



Office of the City Manager

Group Communication and Marketing

2026/27 Business Plan

OFFICIAL SIGN-OFF

I hereby affirm that this Business Plan:

- Was developed by the Group Communication and Marketing Department;
- Fully articulates the department's goals for the 2026/27 Financial Year; and
- Considers all the relevant policies, legislation, and mandates for which Group Communication and Marketing is responsible.

APPROVALS:

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List of Acronyms and Abbreviations

ALS	The African Language Service
CI	Corporate Identity
City	City of Johannesburg
CoJ	City of Johannesburg
Events JOC	Events Joint Operations Committee
GC&M	Group Communication and Marketing Department
GCIS	Government Communication and Information System
GDS2040	Growth and Development Strategy: Joburg 2040
GLU	Government of Local Unity
IDP	Integrated Development Plan
ICASA	Independent Communications Authority of South Africa
ME	Municipal Entity
MMC	Member of the Mayoral Committee
NCRF	National Community Radio Forum
PR	Public Relations
ROI	Return on Investment
SABC	South African Broadcasting Corporation
SEO	Search Engine Optimisation
SOCA	State of the City Address
IDP	Integrated Development Plan
SDBIP	Service Delivery Budget and Implementation Plan

Definitions

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

Concept	Definition
Advertising	Any message and marketing communication conveyed or publicised by and paid for by the City of Johannesburg by way of any appropriate communication channel, e.g. newspapers, radio, websites, etc, used to call the attention of the public.
Above-the-Line (ATL)	ATL advertising or marketing consists of activities that are largely general, non-targeted, and have a wide reach. ATL communication is done to build the brand and inform customers or citizens about the City's services, programmes, projects, etc. The mediums to convey the message to everyone who has access to them are mainly traditional media such as television, radio, print (newspapers and magazines), social media and outdoor advertising (flags, banners, wraps and billboards).
Artificial Intelligence	Artificial Intelligence (AI) is the ability of a digital computer or computer-controlled robot to perform human-

Concept	Definition
(AI)	like tasks ¹ .
Below-the-Line (BTL)	BTL advertising or marketing consists of very specific, direct advertising activities focused on targeted groups, like direct mail, sponsorships and brand activations.
Branding	The term branding means lending a brand name to a specific event where such a name will enhance the marketability of the event and ensure that the event can readily be associated with a specific organisation – in this case, the City of Johannesburg.
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).
Crisis communication	Communication on any emergency, disruptive and unexpected event or situation that affects or threatens to harm the City of Johannesburg brand or its stakeholders (i.e. individuals, groups, communities, etc.) in a negative way.
External communication	Communication that originates from the City of Johannesburg intended for its external audiences.
Internal communication	Communication that originates from the City of Johannesburg intended solely for its internal audiences, which include political offices and office bearers, departments and municipal entity officials.
Joint Operations Committee (JOC)	JOC approval ensures that by-laws, the Occupational Health & Safety Act and its Regulations, National Building Codes, SASREA, COID and all other disaster risk management requirements are cleared and complied with by event organisers and that all events staged are safe.
Promotion	Refers to any type of marketing or communication used to inform or persuade the City's target audiences of the relative merits of a product, service, brand or issue.
Promotional material	Material issued in the promotion of the City of Johannesburg, or otherwise in connection with the City's programmes and priority projects, such as posters and brochures.
Stakeholder	A stakeholder is a person or party (it may be an individual or an organisation) who has a vested interest in an organisation, specific project or programme that is being promoted.
Through-the-Line (TTL)	TTL refers to 360-degree advertising and involves the integrated use of both ATL and BTL strategies.
Virtual Reality (VR)	Virtual Reality, or VR, is the use of computer technology to create a simulated environment that can be explored in 360 degrees. Unlike the traditional interfaces, VR places the user inside the virtual environment to give an immersive experience ² .

¹ <https://www.britannica.com/technology/artificial-intelligence>

² <https://guides.library.utoronto.ca/c.php?g=607624&p=4938314>.

