

**‘Envision the
Future’**

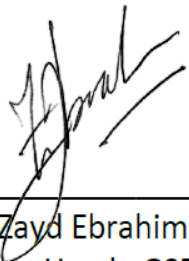


BUSINESS PLAN

**GROUP STRATEGY,
POLICY COORDINATION
& RELATIONS**

2026/27

OFFICIAL SIGN OFF: 2026/27 GSPCR BUSINESS PLAN



Mr Zayd Ebrahim
Group Head: GSPCR

Date:15.May.2026.....



Councillor Loyiso Masuku
Deputy Executive Mayor
City of Johannesburg

Date:19/05/2026.....

TABLE OF CONTENTS

List of Acronyms and Abbreviations	4
Definitions	6
1. Executive Summary	8
2. Strategic Overview	11
3. Strategic Analyses	22
4. Risk Assessment	42
5. Strategic Response – Implementation and Performance	44
6. Financial Management	69
7. Management and Organisational Structure	71
8. Communication and Stakeholder Management	75
9. Audit Resolution	78
10. Conclusion	79
Annexure A: Strategic Risk Register	80

List of Acronyms and Abbreviations

ABCD	Asset Based Community Development
ADBS	Action Driven Balanced Scorecard
AfDB	African Development Bank
AGSA	Auditor-General of South Africa
AOPO	Audit of Predetermined Objectives
CBP	Community Based Planning
City	City of Johannesburg
CM	City Manager
CoGTA	Cooperative Governance and Traditional Affairs
CoJ	City of Johannesburg
COO	Chief Operations Officer
CSS	Customer Satisfaction Survey
DBSA	Development Bank of Southern Africa
DDM	District Development Model
DED	Department of Economic Development
ECA	Ethiopian Cities Association
EISD	Environment and Infrastructure Services Department
EM	Executive Mayor
EMT	Executive Management Team
FMDV	Global Fund for Cities Development
FMDV	Global Fund for Cities Development
G20	Group of 20 Countries
GCRO	Gauteng City-Region Observatory
GCSS	Group Corporate and Shared Services
GDS2040	Growth and Development Strategy: Joburg 2040
GLU	Government of Local Unity
GRAS	Group Risk and Assurance Services
GPAC	Group Performance Advisory Committee
CRUM	Citizen Relationship and Urban Management
GSPCR	Group Strategy, Policy Coordination and Relations Department
HCM	Human Capital Management
HEI	Higher Education Institutions
HOD	Head of Department
IAR	Integrated Annual Report
IAS	Internal Audit Services
IBER	International Business & Economics Research
ICBP	Integrated Community Based Planning
ICLEI	Local Governments for Sustainability
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
IHS	IHS Markit
IKC	Interactive Knowledge Centre
IKM	Innovation & Knowledge Management
IR	International Relations
JMPD	Johannesburg Metropolitan Police Department

KM	Knowledge Management
KPA	Key Performance Area
KPI	Key Performance Indicator
LGE	Local Government Elections
LTS	Long-term Strategy
MayCom	Mayoral Committee
M&E	Monitoring and Evaluation
ME	Municipal Entity
MFMA	Municipal Finance Management Act
MMC	Member of the Mayoral Committee
MoU	Memorandum of Understanding
MSA	Municipal Systems Act
NT	National Treasury
PJWG	Presidential Johannesburg Working Group
PMS	Performance Management System
POEM	Private Office of the Executive Mayor
SA	South Africa
SACN	South African Cities Network
SCMS	Strategic Coordination and Management Support
SDBIP	Service Delivery and Budget Implementation Plan
SDG	Sustainable Development Goals
SOP	Standard Operating Procedure
ToR	Terms of Reference
U20	Urban 20
UCLG	United Cities and Local Government
UIFW	Unauthorized, Irregular, Fruitless and Wasteful
USDG	Urban Settlement Development Grant

Definitions

In this business plan, unless otherwise indicated, the terms listed below will be understood to mean the following:

Corporate Identity	Corporate identity or corporate image means the way the City of Johannesburg presents itself to the public (such as customers and investors as well as employees).
District Development Model (DDM)	The District Development Model (DDM) is an operational model for improving cooperative governance aimed at building a capable and ethical developmental state. It embodies an approach by which the three spheres of government and state entities work together in an impactful way, and where there is higher performance and accountability for coherent service delivery and development outcomes. Informed by the National Development Plan (NDP) and the Integrated Urban Development Framework (IUDF) and other government policies, legislation, and previous similar programmes, the DDM seeks to ensure maximum coordination and cooperation among all three spheres of government.
External communication	Communication that originates from the City of Johannesburg that is intended for its external audiences.
Growth and Development Strategy: Joburg 2040	A story of a city's future beyond the limitations of the medium-term focus of the IDP, SDF and the electoral cycle. It is a vision of the future built up from present and past experiences. It defines strategies and/or approaches that can be implemented through projects defined in medium-term plans such as the IDP and the SDF and realised in annual budgets. It is meant to be cross-cutting and integrate the key aspects of integrated sustainable urban development, as well as reflect the strategic development priorities of the City.
Internal communication	Communication that originates from the City of Johannesburg that is intended solely for its internal audiences, which include political offices and office bearers, departments, and municipal entity officials.
Intergovernmental Relations (IGR)	Intergovernmental Relations (IGR) can be defined as important interactions between governmental units of all types and levels. It is an interacting network of institutions at national, provincial, and local levels, that is created and refined to enable the various parts of government to cohere in a manner appropriate to institutional arrangements. It is also an evolving system of institutional co-operation that seeks to address the relations of equality and interdependence as defined by the Constitution. ¹
International Relations (IR)	International relations are part of a larger paradigm featuring municipal partnering as a vehicle to creating learning organisations, building strategic networks of exchange between (and within) municipalities and developing common approaches to the main urban problems such as poverty, unemployment, environmental decline, etc. It provides a linkage between two or more communities hailing from different countries where at least one actor is a municipality and where

¹ <https://static.pmg.org.za/docs/2000/appendices/001011IGR.htm>.

	some of the other entities may include private associations, non-governmental organizations or community based organisations. ² In the context of the CoJ, the function encompasses, <i>inter alia</i> , participation in representative associations of municipalities, twinning arrangements and international agreements, membership of networks, municipal marketing and global presence and positioning, etc.
Knowledge Management	For the City of Johannesburg, Knowledge Management involves the combined efforts of people, processes, and systems in enabling the timeous identification, generation, capturing, sharing and application of tacit and explicit knowledge and good practice – from within and beyond the City – to support improved delivery, the realisation of the City’s 2040 vision of a resilient, sustainable, liveable city for all, and more broadly, an improvement in urban service delivery practices locally, nationally, and internationally.
Municipal by-laws	Municipalities are empowered to pass their own legislation, in the form of by-laws, for subject areas. Municipal by-laws form part of the legal foundation for effective service delivery and cooperative communities. These by-laws hold the same power and force as other national and provincial legislation.
Policy Coordination	Effective policymaking requires a well-organised, consistent, and competent system at the centre of the institution or organisation. Included in this system of policy planning, development, implementation, and scrutiny, is the coordination function. Policy coordination in its basic form comprises the conducting of policy reviews and diagnostics, building capacity to lead and coordinate the translation of priorities into effective programmes and actions, helping to ensure coherence among different but related policies, advising on better quality of policy drafting and management issues, assisting with the pre-conditions for developing inclusive and effective policies which can be implemented and monitored, and providing practical solutions using global and local research and the experience of other institutions and countries.
Qualitative indicator	A qualitative indicator is a descriptive criterion or category of measurement. It reveals whether a certain situation is present or not: for instance, a new policy implemented or the level of citizens’ satisfaction with a service.
Quantitative indicator	A quantitative indicator is expressed in terms of amounts, numbers, ratios, or percentages. Measurement of these gives a numerical value that can be easily compared to targets to assess performance.
Stakeholder	A stakeholder is an actor (it may be an individual or an organisation) who has a vested interest in a specific project or programme that is being promoted.
Strategy	An organisational strategy is strategic plan that roadmaps the route towards an organisation’s goals and visions. It usually encompasses medium to longer-term goals (i.e., three to five years or more) with timelines within which to action plans and see results, and it requires all staff to be motivated to reach the goals.

² https://repository.up.ac.za/bitstream/handle/2263/57641/Van%20Rooyen_Municipal_2008.pdf?sequence=1.

1. EXECUTIVE SUMMARY

The Group Strategy, Policy Coordination and Relations (GSPCR) Department serves as the strategic centre of the City of Johannesburg, responsible for guiding institutional planning, policy coordination, performance management, intergovernmental relations, research, innovation, and knowledge management. The 2026/27 Business Plan outlines the Department's strategic direction and operational priorities in support of the City's developmental agenda, the Growth and Development Strategy (GDS) 2040, the Integrated Development Plan (IDP), and the Government of Local Unity's strategic priorities. The plan is framed around the departmental theme, *"Envision the Future"*, which reflects GSPCR's commitment to building a responsive, resilient, innovative, and citizen-centred metropolitan government.

The Business Plan recognises the increasingly complex governance and service delivery environment within which the City operates. The City of Johannesburg continues to face significant socio-economic pressures, including rapid urbanisation, infrastructure deterioration, financial constraints, unemployment, inequality, climate-related risks, and increasing community expectations for accountable and efficient service delivery. In response, GSPCR positions itself as a strategic enabler that strengthens integrated planning, evidence-based decision-making, institutional coordination, and performance accountability across the City administration. The Department seeks to move beyond compliance-driven planning towards a more dynamic, strategic, and outcomes-focused governance approach.

The Strategic Overview section of the Business Plan defines the Department's mandate, vision, mission, values, governance arrangements, legislative framework, and strategic focus areas. This section reiterates the GSPCR functions as a think-tank and coordinating mechanism that supports the City through integrated strategic planning, policy coherence, monitoring and evaluation, intergovernmental and international relations, innovation and knowledge management, and citizen-centred planning processes. The Department's work is guided by key legislative and policy prescripts, including the Constitution of the Republic of South Africa, the Municipal Systems Act, the Municipal Finance Management Act, the Intergovernmental Relations Framework Act, and related local government planning and governance frameworks.

A significant focus of the 2026/27 Business Plan is the institutionalisation of the District Development Model (DDM) and the implementation of the Johannesburg One Plan. Through its Intergovernmental Relations function, GSPCR coordinates integrated planning, budgeting, implementation, and monitoring across national, provincial, and local government spheres. The DDM framework seeks to address fragmentation in planning and service delivery through a "One Plan, One Budget, One Implementation Framework" approach. The Plan highlights key strategic challenges facing the City, including people development, economic positioning, spatial restructuring, infrastructure engineering, integrated service provisioning, governance, and financial sustainability. In response, GSPCR will strengthen intergovernmental coordination, support catalytic development projects, improve planning alignment, and implement evidence-based monitoring systems to enhance accountability and service delivery outcomes.

The Strategic Analysis section situates the Department's work within broader international, national, provincial, and municipal policy frameworks, including the Sustainable Development Goals (SDGs), National Development Plan (NDP) 2030, Gauteng's Growing Gauteng Together (GGT) 2030 strategy, and the City's GDS2040. The Business Plan demonstrates how GSPCR contributes directly to Outcome

4 of the GDS2040, namely building a high-performing metropolitan government that is responsive, accountable, financially sustainable, and globally competitive. Strategic interventions include strengthening intergovernmental and international relations, institutionalising knowledge management initiatives, improving customer satisfaction systems, embedding citizen participation processes, and enhancing strategic performance management through data analytics and digital tools.

The Business Plan further presents a detailed environmental and SWOT analysis to assess the Department's internal capabilities and external operating environment. The analysis identifies key strengths such as strategic positioning within the City, strong institutional knowledge, innovation capabilities, and improved stakeholder relations. Key to note is that the Department also faces challenges related to capacity constraints, lack of adequate funding, outdated organisational structures, and limited resources for citywide policy coordination. Externally, opportunities exist through strategic partnerships, higher education collaborations, technological advancement, and Johannesburg's global positioning, while threats include fiscal pressures, governance instability, and increasing service delivery demands.

Risk management remains central to the implementation of the Business Plan. The Department has identified strategic and operational risks that may affect institutional performance and has developed mitigation measures to strengthen governance, compliance, financial management, performance monitoring, and organisational resilience. The Business Plan emphasises the importance of proactive risk management, clean governance practices, and audit readiness in maintaining institutional credibility and improving organisational effectiveness.

The Strategic Response and Implementation section outlines the Department's key programmes, initiatives, and performance interventions for the 2026/27 financial year. These include strengthening integrated development planning and community-based planning processes, enhancing policy coordination systems, advancing innovation and knowledge management initiatives, supporting customer satisfaction and citizen engagement programmes, improving strategic reporting and performance management systems, and deepening intergovernmental and international partnerships. The Department will also continue to strengthen the use of data analytics, digital platforms, and evidence-based research to improve institutional decision-making and strategic responsiveness.

The Department commits to ensuring that its programmes are aligned with available resources while supporting the City's broader fiscal sustainability agenda. Furthermore, the Business Plan highlights the importance of strengthening institutional capacity, organisational alignment, skills development, and collaborative working models to improve service delivery performance and employee engagement.

The Business Plan also places strong emphasis on communication and stakeholder management as key drivers of transparency, accountability, and public trust. GSPCR aims to strengthen relationships with communities, government stakeholders, academia, development institutions, and international networks to promote collaborative governance and shared development outcomes. Through strategic communication, citizen participation, and structured feedback mechanisms, the Department seeks to rebuild confidence in local government and strengthen the social contract between the City and its residents.

Overall, the GSPCR 2026/27 Business Plan provides a comprehensive strategic roadmap for positioning the Department as a catalyst for integrated governance, institutional innovation, strategic coordination, and sustainable development within the City of Johannesburg. Through focused

implementation, strengthened partnerships, and a commitment to strategic excellence, GSPCR aims to contribute meaningfully to building a resilient, inclusive, globally connected, and service-oriented metropolitan government that delivers tangible improvements in the lives of Johannesburg residents.

2. STRATEGIC OVERVIEW

2.1 Core mandate

The core mandate of the department is to function as a think-tank; developing and implementing strategies that satisfy the objectives of the organisation, its Group functions, core departments and municipal entities, as well as supporting the set strategic priorities.

2.2 Vision



The department's vision impresses on the leadership role it assumes as a strategic support function to the City of Johannesburg as a local government authority. It comprises five tenets that work together, namely: conversation, collaboration, convergence, communication, and credibility in the pursuit of strategic certainty for city-wide empowerment, service excellence and making a positive impact in the lived experiences of the citizens of Johannesburg.

2.3 Mission

To promote efficacy through strategic certainty alignment for organisational performance and service delivery excellence in pursuit of socio-economic development for the residents of the City of Joburg.

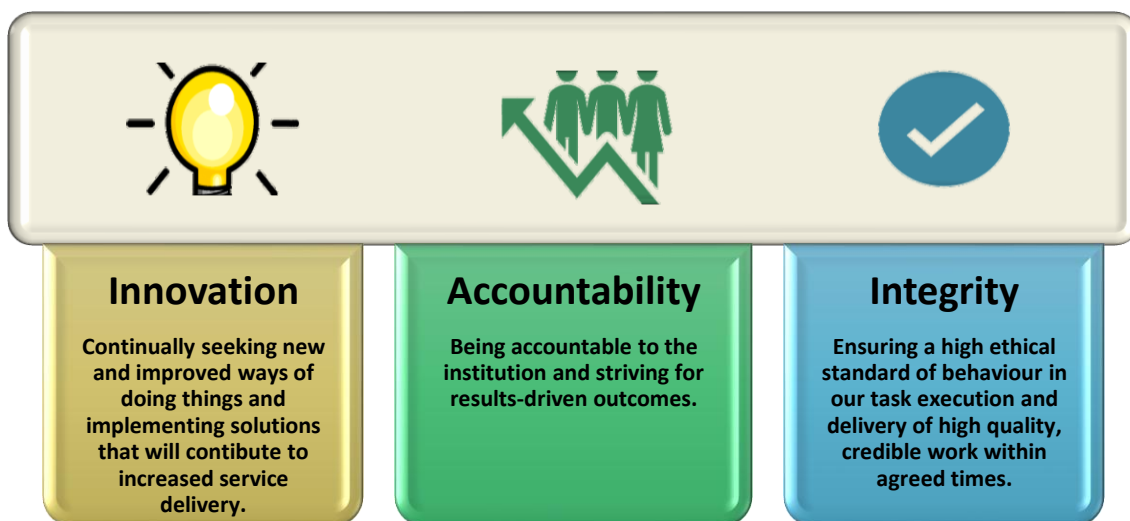
GSPCR department will continue to support the City strategically to promote efficacy by means of:

- Institutionalising and embedding the City's strategic agenda and 'training' City employees to think and act more strategically, flexibly; positioning them to serve communities and stakeholders with renewed levels of agility and an inspired sense of purpose.

- Adopting and/or adapting game-changing technology and practices to ensure that the City is future-focused and embracing the technologies, platforms, systems, and processes needed to reshape it into a newly responsive and cost-efficient governance model that effectively serves a diverse array of stakeholders across all seven different regions.
- Encouraging and fostering highly effective and productive interrelations that position the City's administration, including the municipal entities, as political and economic stewards that drive community and local economic development.
- Assisting to heighten the focus on service excellence and customer experience by increasingly influencing subjective perceptions of the City and the workplace culture through for example, knowledge management and innovative planning and collaborative work models.
- Combining research and smart data from an array of sources, databases, systems, and departments and communicating uncovered insights that can play a critical role in addressing the real and significant challenges departments and entities face to cover and manage the vast scope of services and demands at the 'ground level'.

2.4 Core values

The principles that set the standard of the department's ethical behaviour, attitude and culture are the following:





These values are informed by the pursuit of excellence in the facilitation and integration of service delivery and engendering a sound co-operative ethic in the practices of the department. To be a well-functioning City; accountability, clear ownership, and professionalism must permeate through all engagements daily.

As a team, we strive to work in a way that complements each other's unique strengths to achieve greater results. Research shows that not only do collaborative problem-solving and team support lead to better outcomes and innovation, but it also encourages personal growth, increases job satisfaction, and reduces stress.

At a personal and institutional level, we embrace continual learning and teaching and will continue to promote independent, critical, and creative thinking towards the development of strategies and interventions that can ease the way of doing business and improve the quality of services the City delivers.

2.5 Governance and institutional arrangements

The City follows a cluster approach to service delivery and the governance of the CoJ Group as a whole. This department resides under the Governance Cluster as a Group function together with other functions, *inter alia*, Group Governance, Group Legal & Contracts, Group Communication and Marketing, and Group Corporate & Shared Services. The cluster contributes to all the City's strategic priorities to a greater or lesser extent, depending on the various mandates of each Group function.

Administratively, the department reports to the City Manager and politically, to the Executive Mayor and the MMC for Finance. Reporting is also done to Council, political oversight structures, political office bearers, municipal staff, public and other appropriate organs of state, as instituted.

