Quarterly Progress Report
10.	Percentage Customer Satisfaction Score (CSAT)		100%											

Table 10.8: Technical Indicators Description

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
DEPARTMENTAL INDICATORS											
01	Percentage maintenance in alignment of the capital budget with the Spatial Development Framework (SDF) priority areas.	To measure the percentage of the capital budget allocated to projects directly aligned to the Spatial Development Plan (SDF), ensuring strategic spatial planning and resource allocation with deliberate focus on strategic areas identified for development and investment.	To ensure that a specified portion of the capital budget is dedicated to projects that are in line with the spatial development plan (SDF). This helps to prioritise and allocate resources towards initiatives that support the overall spatial planning objectives and strategic vision of the City. By tracking the KPI, investments are being made in alignment with long-term development goals, fostering sustainable growth and efficient resource utilisation.	Biannual targets aligned to the capital budget planning process and deliverables (Approved adjustment capital budget and MTREF budget)	Total amount of capital projects allocation directly aligned to the SDF (tracked by location on JSIP) in percentage from the obtained from the approved adjustment budget and the approved MTREF budget	No approved adjustment budget data by Q2 – only available in Q3	Cumulative	Annual	No	65%	Director: CT &SP Ledima Nkosinathi Matuludi
02	Percentage completion of the annual Monitoring and Evaluation (M&E)	Create Dashboard to monitor and provide analysis of development applications in	The KPI seeks to provide an overall annual development direction and trends of formal applications	To ensure an evidence-based understanding of the development taking place, against the intentions of the	Quarterly updated LIS data from CGIS and LUM after calculations of stats	Number of formal applications submitted and assessed	Limited to formal land use applications, it subsequently does not take into consideration	Cumulative	Annually	New Indicator	Ensure regular annual analysis of the Development Trends in the City.

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
DEPARTMENTAL INDICATORS											
	Development Trends Dashboard	different spatially defined areas (SDF)	made to the City.	SDF as well as reflect on the areas of opportunity.			informal development trends as the data does not exist.				
03	Percentage completion of the Inclusionary Housing Policy Review	Percentage completion of the Inclusionary Housing Policy Review	The KPI seeks to undertake a review of the Inclusionary Housing Policy	To effectively reflect on the policy implementation from 2019, the Inclusionary Housing uptake, as well as revise the necessary conditions of the Inclusionary Housing policy.	Quarterly updated LIS data from CGIS and LUM after calculations of stats Focused meetings (internal and external parties)	Number of formal applications submitted and assessed & number of stakeholder engagement sessions	No existing monitoring process of development or beneficiaries of Inclusionary housing units	Non-cumulative	Quarterly	New Indicator	Final Draft Inclusionary Housing Policy
04	Percentage Completion of the Inner-City Assessment Report	Completion of the Inner-City Assessment Report	The KPI seeks to centralise information on Inner City activities by various departments and entities	Centralise information on inner city projects	Inner city tech cluster reports and presentations	Percentage completion of the report	Some reports are not handed in	Cumulative	Quarterly	Yes	Completion of the report every quarter
05	Percentage of development planning applications processed within set turnaround times. ¹¹	This KPI measures the % of the development planning applications for which a decision has been taken and	Ensure sustainable and timeous evaluation of development planning applications	Extracts from TAS and report document per application	Processing time is calculated from the date of Evaluation excluding pending time to the date of the decision	Only those applications considered, and decisions taken	Non-cumulative	Quarterly	No	Higher than 95%	DD: Land Use Management, LUDM

¹¹ This will include processing of complete applications for both Rezoning and Township applications from Registration, circulation, evaluation, to decision of application within a turnaround time of 4.5 months from the date of evaluation of an application.

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
DEPARTMENTAL INDICATORS											
		such applications were processed within the set turnaround time (4.5 months), excluding pending time.									
06	Number of rezoning applications promulgated to increase the rate base of the city	Increase the City's revenue by adjusted rates as a result of rezonings that have been promulgated.	Increased property rates are due on properties that have been rezoned. The increase is triggered by higher land use rights that have been approved. The process to increase the property rates by means of a supplementary valuation is triggered once the rezoning has been promulgated. Therefore, the purpose of this indicator is to measure the degree of applications promulgated that result in higher rates and revenue income for the City	The source for this indicator will come from the Legal Administration's quarterly report with respect to post-decision rezoning applications promulgated.	The quarterly targets will accumulate to an aim to reach the targeted amount of promulgations to be completed within the financial year.	Number of applications received to implement and promulgate	Cumulative	Quarterly	NEW	500 rezonings promulgated for the financial year	Director LUDM Deputy Director: Legal Administration
07	Percentage review of COJ	This indicator seeks to measure the	The review is important to keep up with	Quarterly targets aligned to the process	The quarterly targets will accumulate to a		Cumulative	Quarterly	No	100% Approved of the reviewed COJ	DD: Land Use Management LUDM

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
DEPARTMENTAL INDICATORS											
	Municipal Planning Bylaw 2016 (as amended 2023)	percentage of work done reviewing the 2018 approved COJ Land Use Scheme	changes in the planning environment. To create a simpler and more efficient framework for the regulation of land uses and permissible activities on land, and align it with the review of the Municipal Planning By-laws	requirements of the review, including public participation	percentage qualifiable with key milestones reached towards achieving the target					Land Use Scheme by Council.	
08	Review of COJ Development Contribution Policy, 2021	This indicator seeks to measure the percentage of work done in reviewing the CoJ Development Contributions Policy, 2021	The policy is due for periodic review every 5 years in October 2026. This is important for updating unit costs in line with updated infrastructure masterplans and projections for next 10 years to ensure efficient cost recovery for infrastructure investment.	Quarterly targets aligned to the process requirements of the policy review and a review programme which includes policy document review, DC Calculator review, public participation, and Council approval.	The quarterly targets will accumulate to a percentage quantifiable with key milestones reached towards achieving the target	Limited to CoJ Development Contributions Policy decisions and technical aspects: other related instruments and strategies not factored in a review process requirement.	Cumulative	Quarterly	No	100% Approved COJ Development Contributions Policy Review by Council.	DD: Legal Administration
09	Reduction of land use contraventions through the number of contraventions	The KPI refers to the number of Planning Law Environment contravention notices issued across the City.	The purpose is to issue non-complying property owners/ occupiers with contravention notices to force	LES List/ Complaints Register	Number of Planning Law Enforcement contravention notices issued across the City.	None	Cumulative	Quarterly	New Indicator	Conduct by-law enforcement across the city. This will ensure that we have lawlessness dealt with to bring order to the city.	Director: LUDM Nokuthula Thusi

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
DEPARTMENTAL INDICATORS											
	n notices issued.		them to comply with the Planning policies, bylaws and legislation to reduce lawlessness in the City.								
10	Percentage Built Environment legal action successfully prosecuted through Municipal Courts ¹²	This KPI refers to the successful payment of Section 56 fines and the successful prosecution of cases referred to the Municipal courts.	This is intended to discourage illegal developments and to ensure that failure to comply with Municipal notices is penalised.	List of Contravention Notices issued	Number of Section 56 notices issued across the city. The list of Section 56 fines paid, and the list of the cases referred for prosecution.	The training on Section 54 processes	Quarterly and annually	Quarterly	No	Reduction in illegalities and increased compliance with National and Municipal legislation and policy	Director: BDM Gcina Makhubu Director: LUDM Nokuthula Thusi
11	Number of built environment area-based law enforcement operations conducted ¹³	To undertake operations in the identified areas for purposes of law enforcement to ensure compliance with Land Use Management and Building Development Management policies and regulations.	Critical to enforce compliance with the Municipal Planning by-law, Town Planning Scheme and the National Building Regulations and Standards Act.	Spreadsheets of all contravening properties	The total number of properties identified and inspected.	Refusal by property owners/ occupiers to give information and accept Section 56 fines	Cumulative	Quarterly	New indicator	The targeted number of operations be achieved over the financial year	Director: LUDM and Director: BDM.

¹² Strengthen enforcement of built environment regulations and improve the quality of cases prepared by the department to ensure successful prosecution of non-compliant property owners.