1. Executive Summary

Group Communication and Marketing is the central communication agency for the City of Johannesburg. It aims to achieve strategic, coherent and comprehensive messaging across all departments and entities of the City. The department keeps track of developments in modern communication, marketing and event management trends, and the associated technological advancements, as well as the grassroots needs and preferences of our residents. It strives to maintain two-way communication and engagement between the City, residents and stakeholders.

The department recognises the monumental impact of online communication channels such as social media on public perceptions and their potential to jeopardise social cohesion and public trust. This places a huge responsibility on the department to assist the City in preserving information integrity.

The last Quality of life Survey (QoL 7) examined the trends in access to communication systems and engagement in participatory governance activities among respondents. The data indicates both positive and concerning shifts in digital access and civic engagement over time. Household cell phone ownership has remained consistently high in earlier iterations, reaching 98% in 2023/24. Radio ownership dropped from 78% in 2017/18 to 65% in 2023/24, while television ownership decreased from 91% in 2017/18 to 86% in 2023/24. Internet usage has shown a positive and progressive increase overtime, from 58% in 2015/16 to 83% in 2023/24. Attendance at ward meetings has shown a fluctuating yet overall increasing trend, rising from 25% in 2015/16 to 37% in 2023/24. Participation in integrated development planning (IDP) meetings has experienced notable growth, from just 3% in 2015/16 to 11% in 2023/24.

Table 1: Percentage of Johannesburg respondents reporting access to and use of communication systems, and participation in participatory governance activities, by survey iteration. Data sources: GCRO QoL 7 (2023/24), GCRO QoL 6 (2020/21), GCRO QoL V (2017/18) and GCRO QoL IV (2015/16). 2015/16

	2015/16	2017/18	2020/21	2023/24
Household owns working cell phone	93%	95%	97%	98%
Household owns working radio, CD player or music system	69%	78%	70%	65%
Household owns working television or satellite TV	88%	91%	90%	86%
Respondent uses the internet	58%	65%	74%	83%
The respondent or member of the household attended a ward meeting in the past year	25%	33%	30%	37%

According to the survey, a higher proportion of White respondents reported to be satisfied (38%), while Coloured respondents had least satisfaction levels (23%). This may reflect varying expectations or experiences with municipal communication across racial groups. A predominant majority in each racial group expressed dissatisfaction with municipal communication, with the highest discontent among Coloured (70%) and Black African (67%) respondents. The lowest dissatisfaction is observed among White respondents at 55%. A small segment in each racial group, ranging from 6% among Coloured to 9% among Indian respondents, indicated that they do not care or do not wish to hear from the municipality.

One of the responsibilities of Group Communication and Marketing is to address communication deficiencies and use existing platforms to send and receive messages to and from the public. The department is required to keep residents and stakeholders informed of City programmes and projects and encourage the increased use of available technologies to deliver messages to broader audiences. Further, the department should increase digital communication presence (such as social media) for real-time updates and provide responsive and empathetic communication and customer support. Service delivery highlights and successes should also form the basis for all publicity and communication programmes.

The survey further pointed to a need for regular engagement, feedback sessions, decisive and timeous interventions in response to survey results and assessment of the effectiveness of the current strategies.

The 2026/27 Business Plan seeks to respond to the community's demand for comprehensive information, encompassing the outputs of all organs of the City. This sees the City of Johannesburg committing itself to proactive service delivery and the creation of a municipal environment that is aligned to sustainable economic growth and governance. The strategic direction of the Government of Local Unity (GLU) aims to maintain a positive image of the City from administrative and political perspectives. It centres on the City of Johannesburg's challenge to effectively communicate with its residents across social stratum in all the seven regions by adapting to technology, most notably, digital media, while also appreciating the need to retain traditional modes of communication that leave no resident behind.

The strategic intent of the department is to deepen the process of democratising communication in the 2026/27 performance year. At an institutional level, it means maximising the value of our communication and marketing by sharing capacities, information, knowledge, and actions of multiple players in the field.

At regional and community levels, participatory communication is implied. To stimulate progressive change, the department needs to communicate on issues to people at all levels and allow them the opportunity to individually and collectively address their challenges.