2.6 Legislation and policy environment

GSPCR is required to ensure that the City is abreast of and complies with legislative requirements that relate to municipal integrated planning, performance monitoring and reporting, and that reporting on these requirements is accurate, credible, timely, and appropriate to improve efficiency and avoid adverse audit findings. The critical legislative imperatives are tabulated below:

Table 1: Legislation and policy environment

LEGISLATION	IMPERATIVES FOR GSPCR
Constitution of the Republic of South Africa of 1996 <i>The Constitution requires local government to be developmental. Developmental local government is a vision for the future form of local government and points to a system of democratic local government in which the needs of all, but especially those of poor and vulnerable communities, are met by efficient and effective municipalities. The City of Johannesburg is an important player in ensuring sound and solid economic growth, effective poverty alleviation and job creation within the context of the developmental local government agenda. Essentially, its imperatives must be informed and underpinned by job creation, local economic growth, and poverty alleviation efforts through the provision of adequate institutional and administrative support systems, financial resourcing, and workable frameworks.</i>	The department is expected to assume a leading, integrating, co-ordinating and monitoring and evaluation role and to seek ways to assist the City to maximise social and economic development so that it becomes an integral element of developmental local government. This is done through for example: partnerships with non-governmental organisations, private sector, and local citizens to mobilise resources and combine ideas and skills to stimulate local economic growth that translates into tangible employment opportunities and poverty alleviation. The Constitution can also be regarded as the source of origin of IDPs, since it enjoins local government to provide democratic and accountable government to all communities, ensure the provision of services to communities in a sustainable manner, promote social and economic development, promote a safe and healthy environment, and encourage the involvement of communities and community organizations regarding matters of local government. Section 40 of the Constitution of the Republic of South Africa, 1996, emphasises that all the three spheres must observe co-operative relationships, and they must support one another. It requires the department to operate within the confines of the intergovernmental relations framework and co-operative government involving both the national and provincial governments. These inter-organisational relations serve as one of the necessary conditions for the realisation of developmental local government objectives.
Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) <i>The Municipal Systems Act provides for the goals, processes, role-players, and requirements for community participation, integrated development planning, and performance management, respectively. It lays down some processes of integrated development planning, which comprise phases that the municipality undertakes, to formulate integrated development plans. In terms of the Act, councils have a duty to use municipal resources in the best interest of local communities. Therefore, municipalities are expected to always have in place policies and processes to prevent or curb cases of unauthorized, irregular, fruitless and wasteful expenditure in compliance with this Act.</i>	The department adheres to the requirements of, <i>inter alia</i>: Section 28 of the MSA which states that “a municipality must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan”. In addition, Section 40 of the MSA states that “a municipality must establish mechanisms to monitor and review its performance management system”. Section 30 of the MSA: “the executive committee or executive mayor... must, in accordance with section 29 [of the Act], manage the drafting of the Integrated Development Plan, assign responsibilities in this regard to the municipal manager, and submit the draft plan to the municipal council for adoption”. The Act also sets the Code of Conduct for staff which must be adhered to always.
Local Government: Municipal Systems Amendment Act, 2022 (Act 3 of 2022)	The Act is part of a suite of legislation meant to ensure effective and efficient functioning municipalities, and a professional local public administration. The Amendment Act disallows municipal officials from holding political office. It also makes further provisions for procedures and competency criteria for the appointment of municipal managers and other senior

LEGISLATION	IMPERATIVES FOR GSPCR
	managers and the consequences of appointments made in contravention of the Act.
Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) and Municipal Structures Amendment Act, 2021 (Act No. 3 of 2021). Commencement: 1 November (Gazette 45305, 11 October 2021)	As directed by the Constitution, the Municipal Structures Act of 1998 (Act 117 of 1998) provides for an appropriate division of functions and powers between categories of municipality; regulates the internal systems, structures, and office-bearers of municipalities; and makes provision for appropriate electoral systems in local government for the purposes of bringing government to the local population and assisting communities to participate and be involved in the political processes, to improve the quality of their lives.
Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) and regulations <i>This Act aims to secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government; to establish treasury norms and standards for the local sphere of government; and to provide for matters connected therewith.</i>	Imperatives for the department are the following: Sound financial management and enhancement of controls, in compliance with the Act. Section 21 of the Municipal Finance Management Act (MFMA) requires the mayor to coordinate processes for preparing the annual budget and reviewing the IDP and budget-related policies to ensure that these are mutually consistent and credible (including other related sections and circulars in this regard). The MFMA further states that "<i>at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget</i>". Section 72 of the Act sets out the process for mid-year reporting on performance and financial information. Section 133 of the Act provides for the Annual Report (including other relevant sections of the Act).
Municipal Planning and Performance Management Regulations (MPPR) of 2001	The department is required to adhere to the norms and standards outlined in the regulations, as they relate to integrated planning and performance management.
Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005) <i>The Intergovernmental Relations Framework Act (the Act) came into effect on 15 August 2005 to promote and enhance cooperative governance and a 'seamless' government, through which the constitutional ideals of cooperation in good faith and mutual trust between the spheres of government could be realised. The expected result is that spheres will coordinate their actions and legislation, and assist, support, inform and consult one another.</i> <i>The Act provides a framework for the establishment of intergovernmental forums and mechanisms to facilitate the settlement of intergovernmental disputes to ensure that all spheres of government can effectively co-ordinate, communicate, align, and integrate service delivery to ensure access to services.</i>	Of importance is that the GSPCR adopts a coordinated process (strategy and implementation plan) of intergovernmental and inter-municipal relations to ensure effective delivery of services to residents as well as to maximise impact.

Other legislation that is relevant to the mandate follows:

- Promotion of Access to Information Act, 2000 (Act No. 2 of 2000)
- Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000)
- Electronic Communications Act, 2005 (Act No. 68 of 2005)
- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- Employment Equity Act, 1998 (Act No. 55 of 1998)
- Labour Relations Act, 1995 (Act No. 66 of 1995)
- Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000)
- Skills Development Act, 1998 (Act No. 97 of 1998)
- Occupational Health & Safety Act, 1993 (Act No. 85 of 1993)
- Protected Disclosures Act, 2000 (Act No. 26 of 2000)
- Local Government: Municipal Demarcation Act, 1998 (Act No. 27 of 1998)
- White Paper on Transforming Public Service Delivery (*Batho Pele* / People First), 1997
- White Paper on Local Government of 1998
- Any other applicable prescripts (e.g., municipal by-laws)

2.7 Strategic focus areas

The strategic focus of the department's business remains as follows:

- Reviewing, refining, and realigning the City's strategies to inform short, medium, and long-term planning and support the change of the City's course towards the type of city that citizens desire.
- Ensuring that long term outcomes, key performance indicators (KPIs) as contained in the City's Growth and Development Strategy, IDP, SDBIP and business plans and individual scorecards are all aligned, and outcomes are focused to support the City's developmental and strategic goals and priorities.
- Facilitating, establishing, and improving the mediating interrelationships between the three spheres of government for an efficient intergovernmental collaboration. National, provincial, and local goals cannot be achieved by any one sphere acting alone, but by all spheres acting in concordance. The department will strive to ensure that it is the fulcrum of the intergovernmental arrangements we seek to establish and that we assist the City by providing it with the environment within which to contribute meaningfully to the pressing developmental needs of our communities as expressed, *inter alia*, through the Integrated Development Plan, thereby inculcating a people-centered intergovernmental system and focused intergovernmental processes that are geared towards the betterment of the lives of our people.
- Looking at the organisation's innovation capabilities and bringing a combination of ideas and knowledge initiatives which will add value and contribute to positive change and long-term success.
- Applying scientific research and analytic methods, objective research-based information, and strategic planning in the development of strategic documents.
- Pre-emptive monitoring and evaluation capability that seeks to facilitate optimal institutional performance and integrated planning and reporting.
- Monitoring methodology shifts from compliance orientation to strategic in nature and reinforcing an outcomes-based approach.

- Redefining case study approach i.e. interactive in nature and learning/teaching focus that allow for the development of evidence-based policies and learnings, leveraging on the interactive case studies.
- Elevating the HEI partnership programme by exploring the concept and approach for forging strategic collaborations with HEI research institutes to cultivate a mutually beneficial relationship for both the City and the HEIs.
- Continuous mainstreaming the Group KM Strategy across the municipal entities that enables alignment to the Citywide KM Group approach.
- Forge relationships with research and evaluation institutions such as DPME, CLEAAR – Wits, Twende Mbele, and SAMEA that will contribute to the review and development of evaluation guidelines for local government.
- Evaluation of six (6) identified projects with Development Bank of Southern Africa (DBSA)- Service delivery and strategic projects that will provide access to Evidence –Based Data on the impact of the City’s service delivery projects.
- Participation in the Review of the Amendment of the Municipal Planning and Performance Management Regulation of 2001 (Visibility of ICBP on the reforms of these processes) which is viewed as an opportunity to add a valuable contribution into local government planning country wide.

2.8 High-level strategic goals or objectives

The overarching objectives of the department are to:

- Promote higher level strategic thinking in the organisation, not just planning. It includes aiding in thinking through the strategic priorities and timing of capital expenditures because they are tied closely to clearly framed strategic initiatives.
- Provide the City and stakeholders with meaningful data, research, and trends to anticipate key factors from within the City and from other sources that might well have an impact on community needs and operations.
- Link the strategic with the operational and measurables by encouraging departments and entities to develop a set of strategic initiatives (i.e., annual business plans) that would be required to fulfil the City’s vision (including those that would be required by other departments to support their efforts) and budgets with clearly defined outcomes and times.
- Use a new community-based planning approach to engage a wide array of citizens and groups across the City so that residents understand the process, the reasons for it, and the rationale for goal setting and decision-making.
- Reflect on current key performance measures and to assess and report on progress towards all organisational goals, which are stated as IDP and Institutional SDBIP outcomes, so that residents can clearly see how they benefit from initiatives and investments.
- Enhance relations through intergovernmental and international programmes and leverage existing bilateral agreements and institutional arrangements in the pursuit of joint ventures and advancements that will generate and sustain economic development and global policy advocacy.
- Continuous facilitation of knowledge management practices which effectively allow users not only to create and access knowledge, but to adopt it in their routine tasks.

- To strengthen institutional policy coordination by improving policy coherence, quality, review processes, and supporting the development of inclusive, implementable and monitorable policies.

These key focus areas and objectives are all unpacked in the department's SDBIP and translated into measurable operational performance indicators and strategic projects and programmes for the 2026/2027 fiscal year.

2.9 DISTRICT DEVELOPMENT MANAGEMENT (DDM)

The Group Strategy, Policy Coordination and Relations (GSPCR), through its Intergovernmental Relations (IGR) function, plays a central coordinating role in the institutionalisation and implementation of the District Development Model (DDM) within the City of Johannesburg. GSPCR is responsible for driving a programmatic, outcomes-based IGR approach that aligns national, provincial, and local priorities into a single, coherent development framework for the City. This includes coordinating intergovernmental planning processes, facilitating alignment across sector departments, and ensuring that the City's strategic instruments, including the Integrated Development Plan (IDP), Spatial Development Framework (SDF), Medium-Term Revenue and Expenditure Framework (MTREF), Service Delivery and Budget Implementation Plan (SDBIP), and sector plans, emphasize the DDM One Plan.

In line with the national DDM framework, which positions districts and metros as Intergovernmental Relations Impact Zones for joint planning, budgeting, implementation, and monitoring, GSPCR enables the IGR to function as a coordinated governance system rather than a collection of fragmented sectoral interventions. This is achieved through structured IGR platforms, including DDM Forums, Technical Working Groups, bilateral and multilateral engagements, and the Fusion Centre, which collectively support integrated planning, implementation monitoring, issue resolution, and evidence-based decision-making.

GSPCR further strengthens the City's ability to translate strategic priorities into coordinated action by ensuring that intergovernmental commitments are tracked, catalytic projects are monitored, and planning outputs are progressively aligned to budget processes and implementation instruments. This role is critical in improving coherence between municipal priorities, provincial programmes, national sector commitments, and the lived needs of communities.

Furthermore, GSPCR plays a critical role in:

- Coordinating the development, review, and maintenance of the CoJ DDM One Plan, supported by the Gauteng Department of COGTA
- Facilitating intergovernmental alignment with Gauteng Provincial Government, national departments, state-owned entities, and other strategic partners.
- Supporting the identification, prioritisation, packaging, and monitoring of catalytic projects with citywide and regional development impact.
- Driving performance tracking through integrated dashboards, reporting systems, and evidence-based monitoring mechanisms.
- Strengthening cooperative governance through structured IGR engagements, institutional support mechanisms, and escalation platforms.

- Promoting alignment between the One Plan, IDP priorities, MTREF allocations, SDF spatial priorities, and implementation-focused departmental plans.
- Supporting improved accountability by ensuring that commitments arising from IGR platforms are documented, assigned, monitored, and reported.

Overview of the DDM

The Living One Plan portal provides a comprehensive framework for integrated development within the City, aligning municipal priorities with provincial, national, continental, and global development agendas. The live plan reflects a transition toward data-driven, performance-based, and coordinated governance, integrating spatial, social, economic, infrastructure, environmental, and institutional planning into a single strategic framework. The overarching objective is to achieve an integrated, spatially transformed, economically inclusive, and resilient city through coordinated investment, strategic partnerships, and improved governance systems. The approach emphasises infrastructure-led development, intergovernmental collaboration, catalytic projects, and targeted interventions that unlock long-term socio-economic growth and improve the quality of life of residents.

At its core, the DDM responds to systemic challenges of fragmented planning, weak intergovernmental coordination, duplication of effort, and misaligned resource allocation. It shifts the City toward a One Plan, One Budget, One Implementation Framework approach, where planning is not only aligned at policy level but translated into coordinated delivery, monitoring, and corrective action.

The One Plan is therefore a living and dynamic instrument. It must be continuously reviewed to respond to changing socio-economic conditions, service delivery pressures, fiscal realities, community priorities, and strategic opportunities. For Johannesburg, this requires strong institutional coordination, reliable data, consistent participation across spheres of government, and clear mechanisms for implementation tracking.

Key Strategic Issues

The DDM focuses on addressing the following key strategic issues affecting the City of Johannesburg:

1. People Development

The City continues to face significant socio-economic pressures, including high levels of unemployment, poverty, inequality, food insecurity, and service delivery backlogs, particularly affecting vulnerable groups such as women, youth, older persons, persons with disabilities, and residents in informal and under-served communities. There is a need to strengthen integrated human and social development interventions, improve access to basic services, and enhance community-based planning to ensure that development outcomes are inclusive, responsive, and people-centred.

Through the DDM, people development must be approached as a shared responsibility across departments and spheres of government, ensuring that social support, skills development, health, safety, education, housing, and economic opportunity are better coordinated within communities.

2. Economic Positioning

Johannesburg's role as the economic hub of the country is constrained by uneven economic growth, declining investment in key sectors, infrastructure pressure, and limited participation of marginalised groups in the economy. Strengthening local economic development requires targeted catalytic investments, support for enterprise development, improved township economic participation, and stronger coordination between public and private sector initiatives to drive inclusive growth, job creation, and economic resilience.

The DDM provides a platform to align economic programmes with infrastructure priorities, spatial development opportunities, and investment pipelines, ensuring that economic growth is not disconnected from community needs and service delivery realities.

3. Spatial Restructuring and Environmental Sustainability

The City continues to experience spatial inequality, inefficient land use patterns, urban sprawl, and environmental pressures linked to rapid urbanisation. There is a need to accelerate spatial transformation through integrated planning, transit-oriented development, inner-city regeneration, precinct-based interventions, and improved land use management, while strengthening environmental sustainability, climate resilience, and sustainable urban development in line with the SDF and long-term development goals.

The DDM strengthens the ability of the City and its partners to coordinate spatial investment, align infrastructure with growth areas, and ensure that development supports compact, connected, inclusive, and climate-responsive urban form.

4. Infrastructure Engineering

Aging infrastructure, capacity constraints, vandalism, asset deterioration, and maintenance backlogs continue to impact service reliability, economic productivity, and public confidence. The City must prioritise infrastructure investment, asset management, preventative maintenance, and system upgrades to ensure resilience, efficiency, and long-term sustainability.

This includes strengthening coordination of infrastructure planning across sectors and aligning capital investment with catalytic development priorities. Through the DDM, infrastructure planning must be better integrated with budget allocation, project preparation, implementation readiness, and intergovernmental support to ensure that infrastructure investment translates into visible service delivery improvements.

5. Integrated Service Provisioning

Service delivery remains fragmented across departments, entities, and spheres of government, resulting in inefficiencies, duplicated efforts, inconsistent outcomes, and weak accountability. There is a need to enhance integrated service delivery models, improve operational coordination, and leverage data-driven systems, including dashboards and the Fusion Centre, to enable real-time monitoring, rapid response, and improved customer satisfaction.

Strengthening interdepartmental and intergovernmental alignment is critical to achieving seamless service delivery. This requires clear escalation protocols, shared reporting, coordinated planning calendars, and practical mechanisms to ensure that service delivery challenges are identified, tracked, and resolved collaboratively.

6. Governance and Financial Management

Effective implementation of the DDM is dependent on strong governance systems, institutional capacity, credible data, and financial sustainability. Key challenges include misalignment across spheres, including CoJ–GPG coordination, inconsistent participation in IGR structures, weak follow-through on decisions, and fiscal constraints impacting delivery.

There is a need to strengthen governance frameworks, improve intergovernmental coordination, enhance accountability mechanisms, and optimise financial management, including innovative funding models and improved budget alignment to the One Plan. The DDM must support better integration between planning, budgeting, implementation, performance monitoring, and reporting so that strategic commitments are matched with institutional responsibility and resource allocation.

Catalytic Development Programme

A central component of the One Plan is the implementation of catalytic projects that stimulate economic growth, improve infrastructure, support spatial transformation, and address socio-economic challenges. Catalytic projects are classified into three levels:

Level 1: Game Changers

Large-scale government infrastructure projects that unlock multi-sectoral development opportunities across districts, metros, provinces, or strategic economic corridors. These projects have the potential to reshape development patterns, improve regional competitiveness, and support long-term economic growth.

Level 2: Major Enablers

Private-sector-led or partnership-based initiatives, often implemented through public-private partnerships or blended funding arrangements, that stimulate sector growth, unlock investment, and support infrastructure, enterprise, or precinct development.

Level 3: Community Impact Projects

Smaller-scale community-based initiatives designed to improve quality of life and address social, economic, and service delivery challenges at local level. These projects are important for ensuring that the DDM remains responsive to community priorities and produces visible benefits for residents.

This structured approach ensures that investment is prioritised toward initiatives with the highest developmental impact and alignment to the City's strategic objectives. It also supports improved project packaging, intergovernmental coordination, resource mobilisation, and performance tracking across the project lifecycle.

Expected Strategic Outcomes

The successful implementation of the Living One Plan will deliver the following outcomes:

- Improved infrastructure resilience and service reliability.
- Increased economic participation, investment attraction, and employment creation.
- More inclusive governance, community responsiveness, and economic empowerment.
- Climate-resilient and sustainable urban development.
- Strengthened institutional capacity, financial sustainability, resource efficiency, and implementation accountability.
- Improved quality of life and reduced socio-economic inequality.

- Better alignment between planning, budgeting, implementation, monitoring, and reporting.
- Stronger intergovernmental coordination between the City, Gauteng Provincial Government, national departments, communities, and strategic partners.

3. STRATEGIC ANALYSES

3.1 Strategic direction of the City

In response to the City's strategic imperatives, the department fulfils its role and renders services by developing and implementing strategic interventions, systems, processes, and plans that are aligned and responsive to international, national, and provincial imperatives, for example, the: -

- Sustainable Development Goals (SDG) - Long-term global planning for sustainable development and alignment with global imperatives and indicators.
- National Development Plan (NDP) 2030 – *Outcome 9: A responsive, accountable, effective, and efficient developmental local government system.*
- District Development Model (DDM) 2nd Generation which aims to coordinate a government response to the challenges faced at a local level and narrow the distance between people and government by strengthening the coordination role and building government capacity to support municipalities. It, furthermore, includes:
 - Fostering a practical intergovernmental relations mechanism to plan, budget and implement jointly to provide a coherent government for the people of South Africa, solve silo's, duplication and fragmentation and maximise impact and align plans and available resources through the development of "One District, One Plan and One Budget".
 - Strengthen monitoring and evaluation at district and local levels.
 - Implement a balanced approach towards development between urban and rural areas.
 - Exercise oversight over budgets and projects in an accountable and transparent manner.
- Gauteng Province's "Growing Gauteng Together: Our Roadmap to 2030" (GGT 2030) which reflects a collective vision for the Gauteng City Region for 2030 and offers an opportunity to fight poverty through job creation and employment. The priorities of the GGT 2030 are: economy, job and infrastructure, education, skills revolution, and health, integrated human settlements and land release, safety, social cohesion, and food security, building a capable, ethical and development state, building a better Africa and the world, sustainable development for future generations.

The Joburg 2040 Growth and Development Strategy offers a clear vision, mission and framing paradigm and principles, alongside outcomes, outputs, and indicators. Four (4) overarching outcomes define the Joburg 2040 GDS, namely:

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

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

Furthermore, each outcome is driven by several strategic outputs. The GDS outputs represent intervention areas where the City plans to intervene now to achieve its desired long-term outcomes. Business plans must drive progress in operational programmes and activities that seek to deliver on the GDS output interventions in the short and medium term.

These strategic directives are represented as outputs, as per the table below:

Table 2: GDS2040 outcomes and outputs

GDS OUTCOMES	GDS OUTPUTS
1. Improved quality of life and development-driven resilience for all.	1. Reduce poverty and increase productivity. 2. Food security that is both improved and safeguarded. 3. Access to knowledge and lifelong learning. 4. A society characterised by healthy living for all. 5. A safe and secure city. 6. A city characterised by social inclusivity and enhanced social cohesion.
2. Provide a resilient, liveable, and sustainable urban environment - underpinned by smart infrastructure supportive of a low-carbon economy.	1. Sustainable and integrated delivery of water. 2. Sustainable and integrated delivery of sanitation. 3. Sustainable and integrated delivery of energy. 4. Sustainable and integrated delivery of waste. 5. Improved eco-mobility. 6. Sustainable human settlements. 7. Climate change resilience and environmental protection.
3. An inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of citizens.	1. Job-intensive economic growth. 2. Promotion and support to informal and micro businesses. 3. Increased competitiveness of the economy. 4. A 'Smart' City of Johannesburg, that can deliver quality services to citizens in an efficient and reliable manner (cross cutting output). 5. A spatially just and integrated City.
4. A high-performing metropolitan government that pro-actively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region.	1. Partnerships, intergovernmental & international relations. 2. A responsive, accountable, efficient, and productive metropolitan government. 3. Financially sustainable and resilient city. 4. Meaningful citizen participation and empowerment. 5. Guaranteed customer and citizen care and service.