¹³ Targeted wards/townships throughout the city

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
DEPARTMENTAL INDICATORS											
12	Number of properties referred to revenue for a Built Environment administrative penalty.	The KPI refers to the number of properties referred to revenue for the imposition of a rate penalty	The intention is to ensure that all non-compliant properties are referred for rate penalty imposition as a deterrent for lawlessness	List of contravention notices issued	Number of properties referred for the imposition of the rate penalty	Number of properties that comply with the contravention notice issued	Non-cumulative	Quarterly	New indicator	Ensure that all properties served with contravention notices comply with the provisions of the built environment legislation	Director: BDM Gcina Makhubu Director: LUDM Nokuthula Thusi
13	Enforcement of built environment NBR through the number of demolitions of structure in violation.	The KPI refers to the number of demolitions of all structures that contravene the NBRs, and these will include demolitions that require court orders and demolitions that do not require a court order. This will also include the removal of Outdoor Advertising signs.	The purpose is to enforce compliance with the NBRs and the Outdoor Advertising By-law.	A spreadsheet of all demolitions undertaken.	The number of demolitions undertaken.	none	Cumulative	Quarterly	Yes	Demolition of structures not complying with the NBRs.	Director: BDM Gcina Makhubu
14	Percentage review of the Outdoor Advertising by-law	The KPI refers to the process of development the Outdoor Advertising by-law to promulgation	The purpose is to review the Outdoor Advertising bylaw 2009 and develop a COJ OA by law in line with current trends and requirements.	Previous Outdoor Advertising by-law, input from stakeholder, internal departments and the public.	Progress report on the different milestones	none	Cumulative	Quarterly	Yes	Development of the Outdoor Advertising by law in line with the set milestones. The final document to be produced at the end of the final year.	Director: BDM Gcina Makhubu
15	Percentage participation in Regional Service	This indicator seeks to promote the involvement of	The purpose is to ensure all BDM related issues raised in	Attendance registers and Minutes of meetings.	The number of times the officials attended the meetings	None	Quarterly and annually	Quarterly and annually	New Indicator	100% participation in Regional Service Delivery initiatives.	Director: BDM

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
DEPARTMENTAL INDICATORS											
	Delivery initiatives (Blitz operations, VSD, Council forums).	BDM participation in the various initiatives in the regions.	the different regional platforms are responded to accordingly.								
16	Percentage of building applications processed within the business reforms turnaround times (5 days for Commercial and 10 days for non-commercial).	The indicator intends to measure the processing of the different categories of building plan applications within the stipulated timelines.	This indicator seeks to encourage the speedy processing of building plans to promote development in the city	Metabases reports are to be downloaded from the CPMS. Spreadsheets of all SG-approved applications received and processed	The total number of building plan applications finalised within a month against those submitted over the same period.	Proper functioning of the CPMS. Spreadsheets are open to omissions when populated.	Monthly	Monthly	New Indicator	100% processed	Director: BDM
17	Maintain and enhance Property Value Chain and Spatial Information data governance procedures and controls across Departments by 30 June 2027 to ensure credible billing.	The Property Value Chain (PVC) is the way in which property-related information flows between the various units / Departments based on specific business processes and data governance rules as stipulated in the Data Governance Policy. The life cycle of a property is	The PVC process is of strategic importance to the city as it includes various Disciplines and Units / Departments in the City. The Land Information System (LIS) facilitates the capture/maintenance and flow of property-related information in the PVC. It is the single source of	Data Governance Policy including procedures and controls (PVC system functional and technical documentation and policies) as approved by the PVC Steering Committee. Spatial Information governance policy as approved by the City's Spatial Information Steering Committee.	PVC Data Governance Policy and Spatial Information Policy approved by PVC / ED: DP and Spatial Information Steering Committee.	Documentation of PVC / GIS system changes	Approved PVC Data Governance Policy and Controls/ Procedures.	Annual	No	Maintain data governance controls within the PVC. Document new PVC system requirements for integration with LIS.	Director: CGIS

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
DEPARTMENTAL INDICATORS											
		managed by DP. However, other Departments and MOEs participate in the PVC processes, contributing and consuming property information.	property-related data for the City and other systems, including the Valuation Roll and Billing System of the City feed off the LIS (PVC). As the LIS is spatially enabled and property information maintained spatially (GIS) the spatial information policy is included/integrated in the PVC data governance policy.								
18	Percentage Analysis of development hotspots based on new deeds registrations by 30 June 2026	Identify development hotspots within the City of Johannesburg based on the weekly electronic Deeds transfer data and the property processes in LIS.	The aim of the analysis is to identify development hotspots within the City of Johannesburg based on the weekly electronic Deeds transfer data and the property processes in LIS. The registration of a property in	Deeds Office weekly transfer data processed into LIS. GIS Cadastral data LIS Property data Valuation Roll information (market values and property categories)	New properties registered per region, per property category and per market value category during a financial quarter and presented on a map per financial year.	Correctness and completeness of Deeds Data. Availability of valuation market value and category information at time of calculation.	Cumulative Quarterly and Annual	Quarterly and annually	No	Annual comparison analysis report compiled and spatially presented	Director: CGIS

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
DEPARTMENTAL INDICATORS											
			the Deeds Office implies that the property is legal (has a title deed and owner) and can be valued and billed, the valuation roll information is integrated to provide insight into the property market trends								
19	Percentage Completeness of registered properties on GIS/LIS for credible billing (COJ jurisdiction 1644 km ²)	The total area of the City's jurisdiction should be covered with registered properties. The KPI Measures the total coverage of the area with the registered properties. The COJ jurisdiction is 1644 km ² and should be covered with registered billable properties to ensure complete revenue.	Is to ensure that all properties within the City are registered and are billable. If a registered property is not on GIS/LIS, it cannot be valued or billed, thus resulting in possible revenue loss.	Deeds Office weekly transfer data, GIS/LIS. SG Office Cadastral data.	COJ boundary covered with registered properties and monthly Registered Area Ratio (RAR) extracts completed and 100% of gaps detected.	Correctness and completeness of Deeds Data. Availability of Approved Surveyor General Plans and SG Diagrams.	Cumulative (Quarterly and annually)	Quarterly and annually	Yes	98% of COJ boundary covered with Deeds Registered properties.	Director: CGIS
20	Number of stakeholder engagements facilitated	The KPI seeks to encourage regular engagement	Ensures that communities and stakeholders	Attendance registers of the engagement	Number of stakeholder engagement sessions and the	Non-responsiveness of directorates on issues raised	Non-cumulative	Quarterly	New Indicator	Ensure regular stakeholder engagements are held, while	Director: Programmes Mpho Molongoana

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
DEPARTMENTAL INDICATORS											
	on Development planning-related programmes	sessions with stakeholders on planning-related matters/developments	are well informed about the process, policies & by-laws and requirements of Development Planning, leading to an increase in compliance.	sessions were facilitated	resolution register of issues raised during sessions	during the engagement sessions				ensuring that communities and stakeholders are well informed about the process, policies & by-laws and requirements of Development Planning, leading to an increase in compliance and their issues raised are attended to by directorates.	

Table: 10.9: Gatekeeping Technical Indicators Description

KPI NO.	KPI	SHORT DEFINITION	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE
1	Percentage operating budget spent against approved budget	Operational costs spent by the organisation against the allocated budget. The objective is to improve, stabilise and sustain a positive financial position		Actual costs/Allocated budget *100	None	Cumulative	Monthly	No	95%
2	Percentage capital budget spent against approved capital budget	The Capex spent on projects against the approved budget. The objective is to improve, stabilize and sustain a positive financial position		Total Capex spend divide by the budget Capex spend* 100	None Identified	Cumulative	Monthly	No	95 %
3	Percentage of spent on repairs and maintenance to property, plant and equipment.	It measures the level of Repairs & Maintenance to prevent breakdowns and interruptions to service delivery.		Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100	None Identified	Cumulative	Monthly	Yes	8%
4	Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred citywide	Percentage reduction on UIFWE compared to the previous financial year AG finding.		The UIFW Expenditure closing balance of the current financial year against (will be compared with) the closing balance of the previous financial year.	None	Non-Cumulative	Quarterly/ Annually	No	50%
5	Percentage of valid invoices paid within 30 days	It measures the percentage of valid invoices paid within 30 days. The objective is to increase the number paid within 30 days		Total number of invoices processed for the month/Number of invoices paid within 30 days *100	None Identified	Non-cumulative	Monthly	No	100%
6	Percentage resolution of Internal Audit findings	It measures the number of audit findings resolved against the total number of audit findings issued by the internal audit	Internal Audit Reports	Total number of internal audit findings resolved/total number of internal audit findings (excluding findings that are less than 60 days) *100	None Identified	Cumulative	Annually	Yes	95%
7	Percentage resolution of AG findings	It measures the number of audit findings resolved against the total number of audit findings issued by the AGSA	Internal Audit Reports	Total number of Auditor General findings resolved/total number of Auditor General findings (excluding findings that are less than 60 days) *100	None Identified	Cumulative	Annually	Yes	95%
8	Percentage implementation of the strategic risk management action plan	The percentage of strategic risk action plans implemented compared to total number of strategic risk action plans.	Governance Report; Strategic Risk Plan; Strategic Risk Register and Audit Report	Number of implemented strategic risk action plans divided by total number of strategic risk action plans multiplied by 100	None Identified	Cumulative	Monthly	Yes	85%

KPI NO.	KPI	SHORT DEFINITION	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE
9	Percentage achievement of Service Level Standards (SLS)	The percentage of Service Level Standards achieved of the total approved number of Service Level Standards		The number of KPIs achieved in the Service Level Standards Agreement against the total no of Service Level Standards achieved multiplied by 100	None Identified	Non-cumulative	Monthly	No	85%
10	Percentage Customer Satisfaction Score (CSAT)	The percentage of customers satisfied with the service provided and what needs improvement.	Customer Satisfaction Metrics	Customers are given the option to rate their experience on a scale of 1- 5. Only response of 4 (Satisfied) & 5 (Very Satisfied) is considered.	Responses less than the rating of 4 are not considered	Non-cumulative	Bi-Annually	Yes	Between 75% - 85%

Table: 10.10: C88 Technical Indicators Description

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
C88 DEPARTMENTAL INDICATORS											
1	Average number of days taken to process building applications of 500 square meters or less	This KPI measures the average number of days that it takes for the assessment and decision for a building plan application for land parcels equal to or less than 500 square metres.	Ensure sustainable and timeous evaluation of development planning applications	Extracts of reports from the Construction Permit Management System (CPMS).	The average number of days is calculated by adding the days taken to process all applications 500 sqm or less and dividing it by the number of building applications processed and a decision taken.	The calculation considers only the building plans processed and decisions taken	Non-cumulative	Quarterly	No	On average, to take as few days as possible to process and decide on building plan applications.	Director: BDM
2	Number of residential building plan applications adjudicated	This KPI measures the total number of residential building plans processed and a decision taken in the financial year.	To indicate the total number of residential building plans processed and a decision taken in the financial year.	Management reports from the CPMS.	It is the addition of all building plans submitted, paid for and a decision taken in the financial year.	Residential building plan applications submitted but not paid for are not included in the calculation.	Cumulative	Quarterly	No	A higher number of residential building plan applications is an indicator of increased investment and higher rate revenue for the city.	Director: BDM
3	Average number of days taken to process building applications of 500 square meters or more	This KPI measures the average number of days that it takes for the assessment and decision of a building plan application greater than 500 square metres.	Ensure sustainable and timely evaluation of development planning applications	Extracts of reports from the Construction Permit Management System (CPMS).	The average number of days is calculated by adding the days taken to process all applications greater than 500 sqm and dividing it by the number of building applications processed and decisions taken.	The calculation considers only the building plans greater than 500 sqm processed, and a decision taken	Non-cumulative	Quarterly	No	On average, it takes as few days as possible to process and decide on building plan applications.	Director: BDM

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
C88 DEPARTMENTAL INDICATORS											
4	Number of building plan applications (+500 square meters) adjudicated	This KPI measures the total number of building plan applications (greater than 500 sqm), which have been processed and a decision taken in the financial year.	To indicate the total number of building plan applications (greater than 500 sqm), that have been processed and a decision taken in the financial year.	CPMS management reports	Addition of all the building plan applications (greater than 500 sqm) submitted and paid for in the financial year.	Building plan applications (greater than 500 sqm), submitted but not paid for are not included in the calculation.	Cumulative	Quarterly	Yes	A higher number of building plan applications (greater than 500 sqm), which is an indicator of increased investment and increased rates revenue for the city.	Director BDM
5	Number of approved applications for rezoning a property for commercial purposes	This KPI measures the number of rezoning applications for which a decision has been taken for the approval of commercial / non-residential rights.	To ensure sustainable economic development and investment in the city through the processing of rezoning applications for commercial development.	Extracts from TAS and report document per application approved for a zoning that permits commercial / non-residential development.	The number of rezoning applications approved for a zoning that permits commercial / non-residential development is counted.	Only those applications are considered, and decisions are taken to approve a zoning that permits commercial / non-residential development.	Non-Cumulative	Quarterly	No	All applications were approved during the quarter.	Director: LUDM DD: Land Use Management, LUDM
6	Date of the last Council adopted Development Charges policy										
7	Number of building plans approved after the first review	This measures the number of building plan applications approved with no negative comments after the assessment of the building plan.	To monitor the quality of the building plan applications submitted by Architects.	Management reports from the CPMS	Assessment of the building plan application	This does not include building plan applications submitted but not paid for.	Cumulative	Quarterly	No	All applications approved on first review.	Director: BDM

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
C88 DEPARTMENTAL INDICATORS											
8	Number of building plans submitted for review	This KPI measures the total number of building application submitted for assessment.	To indicate the total number of building plans submitted and paid for in the financial year.	CPMS management report	Addition of all building applications submitted, paid for, assessed and a decision taken on the application.	This does not include building plans submitted but not paid for	Cumulative	Quarterly	No	Increased number of building plan applications submitted	Director: BDM
9	Number of building plan applications approved	This KPI measure building plan application submitted, paid for, assessed and approved.	To indicate the number of building plan applications approved in the city.	CPMS management report.	Addition of all building plans, submitted, paid for, assessed and approved	This does not include building plans that have been submitted and are approvable but have not been paid for.	Cumulative	Quarterly	No	A high number of approved building plans to curb NBR contraventions and increase revenue rates for the city.	Director BDM
10	What is the number of steps a business must comply with when applying for a construction permit before final document is received?	This measures the number of bureaucratic steps an application has to endure to obtain a building plan approval.	To maintain as few steps as legally possible for a building plan application to obtain approval.	The number of other organisational approvals required for a building plan approval to be granted.	The number of approvals that a building plan application requires before approval.	The varied pieces of legislation each require separate approvals	Non-cumulative	Quarterly	New	As few steps as legally possible to encourage a shorter turnaround time for approval to be obtained.	Director BDM

10.4. Service Standards Charter

In line with the intent of the city to improve service delivery and do the basics right, the department has formulated the following turnaround times as indicated in Tables 10.12 and 10.13 below. The importance of meeting turnaround times based on achievable, budgeted service standards will be part of the department's priority. The service standards affecting business will be a key matter to track within the department by introducing internal operational efficiencies to improve the turnaround times.

Table 10.11: Service Standards and Turnaround Time

Service	Turnaround Time
Statutory Building Inspections	85% within 48 hours of the request.
Planning Law Enforcement Inspections	Ensure that 90% of new complaints are inspected within 7 working days
Processing of Consent use (land use applications)	95% within 2 months (excluding post-decision legal administration)
Consent use applications for Spaza Shops	95% within 1.5 months
Site Development Plan (SDP) applications	95% within 28 days
Commercial Site Development Plan (SDP) applications	95% within 15 days
Post-decision legal Admin: Consent ¹⁴	95% within 3.0 months
Post-decision legal admin: Subdivisions/Division of land	95% within 3 months
Post-decision legal Admin: Township (Excludes processes out of the City's hands, e.g., lodging documents with SG, opening a township register, etc.)	95% Section 82 Application - 1 month
eProperty Information Service	95% of the requests are attended to within two working days (16 working hours).
Online mapping website	95% available (Dependency: Hosting infrastructure availability).
% of Weekly Deeds transfers validated, successfully captured, and updated in GIS & LIS and processed to Valuations & Billing within 12 days from Deeds Office file date to ensure accurate billing	100% within 12 days.