GSPCR contributes directly to outcome 4 and this contribution is made through various functions and interventions as outlined below:

GDS OUTCOME 4: A high-performing metropolitan government that pro-actively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region.

GDS OUTPUTS	GSPCR contribution
Partnerships, intergovernmental & international relations.	- Implementation of a revised and mainstreamed IGR Strategy. - Strengthening Joburg's role in global urban networks (U20, ICLEI, Metropolis, C40, UCLG). - Presidential Working Group (DDM) operational. - Formalised IGR platforms, dashboards and partnerships. - Strengthened international relations- U20 and G20 delivery positioned Joburg as a global convenor. - Aligns national, provincial and local priorities through one-plan mechanisms.
A responsive, accountable, efficient, and productive metropolitan government.	- Key flagship Knowledge Management (KM) initiatives (Joburg Insider knowledge repository, HEI collaboration, interactive case studies, Joburg Conversations, institutionalisation of the Interactive Knowledge Centre offerings). - Mainstreaming Knowledge Management across departments and municipal entities. - Institutional credibility and improved governance maturity. - Transition from procedural compliance to strategic performance management through innovative analysis and reporting tools such as Microsoft Power BI and Strategic data analysis initiatives.
Financially sustainable and resilient city.	- Clean expenditure management with no UIFW incurred. - Audit findings tracked and resolved. - GSPCR but protects system integrity that underpins financial sustainability by ensuring that all procurement and sending is made in line with relevant legislations
Meaningful citizen participation and empowerment.	- Strengthened feedback loops from CBP into planning, budgeting and reporting. - Citizen experience and satisfaction embedded as strategic indicators in the relevant departments/ entities Business Plans. - City-wide CBP processes conducted in line with legislation. - Ward priorities formally integrated into planning cycles which seeks to rebuild the social contract between citizens and the City. - Citizen satisfaction survey conducted regularly and institutionalised through feedback presentations to departments and entities.
Guaranteed customer and citizen care and service.	Customer Satisfaction Index institutionalised as a key performance indicator (KPI) for all executives which seeks to enforce accountability and enable evidence-based service improvement.

The department's vision, mission, and programmatic interventions (Business Plan) respond to and are informed by the following eleven (11) strategic priorities and their desired outcomes for the Government of Local Unity's (GLU) term of office:

1. **Financial Sustainability:** Develop a plan to improve the City's revenue collection and billing systems, prudent financial management practices, streamline expenditure, and prioritise investments in high-impact projects.
2. **Energy Mix:** Develop a comprehensive plan to transition the city to a more diverse and sustainable energy mix, including increased investment in renewable energy sources and energy efficiency initiatives.
3. **Sustainable Service Delivery:** Focus on delivering high-quality and reliable services to all residents, with a particular emphasis on historically underserved areas, and work to reduce waste and improve efficiency.
4. **Job Opportunity and Creation:** Develop a plan to create new jobs, particularly in sectors such as green energy, technology, and infrastructure, and ensure that all job creation efforts are equitable and inclusive.
5. **Good Governance:** Implement measures to improve transparency, accountability, and citizen participation in government decision-making, such as regular CBP feedback, and public SCM procurement reforms.
6. **Infrastructure Development:** Prioritise key infrastructure projects, such as road repairs, water and sanitation upgrades, and public transportation improvements, and work to ensure that all projects are completed on time and within budget.
7. **Safer City:** Work to improve public safety through initiatives such as community policing, investment in technology and infrastructure, and increased resources for law enforcement.
8. **Active and Engaged Citizenry:** Develop programs and initiatives to encourage citizen participation in government decision-making, including regular town hall meetings, participatory budgeting, and online feedback mechanisms.
9. **Sustained Economic Growth:** Work to attract new businesses and investment to the city, particularly in sectors such as green energy, technology, and infrastructure, and prioritise policies that promote inclusive economic growth.
10. **Green Economy:** Develop a plan to promote the growth of the green economy, including increased investment in green manufacturing and job creation, renewable energy, energy efficiency initiatives, and sustainable agriculture and food security.
11. **Smart City:** Develop a plan to improve the City's use of technology to improve service delivery, reduce waste, and promote energy efficiency, including initiatives such as smart management systems, public wi-fi, and digital e-government services.

Table 3 – Alignment to the eleven (11) strategic priorities

STRATEGIC PRIORITY	OUR STRATEGIC FOCUS AREA(S)	KEY INTERVENTION(S)	OUTCOME(S)	IMPACT
1. Financial Sustainability	Strategies that support the City's developmental goals and the exploration of opportunities for leveraging private financing for the expansion and delivery of services, particularly those that support local economic development.	Engage a wide range of stakeholders – from private sector institutions to NGOs and government bodies, to community structures and individuals. Collaboration between parties is critical in ensuring sustainable impact.	- Financial stability. - A City with sufficient funds to meet all its resource and financial obligations. - Adequate increase in revenues to cover both capital and operating costs for the municipality.	- Financially sustainable and resilient communities and Joburg society. - Future growth and renewal of existing infrastructure.

STRATEGIC PRIORITY	OUR STRATEGIC FOCUS AREA(S)	KEY INTERVENTION(S)	OUTCOME(S)	IMPACT
	Financial and environmental risk management.	- Financial modelling: case study models and findings. - Develop topics for research (e.g., comparative billing) and gaining insights through the data collection and analysis process.	- Reduced vulnerability of the City's operating accounts. - A municipality with the ongoing ability to cover both the ongoing cost of service provision and capital requirements. - Ability to recover costs (or cost plus a surplus) through tariffs and the increases or decreases in expenditure by service.	A good reputation: a stable city that attracts investment.
2. Energy Mix	Strategies that support the City's developmental goals and enhances the crucially important security of supply.	- Probe research on: - Principles and tools that can enable the City to develop a transformational plan to transition it to a more diverse and sustainable energy mix. - Alternatives that are available between now and 2040 and projections on and analysis of resource size, demand matching and cost; learning rate; technology risk; resource availability risk; national security risk; environmental risk; localisation potential; local participation; industrialisation; etc.	- Minimising the impact of loadshedding. - Reliable, clean, and affordable sources. - Enforcement of a more diverse and sustainable energy mix. - Access to different energy sources. - Increased investment in renewable energy sources. - Effective energy efficiency initiatives / operations and the monitoring and evaluation of its implementation.	- Energy security: optimised and diverse energy generation mix. - Energy conservation. - Renewable energy sources and clean technology. - Reduced carbon footprint.
3. Sustainable Service Delivery	- Plan for service delivery through ensuring that business plans and strategies support the City's delivery goals and enhances basic services provision and maintenance of standards. - Improve performance measurement systems in terms of accuracy and consistency and facilitate the implementation of recommendations which can lay a sound base to operationalise the City's strategic direction and propel service delivery.	- Develop topics for research, e.g., access to services: change over time, long-term planning. - Look at good practices that have the power to transform and accelerate the City's service delivery agenda, e.g., how to apply continuity plans to minimise risks and better manage resources and delivery activities. - Support departments and MEs in understanding their role and responsibility in sustainable service delivery (i.e., delivering resilience).	- Increased brand reputation. - Increased internal and external resilience. - Improved cash flow. - Improved operational effectiveness: renewed focus on doing what is required to achieve organisational objectives. - Increased awareness of what service delivery really is and how it impacts on customer / stakeholder perceptions. - Culture of working together to solve service delivery problems and increased commitment and accountability when it comes to solving these problems by management.	- A culture of service delivery. - Better living standards. - Greater equality of services for all. - A healthier, safer, and sustainable environment for everyone - a clean Johannesburg. - Sustainability and dignity. - Improved citizen experience of services. - Active and engaged citizens (people feel ownership for the service delivery process). Change in behaviour and attitudes.
4. Job Opportunity and Creation	- Better alignment of the City's policies to specific local opportunities and challenges. - Driving knowledgebased capital as a growth strategy.	- Policy coordination system which breaks down institutional barriers and rigidities. - Look at, for example, evidencebased approaches to addressing multifaceted	- Policies that are flexible and encourage innovation, skills, and business development. - Meaningful cooperation with the business sector	- More and better-quality jobs. - Economic growth and resilience. - Communities of opportunity.

STRATEGIC PRIORITY	OUR STRATEGIC FOCUS AREA(S)	KEY INTERVENTION(S)	OUTCOME(S)	IMPACT
		barriers to employment, labour market exclusion, and creating conditions conducive to higher economic growth. • Leverage all available resources, expertise, and experience to promote knowledge-sharing, e.g., building partnerships with a variety of public and private sector stakeholders (e.g., universities, local economic and development agencies and companies, businesses, citizens, knowledge-based institutions, etc.).	and communities (i.e., targeted support). • Improved entrepreneurship education and mentoring. • Long-term Economic Development Strategy and Implementation Plan. • Improved access to opportunities for marginalised communities of Johannesburg.	• Local entrepreneurial ecosystems. • Reduced poverty. • Social cohesion.
5. Good Governance	<u>Strategic planning:</u> • Develop / review the City's short- to medium-term strategic plans. • Ensure that the concerns of communities are at the heart of decision-making relating to development. • Follow an integrated planning approach that places importance on local participatory governance that has more bearing on local priority setting and development.	• Undertake planning with an adequate focus on accurate data relating to the status quo and its relationship to the envisaged future. • Set up goals and objectives in a systematic, incremental, and consultative manner. • Ensure that outputs reflected in plans can be maintained in the long-term. • Inclusive engagement relating to citizens through community-based planning and the IDP.	• Embedded strategies that respond to the growing calls for communities to articulate their purpose, needs and expectations. • Embedded strategies that are not isolated from economic, social, and environmental systems. • Informed, equipped, and active communities that have the relevant information and insights to participate in a deliberative process of determining priorities and explicit trade-offs. • Awareness of all the current factors as well as longer term and non-financial factors that need to be considered for more prudent long-term decision making.	• Realisation of the GDS2040 – a shared vision for the future that one day, every person will have an affordable home in a vibrant community, filled with promise and the opportunity for a good life. • A City that values all people and their needs and contributions equally. • All stakeholders play their part in the collaborative work of local government. • Informed workforce and society. • Engaged and productive employees. • Trust and confidence in the City's leadership and administration's ability to deliver a resilient city. • A responsive, accountable, efficient, and productive government that responds to the needs of citizens, customers, stakeholders, and businesses.
	<u>Policy coordination:</u> • Conceptualise a citywide policy coordination function to review and ensure policy coherence and drive solutions to challenges.	• Produce a well-designed policy coordination system and embark on a process to motivate for funding for the function (i.e., development and capacitation, financially and structurally). • Oversee the appropriate implementation of policy and ensure alignment to the outcomes of the City's strategic plans and priorities. • Look at all the instruments available, as well as changing demands, cross-cutting problems and possible duplications that produce unnecessary costs for the City.	• A well-designed policy system that will show the City as more capable and will build confidence among the public that service delivery is improving.	
	<u>Institutional knowledge management:</u> • Facilitate the effective harnessing, application, and exchange of institutional	• Case study development, central knowledge repository, learning and thought leadership sessions, etc.	• Capturing, preservation, and reuse of the City's institutional memory.	

STRATEGIC PRIORITY	OUR STRATEGIC FOCUS AREA(S)	KEY INTERVENTION(S)	OUTCOME(S)	IMPACT
	knowledge resources by implementing knowledge management and exchange programmes. • Manage institutional knowledge assets as part of building for a learning organisation.	• Providing platforms and opportunities for mutual sharing, learning, support, collaboration and improvement.		
	<u>Strategic relationship management:</u> • Build the Joburg brand and going global. • International and intergovernmental relations.	• Partake in opportunities and establish a sense of pride-filled independence. • Building on / leveraging international and intergovernmental relations. • Regular and consistent communication with staff. • Foster relationships with departments and municipal entities and getting the work done., within a reasonable turnaround time.	• Partnerships that are mutually beneficial. • Sound and coordinated intergovernmental and international relations. • Working inter-departmental; and cross-functional coordination and relations that lead to proactive, positive change. • Improved two-way communication and information-sharing. • Improved perception of local government. • Improved internal communications and employee relations / morale.	
	<u>Capacity building:</u> • Understanding the City's relevant impacts and its biggest levers for positive change. • Prioritise where it makes the most sense to allocate scarce resources and help to develop a clear narrative about where the City should direct its efforts and why. • Ensure that the department is properly staffed, the systems work and that our clients receive quality service.	• Conduct and support the development of the necessary skills to measure the impact of programmes and priorities through development of strategic and departmental evaluation plans, impact assessments, data and intelligent modelling for smart decision making. • Training and skills development. • Review of the departmental structure.	• High impact and high visibility of projects, and programmes. • Increased spending on grants, infrastructure development and the maintenance of it. • Increased productivity and mobility deployment to improve services and user experience(s).	
	<u>Good governance and transparency:</u> • Manage and address risks and the potential opportunities that arise from it, effectively. • Sound financial management and clean audit outcomes. • Professionalism and good business ethics. • Programme / project evaluation to assess the impact of programmes implemented and alignment to the strategic priorities. • Compliance with relevant legislation and policy prescripts. • Implementation of the City's Performance Management policies and guidelines.	• Proactive scanning of the internal and external environments of the City. • Credible Integrated Annual Report (IAR). • Ongoing monitoring and evaluation of institutional performance and early warning systems. • Consolidation and approval of the City's audit remedial plan. • Reporting on corporate performance with mitigation analysis.	• Enhance the efficiency and effectiveness of service delivery through performance monitoring and evaluation. • Good governance: transparency, accountability, fiscally and legally sound. • Reduction in maladministration, fraud, and corruption. • An audit conscious organisation. • Improved organisational effectiveness and credibility.	

STRATEGIC PRIORITY	OUR STRATEGIC FOCUS AREA(S)	KEY INTERVENTION(S)	OUTCOME(S)	IMPACT
6. Infrastructure Development	• Cross-sectoral inter-governmental approach to infrastructure planning to help identify the most important systemic factors and risks early. • Strategies that support the City's efforts in developing and delivering infrastructure that can produce increased benefits over many decades.	• Evaluation and monitoring: Assessing if investment is deployed effectively, meaning that infrastructure investment decisions do not lead to more congestion, wasted resources and environmental harm. • Develop research topics to gain insights through the data collection and analysis process (e.g., transportation - alternative ways to travel like cycling, walking, public transit, carsharing and ridesharing, and electric vehicles). • Consultation and intergovernmental coordination. • Sensitising departments and MEs to the need for strategic plans to be linked to budget processes.	• A successful infrastructure planning process that balances a stable framework with maintaining flexibility. • Capital available to fund new infrastructure for growth and the rehabilitation of existing infrastructure. • Effective and efficient organisation of economic activities and infrastructure in space (spatial planning, patterns, and growth). • Awareness of all the factors that need to be considered for development and growth and a methodology for calculating the impact on the City's finances.	• Trust and ownership of infrastructure planning (initiatives) and delivery. • Reduction in poverty and marginalisation. • More sustainable livelihood opportunities.
7. Safer City	• Period polling and customer satisfaction surveys. • Contextualising urban safety in terms of Johannesburg's changing landscape and safety dynamics concerns and realities, including the challenges (e.g., high population growth rate, immigration issues, densification, marginalisation, high levels of unemployment, poverty and informality, increased levels of crime and insecurity). • Ensure that strategies are dynamic and flexible. Strategies should change over time in line with new safety and security challenges and needs.	• IGR: Joint planning. • CBP: Focused discussions and feedback loop to understand community safety challenges and opportunities, as a further input into the IDP. • Stakeholder consultations: international, inter-governmental (including provincial and national government), the criminal justice system, business, NGO sectors, and community-based structures. • Quantitative and qualitative data analysis of the status quo, i.e., current practices and delivery approaches within the City, including areas of success and possible gaps. • Providing a view of some of the key trends, realities, and perceptions of safety in a Joburg context, together with insights relating to shifts in safety dynamics post Covid-19. • Research on local and international benchmarks and good practice for better integrated multi-agency strategies. • Support delivery on the international commitments made by the city about safety and security.	• Systemic, integrated focus on safety by all City departments and MEs and improved ownership of and accountability with respect to the City's safety outcomes and outputs. • Safety norms and standards for the CoJ. • A clear monitoring and evaluation framework for interventions and plans to ensure continuity in the City's work in improving safety. • Proactive and collaborative engagements and partnerships with citizens. • Delivery of a professional, trustworthy safety service. • Adequate social support: from social grants / packages to public infrastructure, civil education provisions and health care support.	• A safe, well-managed, welcoming city environment in which all can thrive. • Improved quality of life. • Safe eco-mobility, safe human settlements and climate change related risk management. • A sense of positivity and hope. • Heightened social certainty. • Growing a city that is liveable, resilient, and inclusive - where everyone feels and is safe and where safety is supported by a culture of care, support, and respect.
8. Active and Engaged Citizenry	• Apply an integrated approach to planning and social, environmental, and economic development, and	• CBP: Endorsement of the ABCD approach to foster true collaboration in planning and development;	• Improved and meaningful public participation and customer experience of services.	• Guaranteed customer and citizen care and service.

STRATEGIC PRIORITY	OUR STRATEGIC FOCUS AREA(S)	KEY INTERVENTION(S)	OUTCOME(S)	IMPACT
	in the resulting services, facilities, opportunities, and governance conditions. • Provide communities with the opportunity to participate fully in civic decision-making (e.g., the IDP and CBP processes). • Encourage and facilitate citizen participation in transparent decision-making. • Empower local communities and ensure that all residents have a voice in governance, planning, and budgeting processes. • Structured partnerships and collaboration as a mechanism through which all sections of society can jointly find solutions to social challenges and build on the opportunities presented by unprecedented connectivity, scientific progress, mutual learning, and sophisticated developmental approaches to sustainability.	responsible resource allocation and utilization of available resources that takes into consideration current and future generations; providing progressive feedback mechanisms to communities more regularly and driving processes for equitable outcomes across all communities. • Genuine engagement with and listening to communities in matters relating to, but not limited to, planning, delivery, monitoring, and maintenance. • Structured and informed research agenda. Investigating possible <i>community-based participatory research</i> projects so that <i>communities can lead the research themselves to effect</i> positive social change. • Qualitative research approaches and using methods that accommodate the challenges of working with culturally and linguistically diverse groups. • Create and present opportunities for mutual learning through Innovation and Knowledge Management. • Strengthen the department's capacity in organising, policy coordination, and advocacy so residents / communities can be given the tools necessary to make themselves heard in planning processes.	• Community concerns are at the center of decision-making, through means of participatory governance mechanisms, open communication and joint problem-solving. • Urban development efforts are focused on a balance of socio-economic development with sound service delivery and stable City governance. • Informed, capacitated, and active citizens and communities. • Practices that include, dignify, and give ownership to all who live in Johannesburg with particular focus on the interest of marginalised citizens. • Participatory budgeting. • Renewed social contract between the City and citizens. • Greater equality for all and making sure that people have access to secure and dignified livelihoods, affordable housing, and basic services such as water/sanitation and electricity supply.	• Citizen empowerment. • Social cohesion and sustained meaningful social change. • A sense of identity, belonging and inclusion. • Ubuntu - respect, dignity, and care. • Better quality of life for all. • Equitable outcomes across all parts of society. • Responsible and responsive City and citizens bound together by a common focus on humanity, and the contributions they can make in improving life for all. • Access to information and bridging the information divide (information equality).
9. Sustained Economic Growth	• Ensure that strategies contribute to the transition to a regenerative economy and systems resilience. • Enhancement of interrelationships through intergovernmental, regional, and international programmes. • Locate economic development issues and suggest programmes and projects relating to access to employment and other economic opportunities for	• Promote the integration of various income groups in planning and development strategies. • Execute several predetermined IR actions as per the action plan. • Implement an IR strategy that focuses on the adopted strategic priorities. • Development of the City of Johannesburg Integrated Annual Report (IAR). • Implementation of the revised IGR strategy and	• Accessibility to economic opportunities. • Restored business and investor confidence. • New job opportunities in historically underserved areas. • Growing tax base and competitiveness when it comes to streamlined planning and budget processes. • Improved governance through leveraging existing bilateral agreements and arrangements in pursuit of	• A prosperous city where doing business is most convenient and affordable. • A recovery-friendly city in the current context (i.e., post COVID-19). • A city which without prejudice to economic status, gender, race, ethnicity, or religion, provides equal access to social, economic, and political

STRATEGIC PRIORITY	OUR STRATEGIC FOCUS AREA(S)	KEY INTERVENTION(S)	OUTCOME(S)	IMPACT
	the communities of Johannesburg. • Monitor efforts to attract, expand, and retain investment. • Evaluate how the City's Economic Action (Recovery) Plan is working for businesses and entrepreneurs. <i>Is there a need to transform the way the City interacts with businesses?</i>	monitoring the implementation of it. • Engage with business advocacy and interest groups, and local leaders. • Inform Council on the performance management frameworks for the City, including appropriate approaches for monitoring, evaluating, and reporting on the effectiveness of programming intended to stakeholders.	joint initiatives and advancements to generate and sustain economic development. • Ability to demonstrate to the community that the steps we are taking, are making a positive difference. • Infrastructure projects under consideration for the 2023–2026 capital budget must provide details on the evaluation criteria used as well as the anticipated outcomes and benefits of each project for communities. • Job creation supported by the establishment of an environment that encourages productivity, entrepreneurship, and proactive economic participation. • Global positioning - enhancing Joburg's global footprint. • Stakeholders that are helping us grow the local economy by bringing new ideas, starting businesses, and contributing to the vibrant diversity that we all value.	opportunities for a wide variety of residents. • Regeneration in the economic, social, and environmental systems. • Diversity, equity, and inclusion. • Reduced poverty and social inequality. • Economic and cultural revitalisation and growth. • Infrastructure development: with emphasis placed on both efficiency and sustainability of infrastructure choices adopted in respect of all spheres of life (e.g., transportation/mobility arrangements; recreation facilities; human settlements, etc.).
10. Green Economy	• Reflecting on what it means to be <i>Living Green</i> and additional ways to reduce impact on the environment.	• Develop topics for research papers and streams, e.g., Circular Economy.	• Agriculture and food security. • Protected biodiversity, agricultural, scenic and heritage areas. • Responsible waste disposal (waste minimisation).	• Strong stewardship of natural resources. • Living a zero-waste life (definition: to send nothing to the landfill).
11. Smart City	• Reflecting on what it means to be a smart/ agile city. • Easing of complex reporting demands through digitisation, structured and predictable sequencing of requirements and continuous engagements with stakeholders. • Strengthening of institutional arrangements and abilities. • Being flexible and adaptable and embracing change, i.e., changing our business and working practices for the greater good. • Being innovative, smart, and forward-looking (e.g., making plans to integrate new technology into City operations and make it affordable for people).	• Identify innovative, smart initiatives that can transition CoJ to a smart city (e.g., automation of services / business processes). • Data and knowledge management. • Thought leadership and partnering with innovators (e.g., academia). • Exploring our institutional knowledge assets for a learning organisation. • Establishing partnerships with departments and MEs - identifying opportunities for inter-agency collaboration.	• A whole new City approach to transformation. • Better understanding of the smart city paradigm. • Technology modernisation and transformation to ensure that the City can continue to serve communities in the current context and beyond. • Technology continuity: digital transformation. • Connected, intelligent City.	• Connected citizens and a common vision for the future.