¹⁴ Post-decision Consent, 3 months (includes 10 days for Registration; 22 days Technical Implementation; 1.5 months LA Core)

Table 10.12: Service Standards Charter with Monthly Targets

SERVICE STANDARD	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Statutory Building Inspections	85% within 48 hours of request	85% within 48 hours of request	85% within 48 hours of request	85% within 48 hours of request	85% within 48 hours of request	85% within 48 hours of request	85% within 48 hours of request	85% within 48 hours of request	85% within 48 hours of request	85% within 48 hours of request	85% within 48 hours of request	85% within 48 hours of request
Planning Law Enforcement Inspections	Ensure that 90% of new complaints are inspected within 7 working days	Ensure that 90% of new complaints are inspected within 7 working days	Ensure that 90% of new complaints are inspected within 7 working days	Ensure that 90% of new complaints are inspected within 7 working days	Ensure that 90% of new complaints are inspected within 7 working days	Ensure that 90% of new complaints are inspected within 7 working days	Ensure that 90% of new complaints are inspected within 7 working days	Ensure that 90% of new complaints are inspected within 7 working days	Ensure that 90% of new complaints are inspected within 7 working days	Ensure that 90% of new complaints are inspected within 7 working days	Ensure that 90% of new complaints are inspected within 7 working days	Ensure that 90% of new complaints are inspected within 7 working days
Processing of Consent use (land use applications)	95% within 2 months (excluding post-decision legal administration)	95% within 2 months (excluding post-decision legal administration)	95% within 2 months (excluding post-decision legal administration)	95% within 2 months (excluding post-decision legal administration)	95% within 2 months (excluding post-decision legal administration)	95% within 2 months (excluding post-decision legal administration)	95% within 2 months (excluding post-decision legal administration)	95% within 2 months (excluding post-decision legal administration)	95% within 2 months (excluding post-decision legal administration)	95% within 2 months (excluding post-decision legal administration)	95% within 2 months (excluding post-decision legal administration)	95% within 2 months (excluding post-decision legal administration)
Consent use applications for Spaza Shops	95% within 1.5 months	95% within 1.5 months	95% within 1.5 months	95% within 1.5 months	95% within 1.5 months	95% within 1.5 months	95% within 1.5 months	95% within 1.5 months	95% within 1.5 months	95% within 1.5 months	95% within 1.5 months	95% within 1.5 months
Site Development Plan (SDP) applications	95% within 28 days	95% within 28 days	95% within 28 days	95% within 28 days	95% within 28 days	95% within 28 days	95% within 28 days	95% within 28 days	95% within 28 days	95% within 28 days	95% within 28 days	95% within 28 days
Commercial Site Development Plan (SDP) applications	95% within 15 days	95% within 15 days	95% within 15 days	95% within 15 days	95% within 15 days	95% within 15 days	95% within 15 days	95% within 15 days	95% within 15 days	95% within 15 days	95% within 15 days	95% within 15 days
Post-decision legal Admin: Consent ¹⁵	95% within 3.0 months	95% within 3.0 months	95% within 3.0 months	95% within 3.0 months	95% within 3.0 months	95% within 3.0 months	95% within 3.0 months	95% within 3.0 months	95% within 3.0 months	95% within 3.0 months	95% within 3.0 months	95% within 3.0 months
Post-decision legal admin: Subdivisions/Division of land	95% within 3 months	95% within 3 months	95% within 3 months	95% within 3 months	95% within 3 months	95% within 3 months	95% within 3 months	95% within 3 months	95% within 3 months	95% within 3 months	95% within 3 months	95% within 3 months

¹⁵ Post-decision Consent, 3 months (includes 10 days for Registration; 22 days Technical Implementation; 1.5 months LA Core)

SERVICE STANDARD	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Post-decision legal Admin: Township (Excludes processes out of the City's hands, e.g., lodging documents with SG, opening a township register, etc.)	95% Section 82 Application - 1 month	95% Section 82 Application - 1 month	95% Section 82 Application - 1 month	95% Section 82 Application - 1 month	95% Section 82 Application - 1 month	95% Section 82 Application - 1 month	95% Section 82 Application - 1 month	95% Section 82 Application - 1 month	95% Section 82 Application - 1 month	95% Section 82 Application - 1 month	95% Section 82 Application - 1 month	95% Section 82 Application - 1 month
e-Property Information Service	95% of the requests are attended to within two working days (16 working hours).	95% of the requests are attended to within two working days (16 working hours).	95% of the requests are attended to within two working days (16 working hours).	95% of the requests are attended to within two working days (16 working hours).	95% of the requests are attended to within two working days (16 working hours).	95% of the requests are attended to within two working days (16 working hours).	95% of the requests are attended to within two working days (16 working hours).	95% of the requests are attended to within two working days (16 working hours).	95% of the requests are attended to within two working days (16 working hours).	95% of the requests are attended to within two working days (16 working hours).	95% of the requests are attended to within two working days (16 working hours).	95% of the requests are attended to within two working days (16 working hours).
Online mapping website	95% available (Dependency: Hosting infrastructure availability).	95% available (Dependency: Hosting infrastructure availability).	95% available (Dependency: Hosting infrastructure availability).	95% available (Dependency: Hosting infrastructure availability).	95% available (Dependency: Hosting infrastructure availability).	95% available (Dependency: Hosting infrastructure availability).	95% available (Dependency: Hosting infrastructure availability).	95% available (Dependency: Hosting infrastructure availability).	95% available (Dependency: Hosting infrastructure availability).	95% available (Dependency: Hosting infrastructure availability).	95% available (Dependency: Hosting infrastructure availability).	95% available (Dependency: Hosting infrastructure availability).
% of Weekly Deeds transfers validated, successfully captured, and updated in GIS & LIS and processed to Valuations & Billing within 12 days from Deeds Office file date to ensure accurate billing	100% within 12 days	100% within 12 days	100% within 12 days	100% within 12 days	100% within 12 days	100% within 12 days	100% within 12 days	100% within 12 days	100% within 12 days	100% within 12 days	100% within 12 days	100% within 12 days

Table: 10.13: Service Standards Technical Indicators Description

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
SERVICE LEVEL STANDARDS											
1	Statutory Building Inspections	Ensure that 85% of statutory Building Inspections are done within 48 hours of request by developers/ landowners.	To improve customer satisfaction and minimise illegal construction due to delays in undertaking statutory inspections.	Spreadsheets for Inspections, Information on file covers and photographs were taken on-site on the date of the Inspection. Email requests for inspections	Manual count of calls for Inspections and completed Inspections within 48 hours against the total calls for Inspections	Telephonic requests for Inspections are made directly to the Inspector.	Manual	Monthly		100% Inspections within 48 hours	Director: BDM
2	% eProperty clients' requests resolved within two working days (16 hours)	All queries received by e-Property services have a target time to be resolved. The target is to ensure that at least 95% of Clients' requests are resolved on time (within 16 Hours).	To ensure that the requests from subscribed clients are attended to within two working days in support of the service standard	e-Property Requests System. Calculation of the turnaround times	The turnaround times are calculated from when the email request is received until the email response is sent. The calculation of the time excludes weekends, and public holidays and the working day times are between 8:00 and 16:30	Dependency on stable IT systems/infrastructure	System-generated report	Monthly/ Quarterly	N/A	95% of the requests are attended to within two working days (16 working hours)	Director: CGIS
3	% Availability of Online Mapping Website	Online Mapping Website availability	To ensure uninterrupted access to the eServices Online Map Viewer in support of the service standard	Online Map Viewer monitoring system	Monthly system-generated report calculating % uptime and downtime	Dependency on eServices / Hosting system infrastructure (GICT)	System-generated report	Monthly/ Quarterly	N/A	95% available (Dependency: Hosting infrastructure availability)	Director: CGIS

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
SERVICE LEVEL STANDARDS											
4	% of Weekly Deeds transfers validated, successfully captured, and updated in GIS & LIS and processed to Valuations & Billing within 12 days from Deeds Office file date to ensure completeness of the Valuation Roll and Revenue/Billing.	Weekly loading, validating and processing of Deeds transfers registered in the Deeds Office. Successful records processed to Valuations and Billing (SAP).	Within LIS, the purpose for the processing of the Deeds data is to: i) Determine the legal status of the property (e.g. Registered, History) ii) Determine the property process followed to create/establish the property (e.g. subdivision/consolidation or new township). iii) Ensure that the correct property is linked to the correct owner information. iv) Create LIS workflow for GIS, JPC and Valuations based on the property status and the property process due to the Deeds record received.	Weekly Deeds transfer file/s as received from the Deeds Office	Monthly system generated Control Sheets to validate number of records received from Deeds versus records successfully processed into LIS. Turnaround times calculated from file date received to date successfully processed into LIS/SAP. See SOP for detailed method of calculation.	Dependency on the Deeds Office to provide the data timeously and in the correct file and data formats. Dependency on systems uptime-COJ, SG Office and Deeds office	Predefined LIS exception reports and SQL statements to determine turnaround times.	Monthly / Quarterly	N/A	100% weekly Deeds transfers processed within 12 days	Director: CGIS

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
SERVICE LEVEL STANDARDS											
			v) Process deeds data that passed all validations into LIS and to Valuation System as well as SAP via the XI interface for billing purposes. The aimed output is to load and process 100% of all deeds records received from the Deeds Office per weekly files successfully into LIS and the XI interface within 12 days. The overall purpose is to ensure the correctness and completeness of the Valuation Roll and Revenue/Billing								

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
SERVICE LEVEL STANDARDS											
5	Planning Law Enforcement Inspections	90% first inspection of the complaint conducted within 7 working days from the date of allocation of the matter to the Senior Law Enforcement Officer by the Operational Manager	The purpose is to measure the turnaround time taken to investigate complaints received from the public and other stakeholders.	Excel Spreadsheet of recorded 1 st inspections that specifies the turnaround time taken to investigate complaints.	1st Inspections of complaints conducted within 7 working days recorded on excel spreadsheet	None	Non-Cumulative	Monthly/Quarterly	-	Inspect case files reported to the city within a reasonable accepted turnaround time to reduce lawlessness in the City.	Director: LUDM Assistant Director: PLE
6	Consent use (land use applications)	This KPI measures the % of consent applications whereby a decision has been taken and such applications were processed within the set turnaround time of 2 months excluding pending time.	Ensure sustainable and timeous evaluation of consent (land use) applications	Extracts from TAS and report document per application	Processing time is calculated from the date of submission excluding pending time to the date of the decision	Only those applications considered, and decisions taken	Non- cumulative	Quarterly	No	Higher than 95%	DD: Land Use Management, LUDM

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
SERVICE LEVEL STANDARDS											
7	Percentage of Early Childhood Development Centre's applications processed within the turnaround time (2 months)	This KPI measures the % of the ECD consent applications in disadvantaged areas whereby a decision has been taken and such applications were processed within the set turnaround time of 2 months excluding pending time and in terms of the approved program/frame work.	Ensure sustainable and timeous evaluation of ECD applications	Extracts from TAS and report document per application	Processing time is calculated from the date of submission excluding pending time to the date of the decision	Only those applications considered, and decisions taken	Non-cumulative	Quarterly	Yes	Higher than 95% performance	Director: LUDM DD: Land Use Management, LUDM
8	Consent use applications for Spaza Shops	This KPI measures the % of the Spaza Shops consent applications in disadvantaged areas whereby a decision has been taken and such applications were processed within the set turnaround time of 1.5 months excluding pending time and in terms of the approved program/frame work.	Ensure sustainable and timeous evaluation of Spaza Shops consent applications	Extracts from TAS and report document per application	Processing time is calculated from the date of submission excluding pending time to the date of the decision	Only those applications considered, and decisions taken	Non-cumulative	Quarterly	Yes	Higher than 95% performance	Director: LUDM DD: Land Use Management, LUDM

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
SERVICE LEVEL STANDARDS											
9	Site Development Plan (SDP) applications	This KPI measures the % of the Site Development Plan applications whereby a decision has been taken and such applications were processed within the set turnaround time of 28 days excluding pending time	Ensure sustainable and timeous evaluation of the SDP applications	Extracts from TAS and report document per application	Processing time is calculated from the date of submission excluding pending time to the date of the decision	Only those applications considered, and decisions taken	Non- cumulative	Quarterly	No	Higher than 95%	Director: LUDM DD: Land Use Management, LUDM
10	Commercial Site Development Plan (SDP) applications	This KPI measures the % of the Commercial Site Development Plan applications whereby a decision has been taken and such applications were processed within the set turnaround time of 15 days excluding pending time.	Ensure sustainable and timeous evaluation of the Commercial SDP applications towards contribution to the economic growth of the city.	Extracts from TAS and report document per application	Processing time is calculated from the date of submission excluding pending time to the date of the decision	Only those applications considered, and decisions taken	Non- cumulative	Quarterly	Yes	Higher than 95%	Director: LUDM DD: Land Use Management, LUDM

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
SERVICE LEVEL STANDARDS											
11	Post-decision legal admin: Subdivisions/ Division of land	This KPI measures the total percentage of completed post-decision legal admin applications for division/subdivision within 2 months (turnaround time excludes processes outside the control of Legal Admin).	Improve ease of doing business by concluding applications quickly to improve economic growth and rates based across CoJ	Number of registered applications on TAS	Total number of matters completed	Properly working TAS system and records management	Average total percentage of completed matters	Quarterly	No	95% completed within 2 months	Director: LUDM Deputy Director: Legal Administration, LUDM
12	Post-decision legal admin: Subdivisions/ Division of land	This KPI measures the total percentage of completed post-decision legal admin applications for division/subdivision within 3 months (turnaround time excludes processes outside the control of Legal Admin).	Improve ease of doing business by concluding applications quickly to improve economic growth and rates based across CoJ	Number of registered applications on TAS	Total number of matters completed	Properly working TAS system and records management	Average total percentage of completed matters	Quarterly	No	95% completed within 3 months	Director: LUDM Deputy Director: Legal Administration, LUDM

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
SERVICE LEVEL STANDARDS											
13	Post-decision legal Admin: Township (Excludes processes out of the City's hands e.g., lodging documents with SG, opening a township register etc.)	This KPI measures the total percentage of section 82 / 29(1) (township) applications completed within post-decision legal admin within 1 month's turnaround time (turnaround time excludes processes outside the control of Legal Admin). Section 82 / 29 (1) ensures the issuing of a Certificate to facilitate the registration of a deed of transfer/s in a township and the submission of building plans.	Improve ease of doing business by concluding applications quickly to improve economic growth and rates based across CoJ.	Number of registered applications on TAS	Total number of matters completed	Properly working TAS system and records management	Average total percentage of completed matters	Quarterly	90%	95% completed within 30 days	Director: LUDM Deputy Director: Legal Administration

11. FINANCIAL IMPACT

11.1. Current and Medium-Term Budget Projections

The Development Planning medium-term budget has been carefully crafted, considering several key factors. These include the subdued economic outlook, increasing pressure on government finances to meet growing local government demands, declining City revenue, and lower-than-expected collection levels.

In addition, provision has been made for the implementation of the City of Johannesburg wage agreement, the PFA, which is expected to take effect in March 2026, as well as the department's historical financial performance. The budget reflects a prudent and disciplined approach, with caution underpinning its formulation. It also considers anticipated increases in fuel prices in line with global economic trends.

The Department oversees the entire lifecycle of a property, from the development application stage to the registration of the property in the Deeds Office. This lifecycle is managed through the Property Value Chain (PVC) within the Land Information System (LIS) and its associated applications, supported by the Geographic Information System (GIS). This centralised property information source is integrated with all other City systems. A reliable, accurate, and comprehensive property database is essential for credible billing; properties not recorded in the GIS/LIS cannot be billed, highlighting Development Planning's vital role in ensuring revenue completeness.

11.2. Revenue Collections

The Department's projected revenue collection over the Medium-Term Expenditure Framework (MTEF) is estimated at R101 million in 2026/27, R104 million in 2027/28, and R108 million in 2028/29. The reduction to R101.2 million in 2026/27 is primarily attributable to the winding down of the UNGEF grant, which previously supported both the Department and the City in advancing initiatives to build a resilient and resource-efficient City of Johannesburg.