3.2 Environmental analyses

Local government is a dynamic and multifaceted environment where municipalities must respond to pressing challenges with agility and innovation. Despite notable achievements in service delivery, cities face persistent issues such as **rapid urbanisation**, political instability, technical skill gaps, high staff turnover, and limited financial resources. These challenges obscure progress and necessitate strategic, systematic interventions. The environment analysis focuses on essential strategic tools and frameworks that enable better planning, governance, and service delivery outcomes.

The Integrated Development Planning (IDP) remains a foundational strategic tool, providing a five-year roadmap for sustainable development and service delivery (National Treasury, 2020). Complementing the IDP, the Service Delivery and Budget Implementation Plan (SDBIP) operationalises these strategies into annual, measurable targets for enhanced accountability and transparency.

With urban population growth averaging 1.94% per annum nationally and 1.70% across metros (Stats SA, 2024), well-structured IDPs and SDBIPs are critical for sustaining service delivery in an equitable and efficient manner. [\[tradingeconomics.com\]](https://tradingeconomics.com)

In a democracy, public engagement is essential for transparent and responsive governance. According to research by SALGA, cities that engage communities in planning processes experience up to 20% higher service satisfaction levels. Public participation outcomes report documents community needs, guiding municipalities to develop citizen-centered strategies that align with local priorities and improve trust in government institutions. [\[salga.org.za\]](https://salga.org.za)

Municipalities must base policy and planning decisions on solid research to address complex urban issues effectively. For instance, data-driven research in Cape Town enabled the city to reduce water consumption by nearly 60% during the 2018 water crisis, cutting usage from 1.2 billion liters/day to about 500 million liters/day. [\[news24.com\]](https://news24.com)

Annual reports are vital in monitoring organisational performance against planned targets, enhancing transparency, and fostering accountability. Integrated reporting encourages municipal entities to consider financial and non-financial outcomes, aligning with global best practices for responsible governance (King IV Report, 2016).

Sound financial management is crucial to maintaining public trust and ensuring operational efficiency. Municipalities with high compliance to audit recommendations improved service delivery outcomes by

approximately 18%. Tracking the implementation of these plans guarantees that corrective actions are monitored, ensuring sustained improvement. [\[agsa.co.za\]](https://agsa.co.za)

Regular performance assessments against the SDBIP offer a mechanism to evaluate progress on service delivery objectives. Municipalities that conduct quarterly performance assessments show a 15% improvement in target achievement rates compared to those relying solely on annual evaluations. [\[dpme.gov.za\]](https://dpme.gov.za)

Knowledge management facilitates continuous learning and innovation within municipalities, mitigating the impact of high turnover and competency gaps. Municipalities with robust KM practices improved efficiency by 22%. [\[blog.proce...reflow.com\]](https://blog.proce...reflow.com)

Customer satisfaction is a key indicator of service delivery effectiveness. According to DPSA, municipalities that implement feedback mechanisms report a 20% increase in service satisfaction over five years. [\[proprofsdesk.com\]](https://proprofsdesk.com)

Intergovernmental relations (IGR) are crucial for cohesive policy implementation across government spheres. The National Development Plan (NDP) 2030 emphasises collaborative governance to address cross-cutting issues such as housing, transport, and water. Municipalities that regularly engage in IGR action plan interventions achieve up to 30% higher compliance with national priorities. [\[agorapolicy.org\]](https://agorapolicy.org)

Data systems are instrumental in driving evidence-based decision-making. 80% of high-performing municipalities in South Africa use data systems to support decision-making, illustrating the impact of data-driven governance. [\[gitnux.org\]](https://gitnux.org)

The challenges demand a robust, strategic approach that incorporates collaboration, innovation, and accountability. By focusing on key organisational tools such as IDPs, SDBIPs, public participation, performance management, knowledge management, data-driven decision-making, and policy coordination, municipalities can improve service delivery, transparency, and citizen satisfaction.

3.2.1 SWOT analysis

Knowing and understanding the internal and external environment are crucial for the department and the City's long-term success. In aiming to develop a strategic plan that maximises the department's strengths, minimises its weaknesses, takes advantage of opportunities and manages its threats, a SWOT analysis of factors which have the potential to influence the department and organisation's capacity to strategically align to a progressive developmental and transformative agenda (i.e., opportunities and threats that might impact the department along with departmental strengths and weaknesses that should be better managed), is provided in the table below.

Table 4: SWOT Analysis

	Strengths: Characteristics that give the department an advantage over others in the area	Weaknesses: Characteristics that place the department at a disadvantage relative to others in the area
INTERNAL	• Position of GSPCR to ensure effective strategic planning, strategic information, interrelations and research, and influence work streams within the City. • New opportunities for networking, benchmarking and replication of good practices and lessons learnt through KM programmes. • Content enrichment is a core strategic capability of the department and delivers efficiencies in content production, supports the delivery of better information, improves services, adds value for the content consumer, improves outcomes and increases performance. • Ability to promote and encourage a culture and practice of innovation and knowledge exchange for the City of Johannesburg. • Sound institutional knowledge and knowledge management practices (repositories for content). • Cordial relationship between the department and political principals. • Improved relations with Group functions, core departments, municipal entities, and other bodies for building strategic partnerships. • Influential, visible, creative, and competent team that is dedicated and committed to execute and deliver the department's mandate. • Multi-faceted and vibrant staff that is agile and able to adapt to changing dynamics within the working environment. • Ability to utilize data management and Reporting Systems. • Migration from manual reviews for Section 57 to automated process. • Strong analytics presence.	• Not enough leveraging of institutions of higher learning to help tackle the City's challenges quickly and collaboratively. • Availability/access to new technologies and reskilling and upskilling a future-ready workforce for 4IR and beyond – (i.e., access to new skills and knowledge to adopt new technologies). • <i>Ad hoc</i> and unfunded mandates affects prioritisation efforts and contribute to existing pressures (human capital and budget). • Capacity constraints due to underfunding of positions. • Developing and retaining talent within the department.. • Outdated organisational structure that leaves no room for promotion or progression which has an adverse effect on staff morale and self-development efforts. • Unfavourable work environment at the SAPPI-building (health and safety requirements not met). • Lack of capacity and funding for city-wide policy coordination.

	Opportunities: External chances to better achieve stated objectives	Threats: External elements that could cause trouble for the department
EXTERNAL	• Strengthening stakeholder relations and cooperative governance - better partnerships means better development and builds social capital. • Johannesburg's position as economic hub and opportunities for diversification of the economy. • Availability of numerous tertiary institutions to partner with the department. • Networking, benchmarking and replication of better practices and lessons learnt through research and knowledge sharing. • Fostering a closer working relationship with Group ICT&IM regarding data management, information management and KM. • Training and development. • Repositioning Johannesburg's international stature in global networks. • Establishment of partnerships with development banks.	• Information and data derived from community-based engagements are not embedded in the strategies and business plans of the organisation. • Poor awareness of existing research products (resources) within the institution and unequal commitment from departments and entities to implement research recommendations. • Ongoing political change (i.e., coalition government) and instability within organisation. • Unpredictability and instability due to sudden shifts in the political landscape affects planning and timelines. • Ineffective ICT system and outdated technology. • Low staff morale. • Lack of future-ready learning organisation as an essential integral of the vision of the City. • Loss of institutional memory for reuse and sharing purposes. • Delayed or incomplete performance reporting due non-responsive departments and entities. • City and provincial departments' apathy towards public participation. • Fiscal health of the organisation.

3.2.2 PESTELI, a trends analysis

The future of the city not only depends on the City of Johannesburg municipality and actions but is significantly determined by outside factors and trends. Efforts employed in transforming the City of Johannesburg have not occurred in isolation from the influence of political, socio-economic, technological, legal, environmental and industry variations and trends, that are beyond the municipality's direct control.

Worldwide, cities are confronted with an ever-increasing complexity of challenges, like rapid urbanisation, a deteriorating state of the global economy, geo-political shifts, rising activism and conservatism, climate change, digital transformation, etc. The challenges faced by the City are not so different if compared, however, the urgency of its problems have all sharply increased the past few years. While some have played a positive role in strengthening the City's capacity and resolve, others have negatively impacted on development on account of them being outside the City's direct control.

The City's environment is characterised by many disruptions such as service delivery protests, service and housing backlogs, dilapidated networks and roads, a high unemployment rate, theft, corruption and fraud, land invasion, insufficient land for development, the impact of climate change, crime/high rate of drugs and substance abuse, human and labour migration, and vandalism of infrastructure, etc.

The latest available official demographic and service delivery data from Statistics South Africa shows that the current population of the City of Johannesburg is estimated at approximately 6.32 million in 2024, reflecting a 2.03% increase from 2023, and is projected to reach 6.44 million by 2025. The city currently has just over 2 million households, and projections indicate this will grow to around 2,139,271 households by 2025. [\[macro-trends.net\]](https://www.macro-trends.net) [\[statssa.gov.za\]](https://statssa.gov.za)

Demographic data further reveals that youth (defined as individuals aged 15–34 years) make up about 40% of Johannesburg's population, underscoring the city's youthful demographic profile and the need for targeted socio-economic interventions. [\[statssa.gov.za\]](https://statssa.gov.za)

Johannesburg continues to struggle with critically high levels of inequality. Income inequality remains severe, with a Gini coefficient of 0.65 for Gauteng, and Region A (Midrand and Diepsloot) recording the highest inequality levels, while poverty is most concentrated in Region G (Orange Farm and Lenasia) according to the GCRO Quality of Life Survey 7 (2023/24). [\[gcro.ac.za\]](https://gcro.ac.za)

Regions D (Soweto) and G have the highest unemployment rates, reflecting entrenched spatial and economic disparities. Overall, the official unemployment rate in Johannesburg is approximately 31.9% as of Q3 2025, down from 33.2% in the previous quarter, but still among the highest globally. [\[www.centre...ties.ac.uk\]](https://www.centre-for-employment-ties.ac.uk) [\[centralnews.co.za\]](https://centralnews.co.za)

Youth unemployment remains alarmingly high: 58.5% for ages 15–24, and 38.4% for ages 25–34, despite slight improvements from earlier in the year. These figures underscore the urgent need for targeted interventions to address skills gaps and create sustainable employment opportunities. [\[tradingeconomics.com\]](https://tradingeconomics.com)

Political ideologies and mandates, socio-economic factors, technological trends and developments, environmental and industry concerns, legislative prescripts, demography, and the public's general attitudes, behaviours, and moods, are not constant and can all change at any given time. Many different interests are at stake and there is a vast array of voices with different and often opposing imperatives and objectives. These contextual factors must inform the City's strategies and efforts, as far as possible.

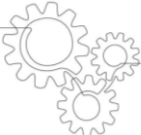
The following PESTELI analysis provides an environmental scan to anticipate key factors from within the City and from other sources (regulations, professional regulations, and new requirements, etc.) that might well have an impact on community needs and operations.

Table 5 – PESTELI analysis

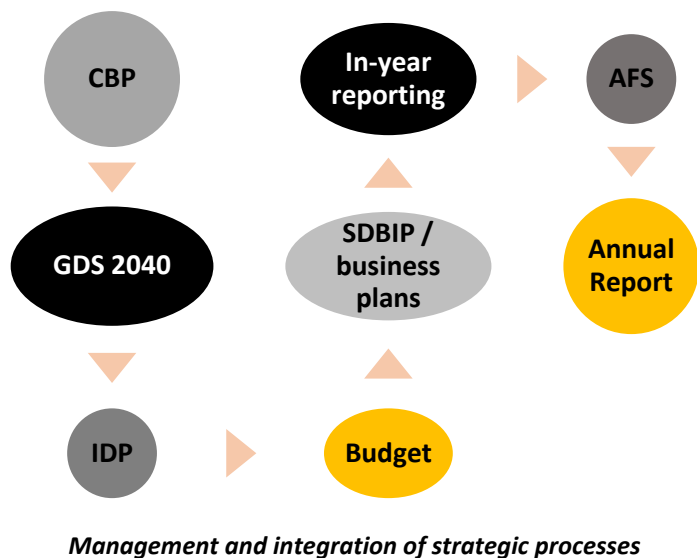
MACRO-ECONOMIC FACTORS	KEY ISSUES	IMPLICATIONS FOR GSPCR AND/OR THE CITY TO CONSIDER	STRATEGIC RESPONSE (WHAT CAN WE DO OURSELVES? WHAT CAN WE DO TO INFLUENCE OTHERS?)
POLITICAL Political forces and influences that may affect the performance of or the options open to the organisation. 	The disintegration and reconstitution of municipal coalitions the past few years has led to instability and continual organisational change. Abandonment of existing strategy and restarting as soon as the municipal government change. Highly fragmented party systems and ideological differences between parties. South Africa has a dominant party legacy, party dysfunctionality and a fragmented opposition. Service delivery failures threaten credibility. Destitute citizens in the country blame local government for service delivery failures that are due to factors largely external to local government.	Failed strategies - municipal strategic planning is very much a political process and requires that the City should broker the support of the governing parties. Development of clear, concise strategies and plans that transcend political dynamics and affiliation and are supported by the entire municipality. Current political and institutional dynamics do not cultivate stable and accountable municipal administration. Learn from the conditions in which coalitions elsewhere have been conducive to stable and accountable democratic government. Exerting influence to increase scrutiny and oversight to ensure accountability. Designing a long-term strategy for a period that goes well beyond any electoral cycle, i.e., up to 2040.	Accepting the rules of the game, and mediating conflict which includes compromise and making the City more transparent and accountable. Conduct continual strategic research on factors impacting the socio-economic and political environment to ensure that it remains abreast of any developments in the national space as well as global issues affecting the region. Ongoing updates of the City's strategic documents to incorporate any changes in policy development to ensure alignment. A long-term strategy to address persistent challenges that have emerged more starkly and saliently within our present context. Strengthen intergovernmental relations. Enhance stakeholder involvement. Support effective lobbying to create a more favourable policy environment for the City.
ECONOMIC	South Africa's gross domestic product (GDP) increased by 0.6% in the fourth quarter of	Environment and natural resources.	Strategic research to assist and inform key programmes and

MACRO-ECONOMIC FACTORS	KEY ISSUES	IMPLICATIONS FOR GSPCR AND/OR THE CITY TO CONSIDER	STRATEGIC RESPONSE (WHAT CAN WE DO OURSELVES? WHAT CAN WE DO TO INFLUENCE OTHERS?)
The nature of the competition or challenges faced by the organisation or its services and financial resources available within the economy. 	2024, reversing a 0.1% contraction in Q3 2024. For the full year, real GDP grew by 0.6%, slightly down from 0.7% in 2023 and well below the 1.9% growth recorded in 2022. [sanews.gov.za] [smilefm.co.za] On the production side, the finance, real estate, and business services industry made the largest contribution, expanding by 1.1% and adding 0.3 percentage points to GDP growth. Other notable contributors included: [sanews.gov.za] • Agriculture, which surged by 17.2%, contributing 0.4 percentage points due to strong performance in field crops and animal products. [sanews.gov.za] • Trade, catering, and accommodation, which grew by 1.4%, adding 0.2 percentage points. [sanews.gov.za] In contrast: • Manufacturing declined by 0.6%, with six of ten divisions reporting negative growth, particularly in motor vehicles and metal products. [sanews.gov.za] • Electricity, gas, and water fell by 1.4%, and transport, storage, and communication contracted by 1.0%, both dragging overall growth. [sanews.gov.za]	Demography and human resources. Global and local economic aspects (productive sectors). Enterprise development, resources, and capabilities. The geo-economic spaces/areas within the city. Transport infrastructure. Water and sanitation infrastructure. Energy sector. Opportunities for creating synergies, adding value, and innovation through cross-sectoral cooperation.	interventions, (e.g., statistical figures to be used as baselines). Conduct surveys and/or polling that cover a broad range of business environment topics including access to finance, corruption, infrastructure, crime, competition, and performance measures. Identify clever, cost-effective community-based projects. Follow an integrated approach to develop a five-year IDP that will deliver real outcomes and is fully supported by stakeholders. Set priorities, programmes and targets that could minimise the impact of economic pressures on development. Use an integrated monitoring system to detect when things are not going the right way and make necessary adjustments to improve in the future.
SOCIAL Demographic changes, trends in the way people live, work, and think. 	Rapid urbanisation and high levels of migration continue to place immense pressure on resources and ultimately increase the poverty gap.	Social cohesion infrastructure: Education and health (position, trends, and needs). Opportunities for reinforcing innovation and learning across organisational boundaries.	Conduct strategic research and analyses to provide evidence-based solutions and recommendations for enhanced programmatic intervention.

MACRO-ECONOMIC FACTORS	KEY ISSUES	IMPLICATIONS FOR GSPCR AND/OR THE CITY TO CONSIDER	STRATEGIC RESPONSE (WHAT CAN WE DO OURSELVES? WHAT CAN WE DO TO INFLUENCE OTHERS?)
	Engaging diverse constituencies with different expectations and preferences.	Administrative capacity of the municipality to provide quality services, and to effectively deliver the City's strategy (including budgetary resources & budget management). New standards for public participation. Different communities have very different expectations and preferences on what and how they want to be engaged.	Strategy development that considers the changing socio-economic dynamics in the City. Develop a sense of ownership in decision-making and service delivery issues by engaging citizens and local communities. People feel part of and value what they help to build. Build social capital through partnership working to create networks, skills, and a learning culture. Get more stakeholders and interest groups to agree to the broad messages and priorities of the City.
TECHNOLOGICAL New approaches to doing new and old things, and tackling new and old problems, which do not necessarily involve technical equipment. 	Unrelenting pace of technological change. 4th and 5th Industrial Revolutions.	Innovations and new technological developments – adapt or become obsolete. Communication and information technologies: • Digitisation of engagement forums (develop new relationships with audiences) as well as reporting systems. • Lack of tools and resources to enable the City to respond to challenges and support improvement in a range of areas – e.g., safeguarding, and cyber security.	Deploy innovations or smarter solutions to accelerate transformation in the digital economy.
ENVIRONMENTAL The wider ecological systems of which the organisation is a part and consideration of how the organisation interacts with it. 	Keys issues that have altered the way cities think about and plan for sustainable development are among other: • Renewable energy sources. • Cultural attitudes towards being “green”: recycling. • Pollution of air and water. • Weather influences and frequency of natural disasters. • Influences of climate change. • Rapid urbanisation. • Availability of health care.	Environmental factors have become critical macro-economic factors that the City must consider in the context of environmental laws and the goals of sustainable development.	Develop a five-year IDP that includes credible, empirical research on various issues to respond to urban challenges in a sustainable manner in alignment with a long-term strategy (and future projections) as well as short- to medium-term priorities and desired outcomes.

MACRO-ECONOMIC FACTORS	KEY ISSUES	IMPLICATIONS FOR GSPCR AND/OR THE CITY TO CONSIDER	STRATEGIC RESPONSE (WHAT CAN WE DO OURSELVES? WHAT CAN WE DO TO INFLUENCE OTHERS?)
LEGAL Ethical, regulatory, and legal issues. 	Highly regulated local government sphere. Weak oversight, supervision, support, intervention mechanisms across government. Overly complex legislation which municipalities are unable to get to grips with, impacts negatively on local government's ability to provide effective and efficient services.	Legislation that compels the City to ensure that it plans, delivers, and implements for the collective good of society. Reputation management and protection. Misrepresentation. Whistleblower protection. Oversight and governance of municipal entity boards. Supply Chain Management.	Ensure that the relevant statutory processes are in place so that the City complies with all legislative prescripts. IDP and Annual Report processes to strictly adhere to all legislative prescripts. Similarly, other functions such as IR and IGR are bound by legislative requirements.
INDUSTRY A review of the attractiveness of the industry / sector of which the organisation forms a part. 	Local governments' efficacy is bedeviled by corruption, skills deficits, and tensions between the political and administrative interface. Local governments may be more susceptible to corruption because interactions between private individuals and officials happen at greater levels of intimacy and with more frequency. For all the transparency the law requires in relation to municipal financial management and the consultation envisaged as being integral to the Integrated Development Plan (IDP), the reality is that local government remains largely dysfunctional. The state of financial management, the lack of capacity, mismanagement in general, and corruption at local government level.	Institutional learning and capacity building. Creating positive impact on coordinated and cooperative governance through the intergovernmental system, political leadership, IGR for sector engagements, etc. Promoting the value of local government and supporting the leadership in their roles as community leaders. Embedding and promoting equality, diversity and inclusion into the City's core values, policies and practices, and improving leadership support programmes which demonstrate how the City and constituents are working as equal partners. Boosting skills and ensuring that the City has a workforce for the future is essential to economic recovery. Lack of government-funded support programmes for financial resilience and economic recovery. Political leadership training.	Think inter-departmental and inter-sectoral coordination to tackle the increasingly complex problems the City is facing in a globalised society. Think inter-municipal cooperation. IGR - Think vertical coordination (national and provincial) to attract more resources, and more effectively implement government policies. Think international cooperation, for example through twinning. Participate in international cooperation which might help the City tackle specific problems. Find ways and means of promoting and encouraging cross-departmental cooperation. Development of institutional capacity. Enabling local people to make local decisions to create the conditions for sustainable growth, better public services, and a stronger, more resilient society.

One of the biggest tasks for GSPCR remains the management and integration and alignment of the following processes:



To provide the City with the critical information necessary to enable strategic planning and decision-making, GSPCR will continue to help the City to make the most of the areas it can control and continue to check and monitor certain external realities that have an influence on development that are outside our locus of control.

To contribute to all the City’s strategic priorities, directly and indirectly, the department will push its strategic agenda in the direction of its strengths and opportunities to execute the mandate set out in this business plan.

The department’s vision, mission, and programmatic interventions for this new fiscal year, therefore, respond to the mentioned internal and external realities, while ensuring alignment with the City’s strategic priorities and their desired outcomes.

4. RISK ASSESSMENT

The process of measuring or assessing risk and developing strategies to manage identified risks is critical to sustainable long-term development. The management of risk is a key internal control mechanism that can assist in mitigating any possible challenges that may hamper the achievement of set objectives.

To strengthen risk management as a control mechanism, the department has a strategic risk register in place, which identifies the top risks associated with its delivery objectives. The main risk faced by the

department remains the control environment within which priorities and goals are set and aligned with systems resilience.

The department forecasts, *inter alia*, the following risks and mitigating actions for the 2026/2027 financial year:

Table 6 – Risks and mitigation

STRATEGIC RISKS	
RISK(S) IDENTIFIED	MITIGATING ACTION(S)
Failure to ensure that Long term outcomes and key performance indicators are aligned.	- Quarterly implementation of the IDP Process Plan 27/28 FY - Developing and issuing of Planning & Budgeting Circular (guidelines) in collaboration with stakeholders. (As when necessary) - One on one strategic sessions with all departments and entities
Failure to implement the monitoring and evaluation framework.	- Issue verification MEMO to departments and Mes. - Communicate the Annual Process Plan and quarterly reminders to department and Entities. - Co-ordinate and ensure the Implementation of IAs and AGSA recommendations report with all stakeholders involved. - Implementation of IAs and AGSA recommendations (Quarterly reporting). - To monitor and measure the City wide performance data (Quarterly System generated reports). - Annual Development of Alignment document and midyear updates.
Inability to coordinate and implement the policy function	- Continuous update of CoJ Policy Register. - Quarterly policy progress reports. - Policy Compliance Letters are issued to the departments quarterly - Quarterly City-Wide Policy coordination committee meetings. - Present the Policy reports at EMT annually.
Non-adherence to the legislative framework relating to coordination amongst the three spheres of government.	- Ongoing participation in IGR structures and attend IGR meetings as per invitations (Three spheres of government). - Establishment of IGR departmental sub-committees
Inability to realise the long-term vision.	- New, preliminary long-term strategy drafted - GH to champion leaderships engagement on the new long-term strategy - Tabled Long term strategies for approval and consultation
OPERATIONAL RISKS	
Inability to conduct the survey within the timelines	Continue investigation of alternative in house options to conduct survey
Uncoordinated preservation and reuse of organisational knowledge	- Approved and revised 5-year KM Strategy. - Enabling optimal use of Joburg Insider Knowledge repository through training interventions. - Annual KM case studies programme - City-wide conversations (Knowledge cafes & Employee Learning sessions). - Qualitative assessment through use of online questionnaire (monitoring and evaluation of attendees' satisfaction). - Functional Interactive Knowledge Centre (IKC).

STRATEGIC RISKS	
RISK(S) IDENTIFIED	MITIGATING ACTION(S)
	• Hosting city-wide topical roundtable engagements for purposes of leveraging knowledge and promoting the City's digital products to public and potential investors (enhancement of City's digital footprint).
Inconsistent adherence to reporting timelines	• Email reminders and one on one engagements with business units • Quarterly deliverable schedule
Inconsistencies (i.e. inaccuracy, discrepancies) in performance information reported.	• IGR forum and thematic sub-committee. • Broad Intersectoral Engagement (for presentations of IDP) • Contracted and transferred employees • Participate in all sector forum meetings • IGR Strategy and action Plan • DDM SOP • IGR Calendar
Incomplete implementation of the IGR mandate	• Nominations of department and entity representatives for IGR • Motivation for extension of contract and secondment • Develop & approve TOR for IGR Forum in collaboration with representatives. • Develop IGR requirements for inclusion in the business plan guidelines for departments and entities. • Updating the IGR dashboard. • Mainstreaming the IGR dashboard (Presentations at various city fora).
Inadequate integration and misalignment of plans across the city	• Appoint of interns • Request Group ICT for additional infrastructure system support • Hosting of Integrated planning committee meetings to obtain buy-in by Departments & Municipality Entities (MEs). • Issuing business planning guidelines and feedback to departments and entities • Approved IDP budget Process plan • Assess Business plans, identify and communicate gaps to Departments & MEs • One on one sessions on business planning

Risks are mitigated by the submission of action plans that are monitored on a quarterly basis to ensure that there is relative improvement in the management of departmental key risks. Following a risk assessment for 2026/2027, a strategic risk register was compiled and is attached as *Annexure A*.

5. STRATEGIC RESPONSE – IMPLEMENTATION AND PERFORMANCE

5.1 Past performance

GSPCR department drives the process of integrated planning for the City's short, medium, and long-term objectives through the development of a long-term strategy and five-year IDP, which is operationalised in the form of an annual IDP and Institutional SDBIP (corporate scorecard).

Central to the City's understanding of the needs of the community and the basic services they desire, is the process of public engagement and participation in a meaningful manner. Legislation compels municipalities to consult community structures; and the extent to which they are consulted needs to be determined. It is a process that gives people the power and the opportunity to hold the government and its officials accountable. It is also a partnership that is negotiated with the municipal authority through several structures, which promote joint planning and the implementation of the projects. But the problem arises when the communities' proposals are not taken into consideration or sufficiently valued for implementation.

Over the previous financial year, the Department adopted the Asset-Based Community Development (ABCD) model that is a methodology that the City of Johannesburg uses to engage residents as part of community-based planning. The model is based on the idea that communities have their own strengths, assets, and capabilities that can be used as a foundation for development. The model's principles include it being (i) Community-led (ii) Relationship-driven (iii) Participatory (iv) Appreciative inquiry-led as well as (v) Asset list and mapping.

The ABCD process is concluded by way of visioning and planning by leveraging on existing assets for communities to achieve their aspirations based on what they have and by taking advantage of low-hanging fruits. The process improves community participation by virtue of being community driven. It further entrenches the culture of a two-way accountability between the City and its communities, in that it requires the City to account on community identified priorities and communities would in turn account on a community-driven project of their choice, thereby ensuring accountability on both ends.

In 2026/2027, the department will continue to advocate for community issues to be budgeted for and reflected in departmental and Municipal Entities business plans; request and refine a feedback process on the budgeted community issues.

In keeping with the high standard of good governance the City of Johannesburg holds itself to, the department successfully managed the implementation of an audit remedial action plan on the findings by the AGSA. Quarterly reporting provided the status of the agreed management corrective plan of action to address previously identified deficiencies in internal systems and controls and accompanying risks. GSCPR will continue to engage affected departments and municipal entities in collaboration with GRAS (Internal Audit Services) to find lasting solutions to these deficiencies.

Notwithstanding the upcoming evaluations, the city has over the past three years conducted the following evaluations:

- a. Evaluation of the Separation at Source (S@S) Programme in the City of Johannesburg
The evaluation was conducted in July 2023 – September 2023. This evaluation study aimed to assess the implementation of the City's Separation at Source (S@S) Programme in line with the M&E Framework. The evaluation study assessed how the City implements its S@S programme, the achieved results and how its implementation can be improved.

- b. Rapid assessment of the support provided to SMMEs through Opportunity Centres in the City of Johannesburg

The evaluation was conducted from June 2022 – November 2022. The aim of the study was to gauge the level of awareness of SMME about the services offerings at the opportunity centres within their areas. The evaluation also aimed to assess operational challenges, opportunities and risks that may be associated with the day-to-day implementation of SMME the key performance indicator, which may hinder the much-needed growth and new employment opportunities in the country.

- c. A rapid evaluation of the Healthy Lifestyle Programme in Region A, City of Johannesburg

The study was conducted around July – August 2023. It aimed at assessing the extent to which EPWP is implemented in various departments and entities in the City of Johannesburg.

In terms of enhancing its footprint both at a regional and international level, the GSPCR committed to undertake and execute several predetermined actions as per the approved International Relations (IR) Strategy Implementation Plan for 2024/2025, namely: City-to-city partnerships and overseas study tours, global networks progress reports, stakeholder events/roundtables, the IR Publication (Marang), and IR Co-ordination Forum meetings (logistics and management). In 2023, the department undertook IR Research to evaluate the Global Commitments that the city has undertaken from 2013 – 2023. This evaluated all the global agreements that the various city departments and entities had entered into and mainstreaming in their workstream mandates.

Johannesburg holds memberships of C40, iClei, UCLG, Metropolis, FMDV and U20. The overall aim of the City of Johannesburg's International Relations Strategy is to ensure that IR activities benefit the city and its citizens while promoting Johannesburg's leadership role regionally and globally.

Intergovernmental Relations (IGR) have been upscaled in the City of Johannesburg through the approval of the COJ IGR Strategy and its implementation plan in 2023. The strategy provided a premise from which the City's IGR forum can be established together with its ancillary terms of reference and nomination of representatives. The above ensure city accountability from sector departments and municipal entities which commissions inter-sphere coordination by sector departments.

Furthermore, on a yearly basis GSPCR compiles an Integrated Annual Report (IAR) which aims to reflect its commitment to a measured and integrated approach to strategy and operational practices, as well as the reporting of economic, social, and environmental impacts. This report gives stakeholders a clear view of how City of Johannesburg strategy, governance, performance, and prospects – in the context of its external environment – lead to the creation of value over the short-, medium-, and long-term.

As the custodian of managing organisational performance, the department reports quarterly on the institutional SDBIP's performance and presents it to various City structures. The department also tracks the proposed mitigatory actions to ensure implementation and facilitate enhancement of the City's ability to deliver on its promises.

Over the years, the department has continued to ensure the optimal use and access of the Joburg Insider knowledge repository for preservation and re-use of the CoJ's institutional knowledge assets. The platform;

- A "hub" of knowledge and business intelligence as part of preserving CoJ institutional memory for future sharing and learning purposes, and reduces duplication of effort.
- It enables access to the City's key organizational knowledge document to enhance key decision-making, increase collaboration and productivity.

The department where required ensured the availability, and easy to use Joburg Insider knowledge repository to access the historical or institutional knowledge assets.

As part of documenting select CoJ initiatives for the purpose of ensuring business continuity, replication of best practice and generally promoting the culture of knowledge sharing within the administration itself and broadly in the local government sector the department has produced and disseminated case studies annually.

The departments approach of writing-up and developing case studies has proved to be an effective technique of preserving and enhancing the City's institutional memory and influential to other cities, government departments and institutions.

As part of ensuring the exchange of information, experience, and best practices on matters of local government, urban development and city management for the benefit of CoJ the department continued to promote closer beneficial collaborations with strategic partners through virtual, roundtable or face to face engagements with SACN, SALGA, HEIs on thought leadership sessions based on topical service delivery matters, the hosting of official delegations from local and international municipalities and through employee learning sessions and knowledge café roundtables.

As part of its broader strategy, the City is integrating operational delivery with long-term legacy planning. Through targeted infrastructure upgrades, strengthened intergovernmental coordination, and active global engagement, Johannesburg aims to not only deliver a successful summit but also drive lasting socio-economic benefits. Hosting U20 reinforced the City's vision of becoming a resilient, inclusive, and globally connected metropolis—using this moment not just to participate, but to lead and shape the urban agenda toward 2040 and beyond.

5.2 Outlook - *Towards a renewed model for GSPCR*

As we continue to try to improve the performance levels of the City and the livelihoods of citizens, we must work collaboratively with departments and municipal entities, and with every sector of society. The challenge laid out in this renewed model or focus is what we should keep in mind the relationships, contexts and influences that shape the city and the spirit of our society and aim to impact it.

RENEWED FOCUS

Generating	Providing	Creating, maintaining and opening	Attempting	Monitoring and auditing	Employing	Building	Participating
Generating ideas.	Providing legitimacy to policies, ideas and practices (whether it is ex-ante or ex-post).	Creating, maintaining and opening up spaces for debate and deliberation – even as a sounding board for decision makers and opinion leaders.	Attempting to influence the policy process.	Monitoring and auditing political actors, public policy or behaviour.	Employing boundary workers that can move in and out of different spaces (government, academia, advocacy etc.) and fostering exchange between sectors.	Capacity building – designing courses open to interested audiences outside GSPCR, creating fellowships and exchanging opportunities with other depts.	Participating in networks of organisations through which interaction is facilitated.

5.2.1 Relationships

As already alluded to, the department is entrusted with envisioning a future for Johannesburg and helping the organisation, its employees, employees, residents, and young people to understand and build the future that surrounds us for future generations.

Peter Drucker believed that a major task in building the future is to determine “the future that has already happened.” Broadly speaking, it is referred to as the anticipation of the effects of events or occurrences or trends that have already taken place that will unfold over time. We can see insurmountable wealth, knowledge, and information in the work, ideas, and insights of the city’s people and what it is that we, as public servants, do daily. Because uncertainty and turbulence are perennial features in the context of city planning, it is important for us to then identify and understand this future that has already happened.

Top leadership authors Jim Kouzes and Barry Posner write in their 2010 book, *The Truth about Leadership*, that, “The capacity to imagine and articulate exciting future possibilities is the defining competence of leaders. Leaders are custodians of the future. They are concerned about tomorrow’s world and those who will inherit it.”

As municipal officials we work hard on ambitious plans to realise a vision or future possibilities. However, many of these efforts are either not fully realised or entirely shelved as other priorities and crises take hold, and funding and capacity building then also become difficult to rationalise. Over the past few years, we have also had to face difficulties with governance issues which scupper intentions of building a developmental local state. The political instability (i.e., sudden changes in political leadership and priorities), the lack of political acumen, political interference, poor and selective oversight and compliance, patronage etc. have largely impacted the performance of employees and the City’s ability to manage operations, maintain infrastructure and respond to the complexity of demands and expectations to address service delivery failures.

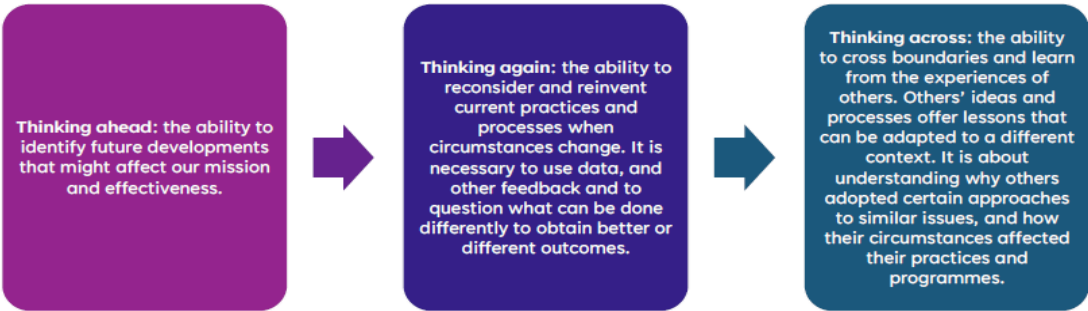
An integral element of governance within our current reality involves relationships and how we exercise our roles and responsibilities. While the politicians focus on influence, exercising control through the making and enforcement of collective decisions, and their desired outcomes, the administration implements the processes responsible for producing those outcomes. The legislature and executive arms provide guidance or set the tasks for the administration which in turn, provides neutral competence to the governance process.

The leadership of the City needs to be aware of their roles and how they fulfil their roles. Leaders who understand the relationship between politics and public administration will exercise their elective functions with insight and, therefore, they will have a greater potential to affect change in the administration and others’ perceptions of the societal reality. This understanding also has the potential to contribute positively to relations, expectations and needs because it hones awareness to what contributes to dynamic leadership and effective and efficient municipal administrations. Local government should be meritocratic in its approach to governance, planning and implementation of policies.

The department aims to realise the full potential of a high performing City in championing service delivery and improving perceptions and trust from broader communities and maintaining mutual respect in every interaction and relationship that we form, build, and maintain. This also includes improving the mediating interrelationships between local and provincial government to appreciate the importance of collaborating in joint initiatives for bulk services and goods and lucidity over the allocation of responsibilities and a resource integrated developmental approach.

5.2.2 Context matters

When contexts change or become volatile, the department must be able to rejuvenate and renew its approaches and practices, to develop fresh perceptions and to undertake adaptations. To do this, the following three dynamic capabilities are needed, namely:



5.2.3 Influence

Strategic influence can help an organisation to accomplish objectives more successfully while collaborating with others. How to use influence as a method to encourage task execution and positive behaviour successfully, will be key in the financial year.



Influence the definition and formulation of a key problem.



Impact the City's agenda, frame policy discussion and help define what issues should be prioritised.



Help define the questions that the rest of the City should attempt to answer.



Work on producing evidence to help answer these key research or performance questions.



Make policy or programme recommendations based on evidence and help the City navigate the different options presented.



Develop programmes or projects based on these recommendations and evidence – and, if possible, test them first.

It points to the following:

- Being one step ahead of the organisation as a strategically orientated department whilst retaining an acceptable level of independence.
- Generating ideas and workable solutions as a focused, integrated department, supported by the City's leadership to give impetus to the approved strategic priorities.
- Balancing political and administrative expectations and managing the interface (i.e., a clear separation between all representatives) and relations for improved oversight and a mutually beneficial course of action.
- Providing legitimacy to policies, ideas, and practices (whether *ex-ante* or *ex post*).
- Creating, maintaining, and opening spaces for debate and deliberations – which includes being a sounding board for key decision-makers and the City's leadership.
- Attempting to influence, assess, monitor, and audit policy and behavioural impact.
- Building capacity and employing staff with the skill to move in and out of different spaces within the government spheres, academia, etc.
- Creating and fostering opportunities for exchange, fellowship, and advocacy between stakeholders.
- Participating in networks of organisations through which interaction is facilitated.