The remaining revenue is expected to be generated from a range of own-revenue sources, including building plan fees, consent use fees, hoarding fees, rezoning fees, signage fees, township establishment application fees, and charges for mapping and spatial data services.

The Department's overall budget allocations for the MTEF period are presented in the tables below.

Table 11.1: Revenue Projections

REVENUE	Medium-Term Budget 2026/27 - 2028/29		
	Draft Budget 2026/27 R 000	Draft Budget 2027/28 R 000	Draft Budget 2028/29 R 000
EXCHANGE REVENUE			
Sale of Goods and Rendering of Services	-91 606	-94 536	-97 561
Interest earned from Receivables	-313	-323	-333
Operational Revenue	-1 248	-1 288	-1 329
DIRECT REVENUE	-93 167	-96 147	-99 223
Internal Transfers			
Operational Revenue - Inter-Company	-2 516	-2 629	-2 746
Costing - Internal Revenue	-5 359	-5 601	-5 852
Total Internal Transfers	-7 875	-8 230	-8 598
TOTAL REVENUE excluding capital grants/contr.	-101 042	-104 377	-107 821

11.3. Operational Expenditure

The medium-term budget for the 2026/27 to 2028/29 financial years reflects a measured and prudent response to the prevailing constrained financial environment, while simultaneously addressing the need to improve operational efficiency. During this period, the Department will prioritise several strategic initiatives, including the finalisation of municipal by-laws, completion of the outdoor advertising audit and related by-law, the implementation of the Integrated Spatial Data Portal (ISDP), including a Spatial Plan Management System (SPMS), the demolition of non-compliant buildings and structures, and the digitalisation of planning processes.

An amount of R181 million has been allocated over the three-year MTEF period under contracted services and operational expenditure to support the effective implementation of these programmes. These initiatives are critical to strengthening revenue generation, improving regulatory compliance, and enhancing overall service delivery outcomes.

Table 11.2 Projected expenditure

OPERATING EXPENDITURE	Medium-Term Budget 2026/27 - 2028/29		
	Draft Budget 2026/27	Draft Budget 2027/28	Draft Budget 2028/29
	R 000	R 000	R 000
EXPENDITURE by type			
Employee related costs	417 070	432 104	451 329
Inventory consumed	192	197	202
Debt impairment	355	366	378
Depreciation and amortisation	99 224	102 398	105 673
Contracted services	10 950	11 300	11 660
Transfers and subsidies	2	2	2
Operational costs	31 607	32 616	33 656
DIRECT EXPENDITURE	559 400	578 983	602 900
Internal Transfers			
Operational costs - Inter-Company	17	18	19
Costing - Internal Expenditure	23 870	24 942	26 060
Total Internal Transfers	23 887	24 960	26 079
TOTAL EXPENDITURE	583 287	603 943	628 979
OPERATING (SURPLUS) / DEFICIT	482 245	499 566	521 158
Capital Transfers Recognised			
Transfers and subsidies - capital (monetary allocations)	-25 058	-25 860	-26 688
OPERATING (SURPLUS) / DEFICIT	457 187	473 706	494 470

11.4. Capital Expenditure

Over the medium term, the Department will progressively reduce its capital commitments to focus more strategically on its core mandate of guiding the City's capital development planning. However, projects with existing contractual obligations will be prioritised and brought to completion, particularly in the next financial year. Delays in completing these projects pose risks, including exposure to vandalism, increased financial pressure on the already constrained City fiscus, and delayed service delivery to communities they were intended to benefit. The table below sets out the draft capital budget over the next three years.

Table 11.3: Capital Budget

Project Name	Project ID	Medium-Term Budget 2026/27 - 2027/28		
		Draft Budget 2026/27	Draft Budget 2027/28	Draft Budget 2027/28
		R 0	R 0	R 0
Brixton Social Cluster	22245	15 000 000		
Inner City High Court Precinct	30047	10 000 000	10 000 000	10 000 000
Jabulani Precinct Upgrades	22263	15 000 000		
Kliptown Regeneration Programme	31062		10 000 000	10 000 000
Lanseria Smart City - Detailed Planning	31230		5 000 000	5 000 000
New Turffontein Clinic	22195	30 000 000	10 000 000	3 000 000
Operational Capital: DPUM Operational Capex	2555	1 700 000	1 700 000	1 700 000
Soweto Strategic Area Framework & Implementation	22479		7 000 000	10 000 000
Total Capital Budget		71 700 000	43 700 000	39 700 000

12. MANAGEMENT AND ORGANISATIONAL STRUCTURE

The diagrams 11.1 and 11.2 depict the 2013 approved organisational structure of the senior management structure, respectively. According to the approved structure, the department has a total of 766 positions, whilst the filled positions are 443 as of December 2023.