5.3 Key Performance Areas

GSPCR's strategic response to the City's strategic priorities, and the challenges and opportunities outlined in the previous chapters, is centred on three key areas, namely: strategic planning and development, programmatic conceptualisation and implementation, coordination, and evaluation.

To drive these key areas and achieve the objectives of the departmental service delivery and budget implementation plan (SDBIP), the department sets out to continue to: -

- Ensure that the development of plans is informed by organisational priorities and operations.

- Develop and guide strategic and operational plans to ensure that they are informed by an accurate and contextual understanding of the operating environment.
- Conduct regular surveys and periodic polling assessments to inform appropriate strategic responses from the City.
- Perform rigorous monitoring and evaluation processes in terms of the implementation of strategies and plans and report on it through evaluations and impact assessments while also generating insights and feedback for continual improvement.
- Coordinate several programmes and policy areas where it is the custodian.
- Ensure that the City presents coordinated responses to all its external stakeholders like the National Treasury, the AGSA and CoGTA.

The department identified five (5) strategic Key Performance Areas encompassing both strategic and operational activities. These will continue to be monitored over time to ensure continuity and sustainability of services. As a support function to the organisation, GSCPR does not have Circular 88 indicators, UISP indicators and Service Level Standard indicators.

The department's KPAs are the following:

1. Develop and communicate corporate strategic documents relating to the Integrated Annual Report, IDP, CBP, Institutional SDBIP, District Development Model (DDM) and strategic research papers.
2. Assess and improve organisational performance: SDBIP Performance Reports with mitigation analysis, the consolidation and approval of an annual Audit Remedial Plan and tracking implementation of it, implementation of reviewed Performance Management Policy for senior managers in accordance with legislation.
3. Build/ strengthen and manage international and intergovernmental relation: Implementation of IGR Action Plan and implementation of predetermined IR actions, as per the IR strategy and action plan.
4. Manage institutional knowledge assets for a learning organisation: Implementation of KM initiatives, as per the Group KM Strategy and 2026/2027 KM Action Plan.
5. Compliance with relevant legislation and policy prescripts.

5.4 Corporate scorecard – Institutional SDBIP (2026/2027)

Table 7: Corporate scorecard – Institutional SDBIP (2026/2027)

GDS OUTCOME 4: A HIGH-PERFORMING METROPOLITAN GOVERNMENT THAT PRO-ACTIVELY CONTRIBUTES TO AND BUILDS A SUSTAINABLE, SOCIALLY INCLUSIVE, LOCALLY INTEGRATED AND GLOBALLY COMPETITIVE GAUTENG CITY REGION.																			
STRATEGIC PRIORITY: ACTIVE AND ENGAGED CITIZENRY																			
NO	KPI	BASELINE 2024/25	2026/27 TARGET	2027/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
1	Percentage DDM outcomes resolved through joint plans. ³	New indicator	100%	100%	100%	25% ⁴	50% ⁵	75% ⁶	100% ⁷	0	0	-	-	-	-	Annual Report on DDM implementation	GSPCR	All depts and MEs	Governance
2	Customer Satisfaction Index Score	New Indicator ⁸	61% ⁹	62%	63%	0 ¹⁰	0 ¹¹	0 ¹²	61% ¹³	0	0	-	-	-	-	Survey results	GSPCR	All	Governance

5.4.1 Technical Indicator Descriptions

Table 8: Institutional SDBIP (2026/2027) – Technical Indicator Descriptions

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE (cumulative/ Non-cumulative)	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
1	Percentage DDM outcomes resolved through joint plans.	This indicator measures the percentage of DDM outcomes resolved.	Implementation against DDM targets	Reports on implementation	Quantitative	Delays by departments, entities and other stakeholders in resolving the outcomes	Non-cumulative	Quarterly	Yes	100%	GSPCR: ICBP unit

³ This KPI supports the eight priority focus areas of the Presidential Working Group and facilitates coordinated reporting and alignment of interventions where necessary.

⁴ 25% Planning, alignment and confirmation of interventions and roles.

⁵ 50% of tracked DDM outcomes resolved through joint plans.

⁶ 75% cumulative implementation with verified progress reporting.

⁷ 100% final resolution and verified close-out reporting.

⁸ While Customer Satisfaction has been tracked previously, this KPI represents the establishment of a new, consolidated baseline for annual reporting.

⁹ An aspirational target to counter declining satisfaction trends.

¹⁰ Q1 milestone: In-house survey methodology development.

¹¹ Q2 milestone: In-house survey tool and dissemination process finalised.

¹² Q3 milestone: Questionnaire circulated to customers.

¹³ Q4 milestone: Calculation of customer satisfaction index score. Target score is 61%.

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE (cumulative/ Non-cumulative)	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
2	Customer Satisfaction Index Score	The KPI aims to measure customer satisfaction with service delivery.	Identify key service delivery needs and priorities from customer feedback to guide City interventions	Survey by contracted service provider	Quantitative (Customer Satisfaction index results)	Dependency on external service providers, field workers and citizens' participation.	Non-cumulative	Annual	Yes	61%	GSPCR: S&R unit

5.5 Departmental scorecard – 2026/2027

5.5.1 For 2026/2027, the department's strategic and operational agenda is driven by the City's strategic priorities and programmes.

Table 9: Departmental scorecard - SDBIP (2026/2027)

GDS OUTCOME: A HIGH-PERFORMING METROPOLITAN GOVERNMENT THAT PRO-ACTIVELY CONTRIBUTES TO AND BUILDS A SUSTAINABLE, SOCIALLY INCLUSIVE, LOCALLY INTEGRATED AND GLOBALLY COMPETITIVE GAUTENG CITY REGION.																			
STRATEGIC PRIORITY: ALL																			
NO	KPI	BASELINE 2024/25	2026/27 TARGET	2027/28T ARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
1	Number of KM initiatives, as per the KM 2026/27 Action Plan.	6 KM initiatives implemented.	5 KM initiatives implemented. ¹⁴	5 KM initiatives implemented	5 KM initiatives implemented	1	1	2	1	0	R6,310185,00	R6,110185,00	-	R200000	-	2026/27 KM Action Plan. 4 x Quarterly reports on KM initiatives implemented. Annual close-out report on implementation of 2026/27 Action Plan (Signed off by GH).	GSPCR: IKM	KM Steering Committee Members and KM Champions	Governance

¹⁴ The five (5) KM initiatives to be implemented during 2026/27 include:

- 1) Management of the Joburg Insider central knowledge repository for preservation and reuse of City organizational knowledge.
- 2) Development of two interactive case studies for learning and sharing purposes.
- 3) Attainment of predetermined City of Johannesburg-Higher Education Institutions collaboration initiatives aimed at leveraging on the intellectual capital offered by the HEIs focusing on capacity-building, knowledge co-creation and broadening the city's institutional knowledge base.

GDS OUTCOME: A HIGH-PERFORMING METROPOLITAN GOVERNMENT THAT PRO-ACTIVELY CONTRIBUTES TO AND BUILDS A SUSTAINABLE, SOCIALLY INCLUSIVE, LOCALLY INTEGRATED AND GLOBALLY COMPETITIVE GAUTENG CITY REGION.																			
STRATEGIC PRIORITY: ALL																			
NO	KPI	BASELINE 2024/25	2026/27 TARGET	2027/28T ARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
2	Percentage developme nt of the long-term strategy	2011– 2025 GDS midterm review develope d	Long-term strategy finalised	Approve d Long-term strategy printed	NA	25% Draft long-term strategy document developed	50% Draft long-term strategy document developed	75% Draft long-term strategy tabled for approval for consultati on	100% Draft long-term strategy finalised ¹⁵	-	-	-	-	-	-	Draft long-term strategy document Evidence of submission for tabling	GSPCR: S&R	N/A	Governance
3	Number of global networks with active City of Johannesburg participati on	New KPI	6 global networks with active City of Johannes burg participat ion	6 global networks with active City of Johannes burg participa tion	6 global networks with active City of Johannes burg participa tion	Quarterly progress report on involveme nt in 6 global networks	Quarterly progress report on involveme nt in 6 global networks	Quarterly progress report on involveme nt in 6 global networks	Quarterly progress report on involvem ent in 6 global networks	-	454 000	-	-	-	454 000	Quarterly and Annual Reports Action Plans	GSPCR: S&R	Relevant participating Departments & Entities	Governance
4	Number of strategic City-to-City Action Plans implement ed ¹⁶	New KPI	7 strategic City-to-City Action Plans impleme nted	7 strategic City-to-City Action Plans impleme nted	7 strategic City-to-City Action Plans impleme nted	7 Action Plans implement ed ¹⁷	7 Action Plans implement ed ¹⁸	7 Action Plans implemen ted ¹⁹	7 Action Plans impleme nted ²⁰	-	-	-	-	-	-	Quarterly and Annual Report Signed Action Plans	GSPCR: S&R	Relevant participating Departments & Entities	Governance

4) Hosting Joburg conversations (webinars) as part of knowledge co-creation, joint problem solving and learning.

5) Institutionalization of the Joburg interactive knowledge centre created to profile the city's selected digital knowledge products for learning and sharing purposes.

¹⁵ Integration of inputs from consultation sessions.

¹⁶ Addis Ababa, Birmingham, Shanghai, Chengdu, Windhoek, Copenhagen, Ramallah

¹⁷ 1 progress report consolidating all 7 cities action plans.

¹⁸ 1 progress report consolidating all 7 cities action plans.

¹⁹ 1 progress report consolidating all 7 cities action plans.

²⁰ 1 annual progress report consolidating all 7 cities action plans.

GDS OUTCOME: A HIGH-PERFORMING METROPOLITAN GOVERNMENT THAT PRO-ACTIVELY CONTRIBUTES TO AND BUILDS A SUSTAINABLE, SOCIALLY INCLUSIVE, LOCALLY INTEGRATED AND GLOBALLY COMPETITIVE GAUTENG CITY REGION.																			
STRATEGIC PRIORITY: ALL																			
NO	KPI	BASELINE 2024/25	2026/27 TARGET	2027/28T ARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
5	Percentage developme nt of the City's Integrated Developm ent Plan and Institution al SDBIP	Final 2025/26 IDP and SDBIP tabled at Council.	100% develop ment of 2027/28 IDP and SDBIP	100% develop ment of 2028/29 IDP and SDBIP	100% develop ment of 2029/30 IDP and SDBIP	25% ²¹	50% ²²	75% ²³	100% ²⁴	-	-	-	-	-	-	Approved IDP and SDBIP Council minutes.	GSPCR: ICBP	All Depts and MEs	Governance
6	Percentage developme nt of Public Participati on Outcomes Report	2025/26 Public Participati on Outcomes Report	100%	100%	100%	25% ²⁵	50% ²⁶	75% ²⁷	100% ²⁸	-	-	-	-	-	-	Public Participation Outcomes Report (includes CBP and IDP engagements) Confirmed Mayoral Committee minutes.	GSPCR: ICBP	All Depts and MEs	Governance

²¹ 2027/28 IDP Process Plans.

²² Draft Public Participation Outcomes Report.

²³ Table Draft 2027/28 IDP to Mayoral Committee and Council. Draft 2027/28 SDBIP.

²⁴ Final 2027/28 IDP and SDBIP tabled at Council.

²⁵ Develop the CBP Process Plan in collaboration with the Legislature.

²⁶ Content and feedback strategy developed, CBP sessions attended, consolidated inputs (draft outcomes report) for routing to mandate departments and entities for planning and budgeting purposes.

²⁷ Develop presentations for IDP sessions, consolidate inputs and route report to departments and entities, Budget Office and ICBP for alignment with IDP, Budget and business plans.

²⁸ Development of the Public Participations Outcome Report from inputs received (IDP and CBP sessions) and the final project list per region.

GDS OUTCOME: A HIGH-PERFORMING METROPOLITAN GOVERNMENT THAT PRO-ACTIVELY CONTRIBUTES TO AND BUILDS A SUSTAINABLE, SOCIALLY INCLUSIVE, LOCALLY INTEGRATED AND GLOBALLY COMPETITIVE GAUTENG CITY REGION.																	
STRATEGIC PRIORITY: ALL																	
NO	KPI	BASELINE 2024/25	2026/27 TARGET	2027/28T ARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD DEPT/ME
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4		
7	Number of Outcomes achieved through IGR partnerships established	5 outcomes achieved	6 outcomes achieved	7 outcomes achieved	8 outcomes achieved	1	1	2	2	-	-	-	-	-	-	4 x quarterly reports on agreed outcomes Annual close-out report on agreed outcomes, including tracking and report of outcomes	GSPCR: ICBP
8	Percentage of functional data systems to support SDBIP implementation.	100%	100%	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-	Electronic SDBIP performance dashboard screenshot.	GSPCR: M&E

GDS OUTCOME: A HIGH-PERFORMING METROPOLITAN GOVERNMENT THAT PRO-ACTIVELY CONTRIBUTES TO AND BUILDS A SUSTAINABLE, SOCIALLY INCLUSIVE, LOCALLY INTEGRATED AND GLOBALLY COMPETITIVE GAUTENG CITY REGION.																			
STRATEGIC PRIORITY: ALL																			
NO	KPI	BASELINE 2024/25	2026/27 TARGET	2027/28T ARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
9	Percentage completion of the City of Johannesburg Integrated Annual Report (IAR). (Annual KPI)	2024/25 Integrated Annual Report for CoJ	100% IAR Presentation developed and submitted to stakeholders Drafted and submitted response s to MPAC on IAR Question s.	100% IAR Presentation developed and submitted to stakeholders Drafted and submitted response s to MPAC on IAR Question s.	100% IAR Presentation developed and submitted to stakeholders Drafted and submitted response s to MPAC on IAR Question s.	25% ²⁹ Draft CoJ 2024/25 Annual Performance Report submitted to AGSA.	50% ³⁰ Draft CoJ 2024/25 Integrated Annual Report presented at Oversight Committees (GPAC)	100% Final CoJ Integrated Annual Report tabled at Council	100% Final CoJ Integrated Annual Report presented at MPAC 100% submission of response s to MPAC	-	-	-	-	-	-	Approved Integrated Annual Report for 2024/2025. Council minutes.	GSPCR: M&E	All Depts and MEs	Governance
10	Percentage completion of Audit Remedial Action Plan progress.	2024/25 Remedial Action progress report.	100%	100%	100%	100% completion of Q4 2023/24 Remedial Action Plan progress	100% Remedial Action Plan template for 2024/25 FY developed	100% Final Remedial Action Plan 2024/25 tabled at Council	100% 2024/25 Remedial Action Plan Progress Report developed	-	-	-	-	-	-	Approved Remedial Action Plan. Remedial Action Plan progress reports	GSPCR: M&E	All Depts and MEs	Governance

²⁹ Three chapters partially completed.

³⁰ Four draft chapters completed.

GDS OUTCOME: A HIGH-PERFORMING METROPOLITAN GOVERNMENT THAT PRO-ACTIVELY CONTRIBUTES TO AND BUILDS A SUSTAINABLE, SOCIALLY INCLUSIVE, LOCALLY INTEGRATED AND GLOBALLY COMPETITIVE GAUTENG CITY REGION.																			
STRATEGIC PRIORITY: ALL																			
NO	KPI	BASELINE 2024/25	2026/27 TARGET	2027/28T ARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
11	Percentage monitoring of departmental SDBIPs / business plans	100%	100%	100%	100%	100% 2025/26 Q4 SDBIP Performan ce Report	100% 2026/27 Q1 SDBIP Performan ce Report	100% 2026/27 Q2 SDBIP Performan ce Report	100% 2026/27 Q3 SDBIP Performa nce Report	0	0	-	-	-	-	Quarterly SDBIP performance reports with mitigation analysis.	GSPCR: M&E	All Depts and MIEs	Governance
12	Percentage completion of Section 57 managers' performance agreements.	100%	100%	100%	100%	100%	100%	100%	100%	0	0	-	-	-	-	Signed 2026/27 PAs for S57 managers Midyear deviation report.	GSPCR: M&E	All Depts and MIEs	Governance
13	Percentage COJ policy database monitored ³¹	New KPI	100%	100%	100%	100%	100%	100%	100%	0	0	0	0	0	0	Policy database and Power BI Extracts Policy quarterly reports	GSPCR: SCMS	All Depts and MIEs	Governance

³¹ The KPI measures the monitoring of the COJ policy database. Monitoring includes collection of quarterly reports, verification of compliance against COJ policy Standard Operating Procedure (SOP) and standard template and updating such on the digital system (Microsoft Power BI) to enable visualization and tracking of the Citywide Policies.

5.5.2 The following table shows how the department will do its gatekeeping recognition or control work on a quarterly basis. It must be noted that these indicators are excluded from the calculation of the overall percentage performance of the department.

Table 10: Gate-keeping indicators (2026/2027)

NO	KPI	BASELINE 2024/25	2026/27 TARGET	2027/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
1	Percentage of budget spend (operational).	97%	100% ³²	100%	100%	100%	100%	100%	100%	N/A	N/A	N/A	N/A	N/A	N/A	Quarterly sign off by Finance (OCM) on budget expenditure (Opex).	Group Finance	All directorates	Governance
2	Percentage of budget spend (capital).	87%	100% ³³	100%	100%	100%	100%	100%	100%	N/A	N/A	N/A	N/A	N/A	N/A	Quarterly sign off by Finance (OCM) on budget expenditure (Capex).	Group Finance	All directorates	Governance
3	Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure in the department.	100%	50%	50%	50%	40%	30%	20%	10%	N/A	N/A	N/A	N/A	N/A	N/A	Signed departmental UIFW reports	GRAS	All directorates	Governance
4	Percentage of valid departmental invoices paid within 30 days of invoice date. ³⁴	87%	100%	100%	100%	100%	100%	100%	100%	N/A	N/A	N/A	N/A	N/A	N/A	Age analysis report from Finance.	Group Finance	All directorates	Governance
5	Percentage of resolution of external (AGSA) audit findings.	100%	100%	100%	100%	80% ³⁵	100% (cum)	50%	100% (cum)	N/A	N/A	N/A	N/A	N/A	N/A	Internal Audit Report on findings	GRAS	All directorates	Governance

7) As per 2026/2027 Institutional SDBIP. It should be noted that the prescribed target is subject to change on approval of the 2026/2027 Institutional SDBIP.

33 As per 2026/2027 Institutional SDBIP. It should be noted that the prescribed target is subject to change on approval of the 2026/2027 Institutional SDBIP.

34 Only invoices considered as valid will be used to determine the percentage. Refer to the technical description for the criteria that must be met for the invoice to meet the requirements of a valid invoice received.

35 Q1 and Q2 targets: Resolution of AGSA findings (2023/24 financial year). Q3 and Q4 targets: Resolution of AGSA findings (2024/25 financial year).

NO	KPI	BASELINE 2024/25	2026/27 TARGET	2027/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
6	Percentage of resolution of current internal audit findings.	100%	100%	100%	100%	10%	30%	70%	100% (cum)	N/A	N/A	N/A	N/A	N/A	N/A	Internal Audit Report on findings	GRAS	All directorates	Governance
7	Percentage implementation of the strategic risk management action plan.	90%	100%	100%	100%	100%	100%	100%	100%	N/A	N/A	N/A	N/A	N/A	N/A	2026/2027 Strategic risk register. Quarterly strategic risk report to GRAS.	GRAS	All directorates	Governance

5.5.3 Technical Indicator Descriptions

Table 11: Technical indicator descriptions - Departmental SDBIP (2026/2027)

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE (cumulative/ Non-cumulative)	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
1	Number of KM initiatives implemented, as per the 2026/27 KM Action Plan.	Implementation of the KM Strategy and activities, as per the 2026/27 Action Plan, to ensure that KM benefits the citizens and City as a learning organisation.	To track the KM initiatives as outlined in the 2026/27 KM Action Plan.	Submission of quarterly departmental and entity reports on KM activities implemented.	Simple count of number of initiatives implemented.	Non-submission of quarterly reports from departments and entities.	Cumulative	Quarterly	No	KM Action Plan for 2026/27. Five (5) KM initiatives for the annum.	IKM
2	Percentage development of the long-term strategy	Measures the percentage of work completed in drafting and finalising the long-term strategy for submission to Council for approval	A relevant approved long-term strategy is needed to guide Citywide planning and support strategic alignment and decision-making.	Agendas / minutes from forums demonstrating the long-term strategy was tabled for consideration	Quantitative	Dependency and delays in the approval process.	Non-Cumulative	Annual with quarterly milestones	Yes	Long-term strategy tabled for approval	S&R
3	Number of global networks with active City of Johannesburg participation	Measures the City's strategic participation, and activities in Global Networks	Networks are a key international strategy for Mayors to assist the City's cooperation,	Agenda and Records of Proceedings of	Quantitative	N/A	Non-cumulative	Quarterly reporting milestones	Yes	Strategic representation of Johannesburg in	S & R

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE (cumulative/ Non-cumulative)	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
			as well as offering services, ranging from political advocacy to knowledge management and transfer. They also provide support for implementation of innovative policies in the City.	Sessions in Global Networks, Speaking Notes of Johannesburg's stakeholders in Global Networks.				culminating in annual reporting.		Global Networks	
4	Percentage Implementation of Strategic City-to-City Action Plans	Measures the implementation of the City's signed Memoranda of Understanding (MoUs) and action plans with partner cities.	City to City relations are important for the City as they To assess whether partnerships are delivering tangible outcomes aligned to the City's strategic priorities	Signed/ agreed upon MOUs or Action Plans	A count of number of city-to-city initiatives/action plans implemented	None	Non-cumulative	Annual with quarterly progress reports	Yes	Quarterly reporting milestones, culminating in annual reporting.	S&R
5	Percentage development of the City's integrated Development Plan and Institutional SDBIP	Development of two strategic plans, the IDP and Institutional Service Delivery Budget Implementation Plan to achieve the strategic objectives of the organization	Both strategies are legislative requirements that are linked to the municipality's budget aimed at involving the municipality and the community to find the best solutions towards sustainable development.	Public participation / consultation / feedback sessions.	Quantitative and demand driven. (Two documents approved by Council)	Communities' participation in the planning phase. Accurate and realistic goals from departments and entities.	Non-cumulative	Quarterly	No	Final approved IDP and SDBIP. After approval of these plans by the Council, all development and projects must comply with the stipulations of them.	ICBP
6	Percentage development the Public Participation Outcomes Report.	Production of a report for a financial year, which enables and empowers people in communities to drive local development by participating in the IDP and CBP processes and the development of interventions and how to take this forward, followed by organizational	The process is systematic in nature and involves all people in a local community. It is designed to promote community participation and make municipal planning more people centered.	IDP and CBP process plan. Public participation / consultation / feedback sessions.	Quantitative and demand driven. (Percentage achievement of quarterly milestones for fully integrated CBP and development of the IDP).	Stakeholder participation in the planning and implementation phases. CBP issues incorporated into departments and entities' business plans.	Cumulative (Year-end)	Quarterly	No	Public participation Outcomes Report	ICBP

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE (cumulative/ Non-cumulative)	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		monitoring, evaluation, and learning				JSIP layer for capital infrastructure projects					
7	Number of outcomes achieved through IGR partnerships established	The KPI measures the number of outcomes achieved through partnerships with internal and external stakeholders	Upscale service delivery through intergovernmental coordination	Engagements and workstream collaborations with sector departments, government spheres and stakeholders	Quantitative	Unavailability of stakeholder for the respective sittings. Stakeholders not reaching consensus.	Cumulative	Quarterly	Yes	Outcomes achieved	ICBP
8	Percentage of functional data system to support SDBIP implementation.	Electronic data management tool for monitoring SDBIP performance.	To improve the usefulness and reliability of performance information. The aim is to create a central performance data repository housed M&E unit. Ensure the frequent and effective updates of the system. Capturing/ loading of the SDBIP to the Power BI. ³⁶	Microsoft Power BI Microsoft Power APP Microsoft Teams.	Quantitative 100% Functional ³⁷	Poor reporting by depts & entities	Non-cumulative	Quarterly	No	100%	M&E

³⁶ 2025/26 to 2026/27 Service Delivery and Budget Implementation Plan.

³⁷ 100%: Implementing and maintaining the system, which entails coding / development, Testing (unit, integration, system, user testing), Deployment (installing the system), User training. Output: A working system deployed to users.

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE (cumulative/ Non-cumulative)	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
9	Percentage completion of the City of Johannesburg Integrated Annual Report (IAR). (Annual KPI)	Integrated annual report of 2024/25 which contains feedback on the City's achievements in line with the objectives set out in the relevant Integrated Development Plan, and in line with legislative prescripts.	It is a legislative requirement (MFMA, MSA and NT Circular 11 and 63). It aims to provide a record of the activities for a specific year, to report on performance against the budget for the financial year reported on, and to promote accountability to the local community for the decisions made throughout the year.	The annual financial statements of the municipality. The Auditor-General's audit report on the financial statements. Assessment of the arrears on municipal taxes and service charges. Assessment of the City's performance against the measurable performance objectives. Corrective action taken in response to issues raised in audit reports. Recommendations of the Group Audit Committee. Departmental and entities' performance reports, as per pre-determined objectives.	Quantitative Final Integrated Annual Report = 100% (Contains 6 Chapters including the AGSA Report.)	Accuracy and verification of reporting. Inconsistencies in reported information Quality of submissions Delays by AGSA.	Non-cumulative	Annual	No	Integrated Annual Performance Report for the City of Johannesburg.	M&E
10	Percentage completion of Audit Remedial Action Plan	Remediation plan to address the findings or observations by the AGSA (i.e., the identification of areas of non-conformance	Tracking the AGSA findings and solution to resolve AGSA findings.	Previous year's AG findings.	Quantitative Complete Remedial Action Plan = 100%	Delayed responses by departments and entities. Quality of data	Non-Cumulative	Quarterly	No	Approved Remedial Action Plan.	M&E

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE (cumulative/ Non-cumulative)	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		or compliance with set criteria) for the previous years' audit findings to resolve findings and prevent reoccurrence of similar future findings.		Departmental monthly and quarterly reports.	Remedial Action Plan Report = 100% Remedial Action Plan Template = 100% 100% 2024/25 Remedial Action Plan Progress Report developed						
11	Percentage monitoring of departmental SDBIPs / business plans	The KPI tracks/monitors the Non-financial Performance for the City through the consolidated quarterly report to inform Council of the progress made with the implementation of the KPIs as outlined in the SDBIP and Business Plans in the realisation of the development priorities and objectives as determined in the IDP as well as in the Institutional SDBIP for a specific quarter of the financial year.	This report is a requirement in terms of Section 52 of the MFMA. The KPI assist the city to measure its performance on service delivery related priorities, identify early warnings and make informed decisions to improve performance. Furthermore, the city receives Equitable Share through the submission of Quarterly SDBIP Performance Reports.	The Quarterly Performance Assessment Report is based on reported information by City departments and entities. Evidence to support the KPIs is also analysed to ensure accuracy of the reported performance.	Quantitative	Accuracy and verification of reporting is dependent on submissions by departments and entities. Delayed responses/submissions by departments and entities.	Non-cumulative	Quarterly	No	100% SDBIP performance reporting including an assessment with mitigation analysis.	M&E
12	Percentage completion of Section 57 managers' performance agreements 2026/27 financial year.	Compliance with the Group Performance Management Policy & Framework (GPMP&F) for Section 57 managers	Ensures that legislation is adhered to in terms of time frames for signing of PAs.	Submission of S57 Manager's Performance Agreements from departments	Quantitative The following formula used to compute the percentage is: (Number of sign PAs) X (Total number of	Delays in signing of PAs by both S57 managers and the Accounting Officer.	Cumulative	Annually	No	100% signed PAs	M&E

KPI NO.	KPI	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	CALCULATION TYPE (cumulative/ Non-cumulative)	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
					Section 57 managers/ 100)						
13	Percentage COJ policy database monitored ³⁸	The KPI measures the ongoing process of observing, tracking, and checking activities, systems, or data to ensure approved CoJ Policy Database is on track in line with the approved SOP and reported within the reporting period.	Monitors the advancement in creating a comprehensive and verified policy database. Ensures a coherent, up-to-date, legally compliant, and strategically aligned municipal policy environment. Promotes the tracking, monitoring, collection and analysis of policies and ensures that the policy database is updated.	Departmental and Entity Policy registers COJ Policy Database	Quantitative	Delays and Non-submission of progress status by departments and entities.	Non-Cumulative	Quarterly	Yes	100%	SCMS

Table 12: Technical indicator descriptions - Gatekeepers (2026/2027)

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
1	Percentage of budget spend (operational).	Report on budget spent.	The indicator is intended to show if allocated budget is spent effectively and efficiently.	SAP-generated expenditure report.	SAP generated calculation.	None	Quantitative	Cumulative (Year-end)	Quarterly	No	100% ³⁹	All directorates
2	Percentage of budget spend (capital).	Report on budget spent.	The indicator is intended to show if allocated budget is spent effectively and efficiently.	SAP-generated expenditure report.	SAP generated calculation.	None	Quantitative	Cumulative (Year-end)	Quarterly	No	100% ⁴⁰	All directorates

³⁹ It should be noted that the prescribed target is subject to change on approval of the 2026/2027 Institutional SDBIP.

⁴⁰ It should be noted that the prescribed target is subject to change on approval of the 2026/2027 Institutional SDBIP.

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
3	Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure in the department.	Percentage reduction on UIFWE compared to the previous financial year (AG findings).	The indicator is intended to show if there is a reduction in UIFW expenditure.	The UIFW expenditure closing balance of the current financial year compared to closing balance of the previous financial year.	Quantitative	Timely progress on UIFW (by GRAS)	Quantitative	Cumulative (Year-end)	Quarterly	No	50%	All directorates
4	Percentage of <u>valid</u> departmental invoices paid within 30 days of invoice date.	Report on <u>valid</u> departmental invoices paid within 30 days of invoice date. As from 8 January 2016, the following information must be reflected on a tax invoice for it to be considered valid: - Contains the words "Tax Invoice", "VAT Invoice" or "Invoice". - Name, address, and VAT registration number of the supplier. - Name, address and where the recipient is a vendor, the recipient's VAT registration number. - Serial number and date of issue of invoice - Accurate description of goods and /or services (indicating where applicable that the goods are second hand goods). - Quantity or volume of goods or services supplied. - Value of the supply, the amount of tax charged and the consideration of the	The indicator is intended to show if suppliers or service providers are paid within 30 days after receipt of a <u>valid</u> invoice and if the department is implementing financial controls to an extent that it is always audit conscious.	Debtors age analysis report. Record of tax invoices and supporting documentation. Assessment of whether an invoice was valid and of payments made. Criteria as per SARS - https://www.sars.gov.za/businesses-and-employers/government/tax-invoices/	Number of late payments X 100, divided by number of <u>valid</u> invoices paid in 30 days. All the mentioned criteria must be met for the invoice to meet the requirements of a <u>valid</u> tax invoice. The calculation of the 30 days will start on the date a <u>valid</u> invoice was received.	None	Quantitative	Non-cumulative (Target for each quarter)	Quarterly	No	100%	All directorates

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		supply (value and the tax).										
5	Percentage of resolution of external (AGSA) audit findings.	Report on external (AGSA) audit findings and the resolution of it.	The indicator is intended to show if findings are resolved, and compliance is maintained.	External audit reports received.	Number of findings resolved X 100, divided by number of findings received. (Excludes findings that are less than 60 days).	None	Quantitative	Non-cumulative (Target for each quarter)	Quarterly	No	Q1 = 80% (2021/22 AG findings) Q2 = 100% (2021/22 AG findings) Q3 = 50% (2022/23 AG findings) Q4 = 100% (2022/23 AG findings)	All directorates
6	Percentage of resolution of current internal audit findings.	Report on internal audit findings and the resolution of it.	The indicator is intended to show if findings are resolved, and compliance is maintained.	Internal audit reports received from GRAS.	Number of findings resolved X 100, divided by number of findings received.	None	Quantitative	Cumulative (Year-to-date)	Quarterly	No	100%	All directorates
7	Percentage implementation of the strategic risk management action plan.	Report on attempts made at mitigation and controls or other measures applied to reduce the risk from initial levels to levels more acceptable to the department.	The indicator is intended to show if management is implementing a quarterly action plan to improve the department's strategic risks to an acceptable level.	Strategic risk register. Monthly/quarterly risk mitigation updates received from unit heads.	Number of management actions listed for the quarter X 100, divided by number of management actions completed for the quarter.	None	Quantitative	Non-cumulative (Target for each quarter)	Quarterly	No	100% ⁴¹	All directorates

⁴¹ It should be noted that the prescribed target is subject to change on approval of the 2026/2027 Institutional SDBIP.

5.5.4 Departmental dependency matrix

Table 13: Dependency matrix – 2026/2027 SDBIP

KPI	Lead department	2026/2027 Target	Dependency				
			Participation	Implement	Consolidate and provide accurate information.	Evidence and verification	Report
Percentage development of the City's Integrated Development Plan and Institutional SDBIP.	GSPCR	Final approved IDP and SDBIP.	Citizens, residents, communities' leaders, Legislature, departments, and entities.	Departments and entities.	Departments and entities.	Departments and entities.	Departments and entities.
Percentage development of Public Participation Outcomes Report.	GSPCR	Public Participation Outcomes Report.	Citizens, residents, communities' leaders, Legislature, departments, and entities.	Departments and entities.	Departments and entities.	Departments and entities.	Departments and entities.
Develop City of Johannesburg Integrated Annual Report (IAR).	GSPCR	2025/2026 Integrated Annual Performance Report for the City of Johannesburg.	Citizens of Joburg, residents, communities, AGSA, all departments, and entities.	X	Departments and entities.	X	X
Percentage completion of Audit Remedial Action Plan progress	GSPCR	Approved Remedial Action Plan.	AGSA, GRAS, GPAC, all departments, and entities.	Departments and entities.	Departments and entities.	Departments and entities.	Departments and entities; and GPAC.
Percentage completion of Section 57 managers' performance agreements 2026/27 financial year	GSPCR	100% adherence to and implementation of the approved policy.	City Manager and senior managers; GPAC	Senior managers	Senior managers	Senior managers	City Manager and senior managers: GPAC.

6. FINANCIAL MANAGEMENT

6.1 Budget overview and sources of funding

The department does not generate any revenue. Its approved operational budget for 2026/27 financial year is R 90 001 000.

Table 14: Budget Allocation – Operating budget

GSPCR	Budget 2023/24 R'000	Budget 2024/25 R'000	Approved 2025/26 R'000	Adjusted Budget 2025/26 R'000	Approved 2026/27 R'000	Indicative Budget 2027/28 R'000
	66 050 (Audited outcome)	75 065 (Audited outcome)	103 642	105 772	90 001	93 756

6.2 Operational expenditure

For the 2026/2027 financial year, the allocated operational expenditure will be used for employee costs, strategic planning and development, coordination, printing of IDP and SDBIP, Quality Assurance of performance and research & development, to help improve services to citizens and other vested stakeholders in a manner that is more transparent and accountable.

The provisional funding will enable the department to conduct its business and implement its initiatives and interventions, ensuring the following:

- Ability to to produce quality strategic planning and strategy delivery (including monitoring and evaluation of performance) and research as a process and set of tools to guide the development of the municipality and improve service delivery.
- Ability to influence the City's delivery of key priorities and programmes.
- Ability to meet demands and connect with key stakeholders (residents, communities, investors, etc.).
- Capability to effectively respond to international and intergovernmental relations matters through collaboration.
- Capability to encourage a culture and practice of innovation and knowledge exchange for the institution.

The business of the department is strategy, coordination, and relationship management, and human and financial resources are vital to enable the department to drive a proactive strategic agenda.

With the current allocation for salaries and allowances, the department cannot adequately retain and attain human capital assets. This has impacted on the department's performance and ability to meet increasing demands. Regardless, continuing efforts are made to motivate for funding to fill key positions and capacitate the department with skilled people.

6.3 Capital expenditure.

An amount of R250 000 is required to meet the department's capital requirements for the 2026/27 financial year. This amount is pending approval.

Table 15– Budget Allocation – Capital budget

GSPCR	Budget 2023/24 R'000	Budget 2024/25 R'000	Original Budget 2025/26 R'000	Adjusted Budget 2025/26 R'000	Indicative Budget 2026/27 R'000	Indicative Budget 2027/28 R'000	Indicative Budget 2028/29 R'000
	250	238	9 433	100	0	0	0

7. MANAGEMENT AND ORGANISATIONAL STRUCTURE

7.1 Organogram and functions

The approved staff structure comprises seventy-five (77) positions. As at the end of the third quarter of the 2025/26 financial year the department has a total of 46 funded positions of which 45 are filled and five (5) are on a short-term contract/ internship. The department's vacancy rate stands at 6% (Excludes the STC and Internships).

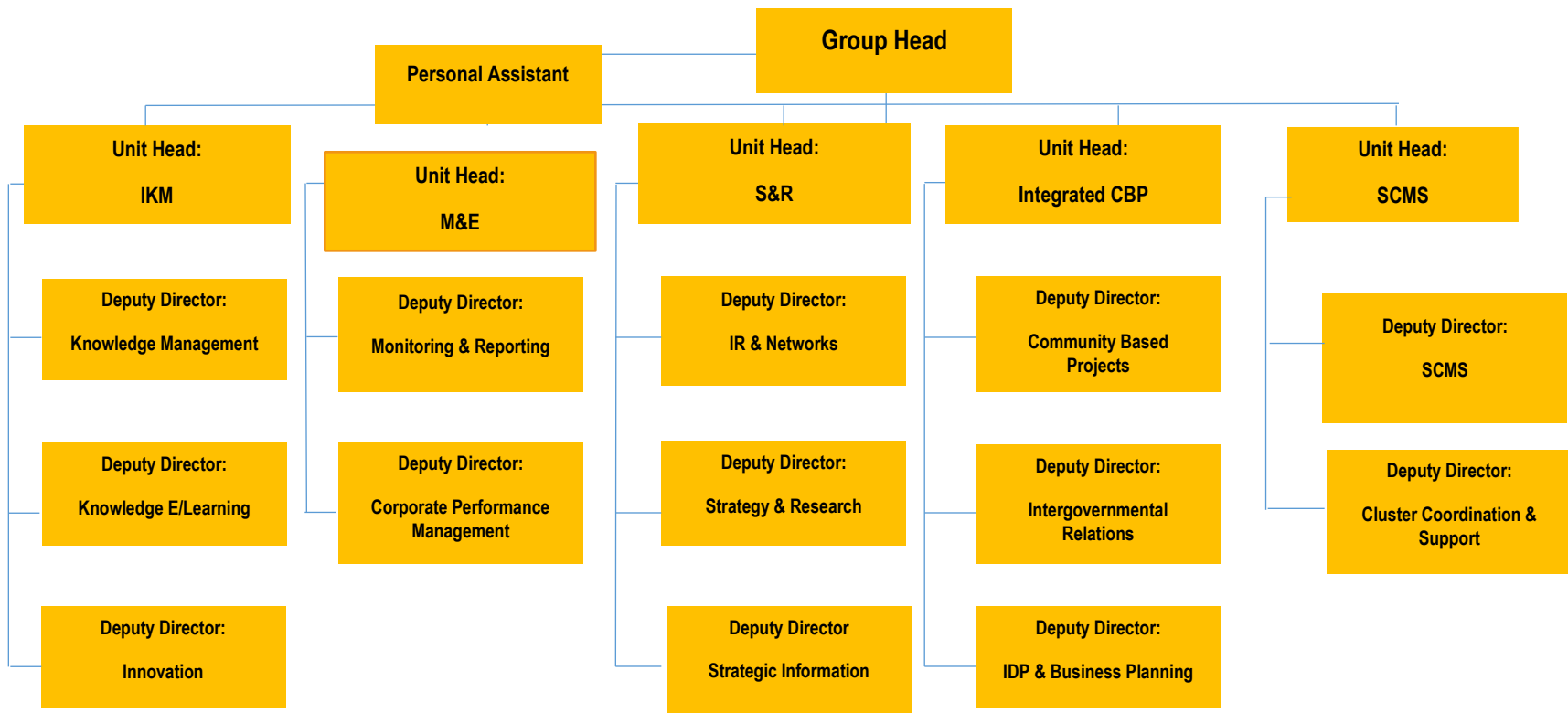
The department is a culmination of five (5) business units, namely Strategy and Relations (S&R); Integrated and Community Based Planning (ICBP); Monitoring and Evaluation (M&E); Innovation and Knowledge Management (IKM); and Strategic Coordination and Management Support (SC&MS), as shown below:



The department's structure was approved on 15 April 2013. Further amendments were approved on 28 October 2015 and 24 February 2016. The structure requires a major overhaul to be responsive to the changed internal and external environments and the need to reimagine and reinvent our business model and strategies and employ a diverse workforce for the future. The recruitment approach should be one of multiple skills into a single employee instead of job specialisation.

The departmental structure will be revisited during the Institutional Review process to accommodate a new model which reorganises functions to recruit and retain staff and increase business efficiency.

The current high-level organisational structure (senior management team) is presented in the figure below.



7.2 Capacity analysis

The department's staff complement is 46 funded positions of which 45 filled and 5 on Short Term Contract. To ensure impactful performance in delivering on the mandate, it is imperative that more positions be filled. The lack of funding to fill positions is deterring the department from functioning as a delivery mechanism for accurately predicting and planning for the future.