12.1 Approved Organisational Structure

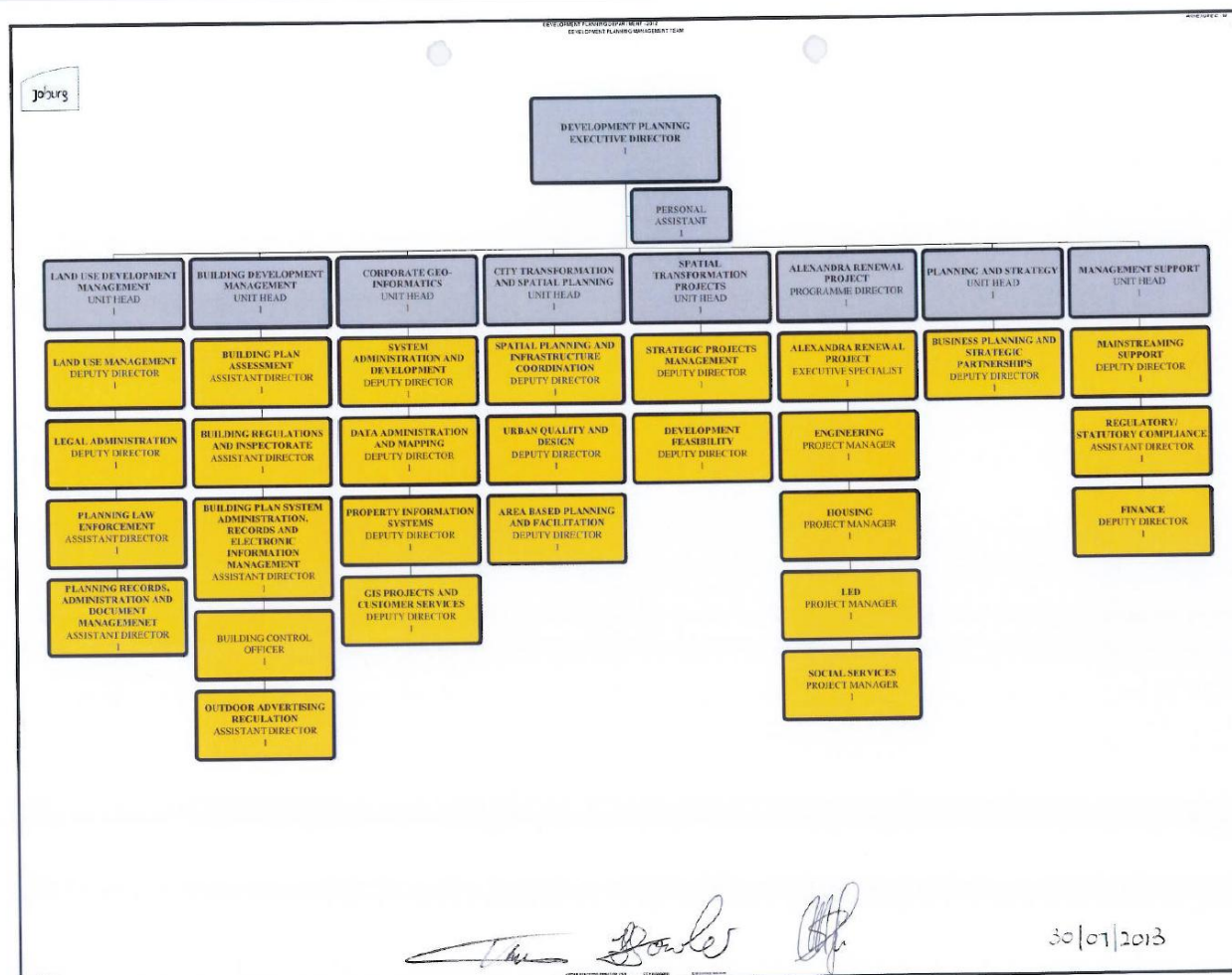


Figure 12.1: Approved 2013 Organisational Structure

12.2 Senior Management Structure

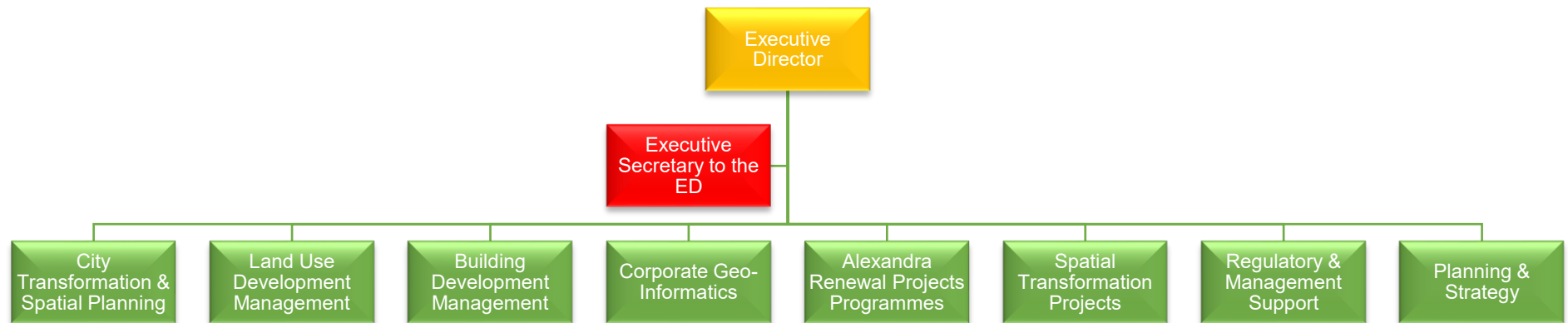


Figure 11.2: Management Structure

12.1. Capacity Analysis

The department has a staff complement of 443 employees, with Land Use Development Management being the largest directorate, followed by the Building Development Management, City Transformation and Spatial Planning as the tiniest core directorates. Functionally the

Table 12.3: Staff Establishment per Category

Row Labels	Female					Female Total	Male					Male Total	Grand Total
	African	Asian	Coloured	Indian	White		African	Asian	Coloured	Indian	White		
Development Pla	196	2	12	8	23	241	168	2	9	7	16	202	443
A) Top Management								1				1	1
B) Snr Management	3				1	4	9				2	11	15
C) Profes & Mid Management	31		2	1	6	40	22			1	5	28	68
D) Skilled & Jnr Management	120	2	6	6	13	147	105	1	8	6	9	129	276
E) Semi-skilled	36		4	1	3	44	31		1			32	76
F) Unskilled	5					5							5
J) Internship	1					1	1					1	2
Grand Total	196	2	12	8	23	241	168	2	9	7	16	202	443

12.2. Employment Equity

The Development Planning Department's Employment Equity and Skills Development Forum was established on 17 August 2022. Continuous training is provided for Forum members on their roles and responsibilities consistent with the Employment Equity Act, 55 of 1998.

13. COMMUNICATION AND STAKEHOLDER ENGAGEMENT

The department has a myriad of stakeholders, from private-sector industry players and property owners to local citizens. Even though the department has a small communication budget, plans will be set in motion to communicate more proactively and robustly with stakeholders to ensure increased customer satisfaction and improved turnaround times. In addition, the department encourages a two-way and open communication approach, which strives to build trust and confidence between the institution and its internal and external stakeholders and form partnerships. Hosting the annual GIS day is one of the department's key stakeholder engagements.

12.2 Stakeholder Matrix

Democracy, which is itself a widely interpreted concept, is dependent on universal participation and the ability of adults to be represented in democratic systems. These systems are made up of institutions and processes that are not limited to regular elections, constitutional bodies

supporting democracy, constitution and/or legislative-making processes, political parties, and council chambers. Political inclusion guarantees universal participation and representation. Inclusion presupposes that every person, irrespective of grounds such as origin, class, age, gender, sexual orientation, ability, group, culture, the ethnic or religious background, should have an equal opportunity to participate in or support the democratic process. The City of Johannesburg is governed by the democratic values and principles embodied in section 195(1) of the Constitution. In section 152, the city is expected to provide a democratic and accountable government for local communities and to encourage the involvement of communities and community organisations in matters of local government.

Stakeholders differ depending on the business or organisation. They can include employees, customers, suppliers, shareholders, regulatory or government agencies, boards of directors, and business owners. Each has a unique perspective on what it will take for the organisation to succeed. For example, internal stakeholders, like employees, know the strengths and weaknesses of the organisation from the ground up and have first-hand knowledge of what it takes to deliver. External stakeholders will have a different, but equally valuable, perspective about how the organisation and its operations impact them. Engaging with stakeholders is a critical success factor for the department and the city to meet its set strategic outlook. Benefits for stakeholder engagement inter alia can (a) bring people together to pool knowledge, experience, and expertise to co-create solutions, (b) build collaborative partnerships and new relationships that generate value, (c) reduce the level of risk within an organisation (d) improve governance.



Figure 12.1 Forms of Stakeholder Engagement

Stakeholder engagement and collaboration with other departments and entities are encapsulated within the 2024 Makgotla, focused on hexagon principles, namely (a) essential services, (b) financial management, (c) communication and perception management, (d) performance management, (e) accountability framework, and (f) service delivery collaboration framework. The integrated application of these six areas will enable the department to confront illegality in the built environment, create safer neighbourhoods and improve the quality of our operations.

12.3 Intergovernmental Relations

The 1996 Constitution enjoins spheres of government to cooperate and promote collaboration while observing their characters as distinct, interdependent, and interrelated. Intergovernmental relations are intended to promote and facilitate cooperative decision-making and ensure that policies and activities across all spheres encourage service delivery and effectively meet citizens' needs.

Development Planning Department, intergovernmental relations and the constitution are guided by many legislations, particularly the Spatial Planning and Land Use Management, 2013. The approved 2024 Spatial Planning Development Framework is harmonised with the Gauteng Provincial Government Spatial Planning Development Framework. The department's plans are contextualised with the National Development Plan, 2040, Grow Gauteng Together 2024 and Growth Development Strategy.

Through the Spatial Planning and Land Use Management, 2013 the department's intergovernmental relations seek to achieve (a) spatial justice to redress the past spatial and other development imbalances by improving access to and use of land, (b) spatial sustainability ensuring that land use promotes sustainable development and efficient use of land, (c) efficiency by encouraging the optimal use of existing resources and infrastructure, (d) spatial resilience – promoting flexibility in spatial plans to accommodate rapid changes conditions and (e) good administration by ensuring that all spatial planning and land use management processes are transparent, accountable and participatory.

Table 13.1: Stakeholder Matrix

Stakeholder	Level of Interest (L-M-H) ¹⁶	Ability to Impact (L-M-H)	Stakeholder needs	What we need from the stakeholders	Conflict of Interest	Relationship	Organisational Crossover with the stakeholder
National Government	H	H	One-Plan (DDM),	Corporation, Collaboration, IGR, IGFR and Support.	No	G2G ¹⁷	Yes
Gauteng Provincial Government	H	H	DDM, Built Environment Management, Spatial Planning.	Corporation, Collaboration, IGR, IGFR, Support, Joint Planning	No	G2G	Yes
Adjacent Municipalities	M	L	Collaboration and cross-border joint planning	Collaborative Planning and Operations, Knowledge Exchange, and Benchmarking.	No	G2G	Probable (No)
Other Municipalities	L	L	Knowledge Exchange	Benchmarking and Knowledge Sharing	No	G2G	Probable (No)
South African Local Government Association (SALGA)	M	L	Collaboration	Collaboration, Empowerment & Support	No	G2G	No
South African Association of Consulting Professional Planners (SAACPP).	H	M	Professional and Ethical behaviour. Adhering to set turnaround times. Corrupt free	Corporation, Ethical and Professional conduct that is corruption-free		G2B ¹⁸	No
South African Council for Architects Profession (SACAP).	H	M	Professional and Ethical behaviour. Adhering to set turnaround times. Corrupt free	Corporation, Ethical and Professional conduct that is corruption-free		G2B	No
Out of Home Media of South Africa (OHMSA).	H	M	Professional and Ethical behaviour. Adhering to set turnaround times. Corrupt free	Corporation, Ethical and Professional conduct that is corruption-free		G2B	No
Institute of Architecture	H	M	Professional and Ethical behaviour. Adhering to set turnaround times. Corrupt free	Corporation, Ethical and Professional conduct that is corruption-free		G2B	No

¹⁶ Low-Medium-High

¹⁷ Government to Government

¹⁸ Government to Business

Stakeholder	Level of Interest (L-M-H) ¹⁶	Ability to Impact (L-M-H)	Stakeholder needs	What we need from the stakeholders	Conflict of Interest	Relationship	Organisational Crossover with the stakeholder
South African Institute of Black Property Forum Professional	H	M	Professional and Ethical behaviour. Adhering to set turnaround times. Corrupt free	Corporation, Ethical and Professional conduct that is corruption-free		G2B	No
Property Sector Charter Council	H	M	Professional and Ethical behaviour. Adhering to set turnaround times. Corrupt free	Corporation, Ethical and Professional conduct that is corruption-free		G2B	No
Johannesburg Business Chambers of Commerce	H	M	Professional and Ethical behaviour. Adhering to set turnaround times. Corrupt free	Corporation, Ethical and Professional conduct that is corruption-free		G2B	No
Recognised Labour Union(s)	H	H	Collaboration			G2L ¹⁹	No
South African Geomatics Council (SAGC).	H	M	Professional and Ethical behaviour. Adhering to set turnaround times. Corrupt free	Corporation, Ethical and Professional conduct that is corruption-free		G2B	No
SA Committee for Spatial Information	H	M	Compliance with the SDI Act, 54 of 2003	Guidelines, Inter-governmental cooperation and enforcement		G2G	No
HEIs and Research Bodies	M	M	Collaboration, Research, Experiential Learning	Research, Knowledge Exchange and Sharing, Capacity Building.		G2G & G2B	No
State Owned Entities	L	M	Collaboration & Corporation	Collaboration, Corporation, Structural and Programmatic		G2B	Yes
CoJ Departments and Entities	H	H	Collaboration, Corporation & Teamwork	Seamless operations and Teamwork		G2B	Yes
Global Environment Facility	M	M	Collaboration, Funding & Investment.	Collaboration, Funding, Investment and Programme Implementation.			Yes
Community(ies)	H	H	Services Provision, Communication, Regular Engagements, Bylaw Enforcement	Pay for Services, Coproduction, Report Service Failures, and Community Participation.		G2C	No

¹⁹ Business to Labour

12.4 Communication Plan

Communication is the process of transmitting ideas and information, and ongoing activity that serves, depends upon or is in any way connected with the community. The purpose, audience, message, and channels may change, but the need to maintain the relationship with the community, key organisations, and media. An essential part of any communication plan is to continue using and revising the plan based on organisational experience. Communication is integral to the strategic planning process, which is not an event. It is a useful tool to connect with residents, communities, and stakeholders. Messaging must be customised to a targeted audience.

The department will use various media and communication platforms to reach out to the public, encapsulated in the below-listed communication strategy. Strategic communications will inter alia encompass (a) awareness – increased awareness amongst the target audience, namely residents, Councillors, Council and City officials, members of the media, department clients, potential investors, developers, architects, town planners, and other key industry stakeholders. (b) comprehend – assist the target audience to understand the goals and services provided by the department, including where they can access services; raise issues and enquire source relevant qualitative and quantitative data from within the department, (c) conviction – encourage adherence to Municipal Bylaws and legislation. Encourage engagement, participation and partnership between departments, officials, Councillors, residents, media, and other stakeholders, including structures that contribute to the function of the department, (d) public participation – regular engagement with the public go amongst others (i) inform, (ii) consult, (iii) involve, (iv) collaborate and (v) empower and (e) action queries and complains received from stakeholders through various communication platforms, including social media, electronic mail, walk-ins and post. This multifaceted approach will also improve the profile of the department.

Table 13.2: Communication Plan

Target Audience	Key Communication	Communication Channels	Communication Plan	Frequency or Time Required
South African Association of Consulting Professional Planners (SAACPP).	Email. Telecommunication. Instant Messaging. Website.	Face-to-face conversation. Audio & Video Conferencing. Formal documentation and letters. Email & Telecommunication. Social & Conventional Media. Instant Messaging.	Informative. Collaborative. Persuasive.	Monthly or quarterly
South African Council for Architects Profession (SACAP).	Email. Telecommunication. Instant Messaging. Website.	Face-to-face conversation. Audio & Video Conferencing. Formal documentation and letters. Email & Telecommunication. Social & Conventional Media. Instant Messaging.	Informative. Collaborative. Persuasive.	Monthly or quarterly
Out of Home Media of South Africa (OHMSA).	Email. Telecommunication. Instant Messaging. Website.	Face-to-face conversation. Audio & Video Conferencing. Formal documentation and letters. Email & Telecommunication. Social & Conventional Media. Instant Messaging.	Informative. Collaborative. Persuasive.	Monthly or quarterly
Institute of Architecture	Email. Telecommunication. Instant Messaging. Website.	Face-to-face conversation. Audio & Video Conferencing. Formal documentation and letters. Email & Telecommunication. Social & Conventional Media. Instant Messaging.	Informative. Collaborative. Persuasive.	Monthly or quarterly
South African Institute of Black Property Forum Professional	Email. Telecommunication. Instant Messaging. Website.	Face-to-face conversation. Audio & Video Conferencing. Formal documentation and letters. Email & Telecommunication. Social & Conventional Media. Instant Messaging.	Informative. Collaborative. Persuasive.	Monthly or quarterly

Target Audience	Key Communication	Communication Channels	Communication Plan	Frequency or Time Required
Property Sector Charter Council	Email. Telecommunication. Instant Messaging. Website. Verbal & written.	Face-to-face conversation. Audio & Video Conferencing. Formal documentation and letters. Email & Telecommunication. Social & Conventional Media. Instant Messaging. Radio & Television.	Informative. Collaborative. Persuasive.	Monthly or quarterly
Johannesburg Business Chambers of Commerce	Email. Telecommunication. Instant Messaging. Website.	Face-to-face conversation. Audio & Video Conferencing. Formal documentation and letters. Email & Telecommunication. Social & Conventional Media. Instant Messaging.	Informative. Collaborative. Persuasive.	Monthly or quarterly
Labour Unions	Email. Telecommunication. Instant Messaging. Website.	Face-to-face conversation. Audio & Video Conferencing. Formal documentation and letters. Email & Telecommunication. Social & Conventional Media. Instant Messaging.	Collaborative. Persuasive.	Quarterly
South African Geomatics Council (SAGC).	Email. Telecommunication. Instant Messaging. Website.	Face-to-face conversation. Audio & Video Conferencing. Formal documentation and letters. Email & Telecommunication. Social & Conventional Media. Instant Messaging.	Informative. Collaborative. Persuasive.	Quarterly
HEIs and Research Bodies	Email. Telecommunication. Instant Messaging. Website.	Face-to-face conversation. Audio & Video Conferencing. Formal documentation and letters. Email & Telecommunication. Social & Conventional Media. Instant Messaging.	Informative. Collaborative. Persuasive.	Quarterly

Target Audience	Key Communication	Communication Channels	Communication Plan	Frequency or Time Required
Global Environment Facility (GEF).	Email. Telecommunication. Instant Messaging. Website.	Face-to-face conversation. Audio & Video Conferencing. Formal documentation and letters. Email & Telecommunication. Social & Conventional Media. Instant Messaging.	Informative. Collaborative. Persuasive.	Monthly and quarterly

14. AUDIT RESOLUTION

The department does not have any audit findings, nor has it been reviewed by the Auditor General of South Africa or Internal Audit.