Table 16: Workforce profile as at the end of March 2026

OCCUPATIONAL LEVEL	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	M	F	
Top Management (L1 & L2)	0	0	1	0	0	0	0	0	0	0	1
Senior Management (L3 & L4)	5	0	0	0	5	1	1	1	0	0	13
Professionally qualified and experienced specialists and mid-management (L5 & L6)	10	0	0	0	8	2	0	0	0	0	20
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (L7 & L8)	2	0	0	0	6	0	0	0	0	0	8
Semiskilled and discretionary decision-making (L9 & L10)	1	0	1	0	0	0	0	0	0	0	2
Unskilled and defined decision-making (L11)	0	0	0	0	1	0	0	0	0	0	1
TOTAL:	18	0	2	0	20	3	1	1	0	0	45
Temporary/Interns	1	0	0	1	3	0	0	0	0	0	5
TOTAL:	19	0	2	1	23	3	1	1	0	0	50

7.3 Employment Equity

The department is committed to the principles of equity, non-discrimination and diversity enshrined in the Constitution and the Employment Equity Act of 1998, as amended. It aims to employ a diverse staff complement that is a geographical representation of our society and to create equal employment opportunities for career advancement, growth, training, and development.

A department has a signed Employment Equity Plan which is implemented through the Departmental EE Forum (DEEF). The DEEF meets on a quarterly basis to monitor the actions that the department implements in line with the signed EE Plan. The department is struggling to meet its disability targets due to its nature and functions however consideration is made during recruitment processes whereby the disability register

is interrogated, and qualifying candidates are given appropriate opportunity to compete in the processes where possible.

Table 18: Disability Profile (as at end of March 2026)

DISABILITY PROFILE										
OCCUPATIONAL LEVELS	MALES				FEMALE				TOTAL PWDs	TOTAL WARM BODIES
	A	C	I	W	A	C	I	W		
Top Management										
Senior Management										
Professionally Qualified										
Skilled Technically and Academically Qualified										
Semi-Skilled										
Unskilled										
Temporary										
Total										
Departmental Disability %									2%	
Target %									2%	
Target Subtotal									1	
Gap %									2%	
Gap									1	

**Note: Disability target exceeded.*

7.4 Employee Wellness Programme

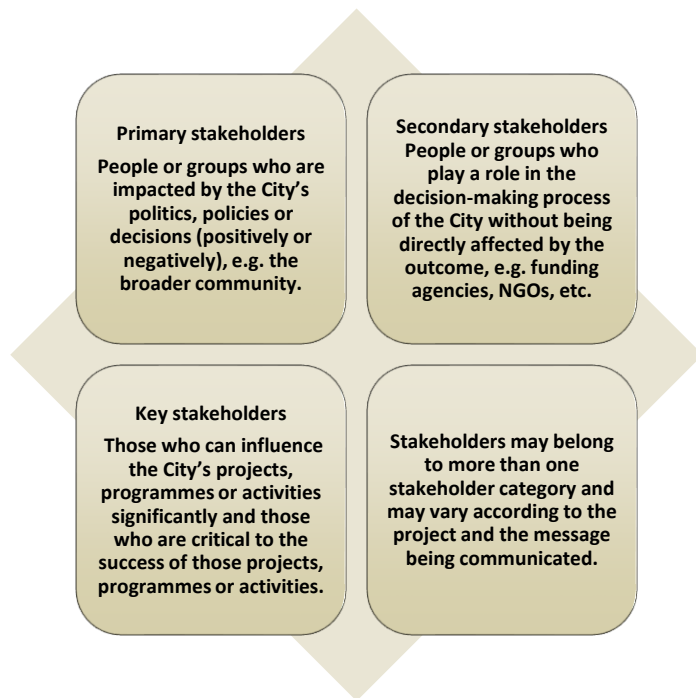
The Employee Assistance Programme (EAP) is a set of professional and comprehensive interventions designed to identify, treat, and prevent personal and work problems experienced by employees as they affect their work performance and productivity. Referrals are made by individuals themselves or by unions, family, and friends. Formal referrals are made by managers and supervisors in cases of dropping job performance.

The department communicates with staff about the EAP and its principles and benefits. Employees are also constantly reminded to make use of this platform to manage their well-being. In the 2025/26 financial year, the department has partnered with EAP unit to provide various awareness sessions for GSPCR employees to ensure that there is adequate knowledge and understanding of the benefits for employees. This is done to ensure that employees have adequate support to deal with challenges and work pressures without compromising their well-being.

The department has also ensured that employees attend the medical surveillance drive as per legislation, and a total of 24 officials were already assessed in 2025. The remaining officials will be assessed as soon as Group SHE confirms the timelines.

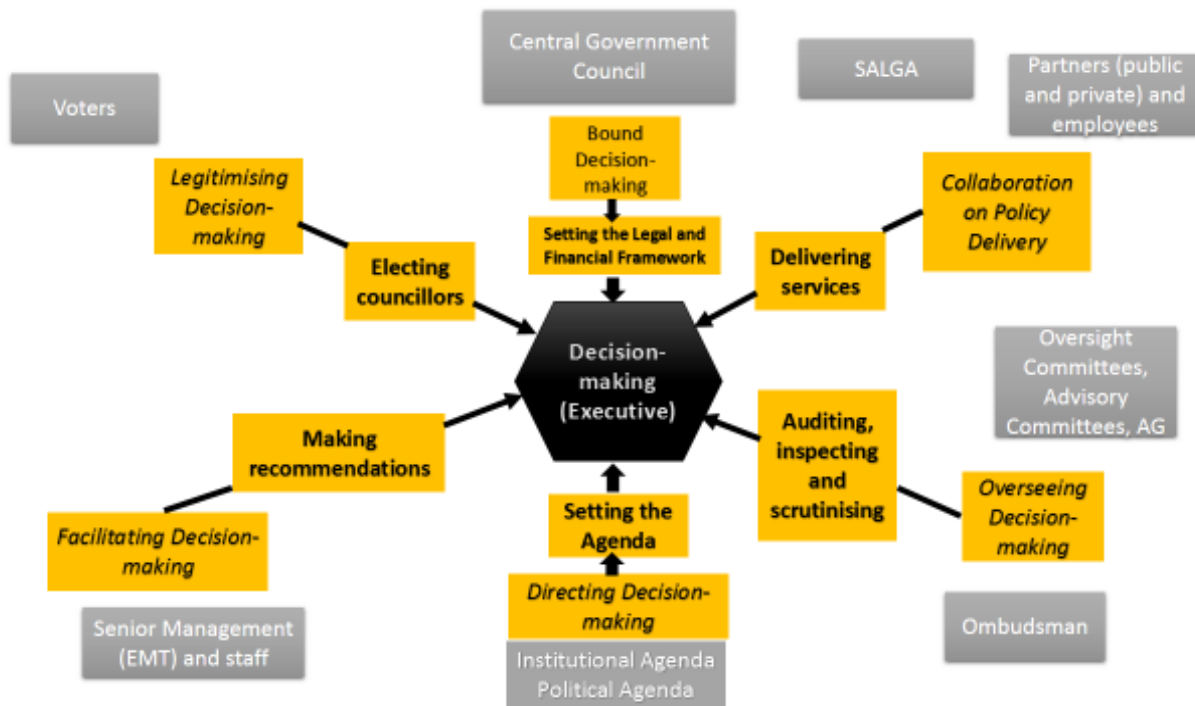
8. COMMUNICATION AND STAKEHOLDER MANAGEMENT

8.1 Stakeholder engagement spectrum



The Local Government Municipal Systems Act, 2000 (Act 32 of 2000), in Chapter 4, emphasises community and stakeholder involvement in municipal governance. Section 16(1) specifically requires the City to develop a culture of municipal governance that encourages and creates conditions for the local community to participate in the affairs of the municipality, i.e., the preparation, implementation and review of its IDP; the establishment, implementation and review of its performance management system; the monitoring and review of its performance; the preparation of the annual budget; and strategic decisions relating to the provision of municipal services.

The City's business is communicated to a large public audience comprised of different categories of stakeholders. The aim of these communications or engagements may vary depending on the objectives and intended outcomes of the person (or people) communicating the content. However, all engagements must satisfy or adhere to the City's vision, mission, and strategic objectives, as well as the prescribed legislative and regulatory frameworks within which the City operates.



Unified stakeholder engagement

8.2 Communication Plan

GSPCR responds to several stakeholder requirements (as tabulated below) and is a valuable partner for many critical stakeholders in and outside of the City of Johannesburg. Our communications involve leveraging international and intergovernmental strategic networks or partnerships that are crucial to the mandate and involving the community and collaborating with its members to improve engagement and mobilisation.

By initiating early and frequent communication and managing key stakeholder relations, we can effectively manage and balance interests and gain support and input for programmes and projects, for example the CBP and IDP, that may positively affect the City's performance.

We will thus endeavour to advance the practice of public participation to ensure the public and the City's key stakeholders are informed about strategies, plans, activities, and programmes and that they participate in the development of these in a manner that empowers them to influence decision-making and hold the City accountable for service delivery.

For effective control and management of performance in the City, employees must also feel connected with the City's strategic plans and be involved in discussions about crucial issues impacting the future of the organisation, so that they can align their actions to it. Not maintaining cross-functional and effective communication on strategy, plans, performance, and related processes across varying levels in the organisation, may well lead to the absence of accountability and a reluctance to share information and knowledge, meaning the City loses control over implementation. The same applies to communication by and

within the GSPCR team - the stronger the team communication, the more control it will have over the successful implementation of strategic plans, processes, and programmatic interventions.

The overarching purpose of our strategic stakeholder communications is, thus, to improve the City's performance, our bi-lateral stakeholder relations (internal, external, and globally), as well as customer perceptions and experiences and build trust.

Closing the gap between the perceptions, trust, and confidence people have in the City and their actual experiences will ultimately enhance the overall image of the City of Johannesburg and promote active and engaged citizenship.

Table 20: Stakeholders and their requirements

STAKEHOLDER(S)	REQUIREMENTS	COMMUNICATION
City departments and municipal entities.	Aligned strategic planning processes, strategy development and custodianship of key policies and strategies, e.g., performance management of senior managers, Smart City Strategy, HEI Policy, etc.	Employee Learning sessions. Knowledge café sessions. E-mail. CoJ messages. Posters and briefings.
National Treasury, CoGTA.	Compliance with all planning and reporting requirements and intergovernmental relations, e.g., Municipal Systems Act, MFMA, Municipal Performance Management Regulations, IGR Framework, Integrated Reporting Principles, Municipal International Relations Guidelines, among other.	Formal correspondence. Engagements (meetings and fora).
Auditor-General of South Africa.	Improved performance on Audit of Pre-determined Objectives (AOPO).	Formal correspondence (management letter). Engagements (meetings and forums).
Partner Higher Education Institutions.	Stronger linkages and HEI involvement in City of Johannesburg in an effort to enhance service delivery focusing on capacity-building, knowledge sharing and broadening the city's knowledge base, including research collaboration for policy and practice purposes.	Bi-lateral engagements. Thought leadership sessions, etc. Joint research think tanks. Collaboration programmes.
Communities, residents, and interest groups.	Committee-driven strategic and operational plans; ensuring that the City's plans respond to community needs (CBP); and ensuring that the City performs to meet set objectives.	Media. Posters and briefings. Feedback and contact sessions. Focus group discussions. Public meetings. Communication happens as per the Council approved IDP.
Office bearers (Speaker of Council, Executive Mayor,	Organisational performance monitoring and oversight, and policy coordination.	Formal correspondence.

STAKEHOLDER(S)	REQUIREMENTS	COMMUNICATION
MMCs and political offices) and the City Manager.		Engagements (meetings and briefings).
Various CoJ committee structures - cluster committees, Mayoral Committee, etc.	Departmental and organisational/cluster/departmental performance.	Formal correspondence (reports). Presentations. Engagements (meetings and briefings).
Section 79 Oversight committees and independent or advisory committees (like GAC, GPAC) and MPAC.	Departmental and organisational performance and performance audit.	Formal correspondence (reports). Presentations. Engagements (meetings and briefings).
International (global networks and fora).	Identify opportunities for influencing and participating in discussions. Representing the Johannesburg/SA position in these networks and forums Gain knowledge and build / strengthen networks.	Participating in international forums. Conferences and seminars. Bilateral engagements. Roundtable sessions.

9. AUDIT RESOLUTION

9.1 Outstanding issues

The City achieved a qualified audit opinion in the 2024/25 Integrated Annual Report, as per Management Report of the Auditor-General of South Africa (AGSA). This outcome is a regression from the previous financial year which was unqualified with findings. Various issues affected the audit findings which includes the City's financial statements. GSPCR continues to monitor the Audit Remedial Action Plan closely to address the issues highlighted and improve the future audit outcomes.

10. CONCLUSION

Through this plan, the department commits to driving a responsive, evidence-based, and collaborative approach that supports the City's long-term developmental priorities and governance objectives.

The successful implementation of this business plan will depend on strong leadership, accountability, innovation, and effective partnerships across departments, municipal entities, communities, and external stakeholders. By promoting strategic alignment, continuous improvement, and proactive engagement, GSPCR will contribute to building a capable, inclusive, resilient, and future-ready city administration.

As the City continues to respond to evolving socio-economic challenges and opportunities, GSPCR remains committed to ensuring that strategy is translated into measurable impact and sustainable service delivery outcomes. This business plan therefore serves not only as an operational guide, but as a collective commitment to advancing the vision of a transformed and sustainable Johannesburg by 2040.

Annexure A: Strategic Risk Register

Reference No.	Objectives	Risk Description	Causes of the risk	Consequences	Impact	Inherent Impact Rating	Likelihood	Inherent Likelihood Rating	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness Factor	Aggregate Control Effectiveness Factor	Residual risk Rating	Residual Risk Exposure	Risk Owner	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
1	Ensuring that long term outcomes, key performance indicators (KPIs) as contained in the City's Growth and Development Strategy, IDP, SDBIP and business plans and individual scorecards are all aligned, and outcomes are focused to support the City's developmental and strategic goals and priorities.	Failure to ensure that Long term outcomes and key performance indicators are aligned.	1. Shifting priorities and programmes 2. Budget Constraints	1. Lack of business continuity. 2. Planning uncertainty. 3. Misalignment of plans. 4. Poor performance. 5. Poor service delivery. 6. Inability to realise the City's strategic direction. 7. Poor implementation of the business plans/SDBIP across.	Major	4	Likely	4	16	High	1.1 IDP Process Plan 26/27 FY. 1.2 Functional Integrated Planning Committee. 1.3 Municipal Structures Act Amendment Bill in place 2. Planning & Budgeting Circular (guidelines) in collaboration with Group Finance.	Partially Effective	40	40	6	Medium	Group Head: GSPCR	1. Quarterly implementation of the IDP Process Plan 27/28 FY 2. Developing and issuing of Planning & Budgeting Circular (guidelines) in collaboration with stakeholders. (As when necessary) 3. One on one strategic sessions with all departments and entities	Director: ICBP	1. 30 June 2027 2. 30 Jun 2027 3. 30 June 2027
2	Pre-emptive monitoring and evaluation capability that seeks to facilitate optimal institutional	Failure to implement the monitoring and	1. Dependency on departments and MEs to track and report on the achievement	1. Poor organisational performance. 2. Non-compliance with reporting	Major	4	Likely	4	16	High	1. Quarterly Integrated Planning Committee in place	Partially Effective	40	40	6	Medium	Group Head: GSPCR	1. Issue verification MEMO to departments and MEs	Unit Head: M&E	1. Quarterly

Reference No.	Objectives	Risk Description	Causes of the risk	Consequences	Impact	Inherent Impact Rating	Likelihood	Inherent Likelihood Rating	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness Factor	Aggregate Control Effectiveness Factor	Residual risk Rating	Residual Risk Exposure	Risk Owner	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
	performance and integrated planning and reporting.	evaluation framework.	of SDBIP targets.	requirements . 3. Unfavourable audit outcomes. 4. Poor decision-making.														2.Communicate the Annual Process Plan and quarterly reminders to department and Entities.		2. Annual
			2.1 Reporting performance in various clusters on a quarterly basis. 2.2 Adjustment of reporting timeframes to allow time for verification of performance information provided.																	
			3.1 Submission of Approved Quarterly performance report to Internal Audit (IA) and engage with IA post verification (GRAS finalises QA on SDBIP and S57 scorecards). 3.2 Quarterly Audit of Performance information by IA.								3. Co-ordinate and ensure the Implementation of IAs and AGSA recommendations report with all stakeholders involved. 4. Implementation of IAs and AGSA recommendations (Quarterly									3-6 Quarterly Annual
			3. Inadequate, inaccurate and inconsistent information and evidence to support the reported performance.																	

Reference No.	Objectives	Risk Description	Causes of the risk	Consequences	Impact	Inherent Impact Rating	Likelihood	Inherent Likelihood Rating	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness Factor	Aggregate Control Effectiveness Factor	Residual risk Rating	Residual Risk Exposure	Risk Owner	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
			4. Misalignment between SDBIP, Business plans, and the scorecards (executive scorecards - S57).								4.1 Flagging of performance issues to CM and directives to departments to address performance gaps. 4.2. Implemented the Power BI System generated data within the City.							reporting). 5.To monitor and measure the City wide performance data.(Quarterly System generated reports 6. Annual Development of Alignment document and midyear updates.		
3	To strengthen institutional policy coordination by improving policy coherence, quality, review processes, and supporting the development of inclusive, implementable and	Inability to coordinate and implement the policy function	1. Inadequate Structure (Policy and Coordination not on the GSPCR approved structure). 2. Lack of buy-in from Stakeholders	1. Poor decision-making. 2. Outdated and lack of timely reviewed policies city-wide. 3. Policy gaps where no policy exists for emerging issues	Major	4	Almost Certain	5	20	Very High	1. Continuous update of CoJ Policy Register. 2. Quarterly policy progress reports.	Partially Effective	40	40	8	Medium	Group Head: GSPCR	1. Maintain the current controls	Director: SC&MS	1. Quarterly 2. 30 June 2027

Reference No.	Objectives	Risk Description	Causes of the risk	Consequences	Impact	Inherent Impact Rating	Likelihood	Inherent Likelihood Rating	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness Factor	Aggregate Control Effectiveness Factor	Residual risk Rating	Residual Risk Exposure	Risk Owner	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
	monitorable policies.		3. Outdated Policy Database	4. Poor implementation of policies.							3.1 Policy Compliance Letters are issued to the departments quarterly 3.2 Quarterly City-Wide Policy coordination committee meetings.							2. Present the Policy reports at EMT annually.		
4	Facilitating, establishing, and improving the mediating interrelationships between the three spheres of government for an efficient intergovernmental collaboration.	Non-adherence to the legislative framework relating to coordination amongst the three spheres of government.	1. Different planning cycles for the different spheres of government. 2. Insufficient capacity for IGR function in the department.	1. Poor relationship management between the three spheres of government. 2. Poor implementation of IGR projects 4. Project not implemented timeously	Major	4	Likely	4	16	High	1.1 Established process in place in issuing advance requests to the CM/Mayor's office to include GSPCR Department on areas of IGR collaboration for coordination amongst the spheres of government. 1.2.	Partially Effective	40	40	6	Medium	Group Head: GSPCR	1. Ongoing participation in IGR structures and attend IGR meetings as per invitations (Three spheres of government). 2. Establishment of IGR departmental sub-committees	Director: ICBP	1. Quarterly 2. 30 June 2027

Reference No.	Objectives	Risk Description	Causes of the risk	Consequences	Impact	Inherent Impact Rating	Likelihood	Inherent Likelihood Rating	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness Factor	Aggregate Control Effectiveness Factor	Residual risk Rating	Residual Risk Exposure	Risk Owner	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
			3. Long time taken in bureaucratic processes in relation to IGR								Implementati on of the approved 2023 CoJ IGR Strategy. 1.3. Phased roll-out of IGR implementati on plan. 1.4.City Participation in National and Provincial IGR Platforms									
											2.ToRs for IGR Forum Finalised									
											31. Work within legislative frameworks 3.2. Convening of City-wide IGR forum									

Reference No.	Objectives	Risk Description	Causes of the risk	Consequences	Impact	Inherent Impact Rating	Likelihood	Inherent Likelihood Rating	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Control Effectiveness Factor	Aggregate Control Effectiveness Factor	Residual risk Rating	Residual Risk Exposure	Risk Owner	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
5	To ensure a consistent future development path, guide day-to-day operations in line with long-term objectives, build confidence in the institution and support becoming the type of city that citizens desire.	Inability to realise a long term vision	1. Lack of long-term strategy to guide the institution in the new political term	1.Inability to prepare and respond effectively to challenges that require long lead times. (Meaning the decisions will be based on incomplete, outdated, or biased data) 2. Disjointed strategy management. 3.Lack of organisational coherence and strategic direction due to the absence of a considered long-term strategy.	Major	4	Possible	4	16	High	1. Long-term strategy workshops to inform the new strategy	Partially Effective	40	40	6	Medium	Group Head: GSPCR	1 New, preliminary long-term strategy drafted 2 GH to champion leaderships engagement on the new long-term strategy 3 Tabled Long term strategies for approval and consultation	Director: S&R	1. December 2026 2. March 2027 3. June 2027