Democratising communication city-wide would ensure there is a proper exchange that will build trust and confidence among residents. Democratic communication is about transparency in all forms of communication. Modern democracy requires accountability and transparency to inform citizens about government activities.

As socio-economic barriers continue to restrict ordinary citizens' access to information and impede full and equal participation in matters affecting their domestic and daily existence, it becomes more critical for the City to look at means to close the information gap, be it through new technologies or a change in manner and approach to a more participatory and community communication mindset.

In an era defined by global digital transformations, the City recognises the vital need to bolster its digital infrastructure, employee skills, system integration, and software use and innovation. This digital evolution is pivotal in fostering economic growth and optimising service delivery across the organisation.

Digital communication emerges as a potent tool for information dissemination, engagement, marketing City programmes, job openings, and public awareness campaigns.

In summary, the City's digital programmes underscore its commitment to transparency, engagement, and responsiveness, fortifying its relationship with residents and stakeholders.

This business plan aims to create a proactive and professional communication, marketing and event management programme that will support the City in achieving its objectives, and empower communication leadership throughout the City.

2. Departmental Overview

The department's vision, mission and core values are the driving force that will guide the department in the 2026/27 Financial Year. They illustrate the reason for the department's existence and as well as the impact it intends to have on the City of Johannesburg.

2.1 Vision

Together we lead in communication, marketing and event management to inform and empower residents and other stakeholders to position the City in a favourable light.

2.2 Mission

- To build trust and confidence by consciously creating a more positive narrative.
- To be collaborators in communication and events and build collaborative relationships with existing and new stakeholders in the communication ecosystem.
- To serve the communication community so that together we best meet the imperatives and needs of the people and communication goals of the City of Johannesburg.
- To advocate for communication excellence, ethical conduct and keep professionals abreast of good practices and applications in the evolving communications world, positioning them as leaders and mentors in the competitive public relations field.
- To provide opportunities and leading-edge resources through networking and special events to enhance and support professional connections and the customer's experience.
- To improve internal communication and help institutionalise a professional public service.

2.3 Core Values

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

Professionalism

- We receive, prepare and present effective, strategic, accurate and responsible messages that enhance the City's reputation.
- We pride ourselves on the quality of our work and go beyond official requirements to deliver on time, every time.
- We are committed and willing to use our communication skills to create positive daily lived experiences and improve the lives of residents.
- We are not satisfied with providing information alone but are dedicated to the goal of encouraging stakeholders to become meaningful and valuable contributors to the benefit of society.

Integrity, reliability, and transparency

- We pride ourselves on our integrity and professionalism and reject any form of corruption and/or maladministration.
- We deal with our stakeholders with the utmost transparency.
- We are open with our communication; we disclose all relevant information and take responsibility for our actions and mistakes and rectify them promptly.

Leadership and teamwork

- We treat each other with dignity and respect.
- We acknowledge the skill and contributions that each person brings to the team.
- We strive to understand and embrace each other's points of view and give everyone the opportunity to express themselves.
- We are receptive to new ideas and continually look for better ways of communicating with internal and external stakeholders.
- We are proactive in helping our stakeholders to identify, scope and integrate their communication needs to leverage maximum benefit.

3. Core Mandate

Within the broader context of the City's service delivery mandate and pursuant to the GDS 2040 goals, communication is key to all aspects of the City's operations. Communication has a strategic role to play in ensuring heightened awareness among intended beneficiaries of the opportunities in the execution of Developmental Service Delivery Model.

The intended outcome of our mandate is to contribute towards meaningful participation and empowerment by using a variety of communication platforms that enable residents to be active, engaged, and vocal participants in their own advancement.

In so doing, the City aims to not only change the perceptions and experiences of its residents with regard to customer service and service delivery, but also help guide and maintain positive behaviours. This implies becoming more receiver-centric in how we disseminate information and working together with communities towards development, problem and conflict resolution and addressing the inequalities that exist in the Johannesburg communities.

From a communication perspective, it requires clear accountability and ownership on the part of the political and administrative leadership of the City regarding the way communication is steered and delivered. It also requires proactive and more tailored outreach and engagement with stakeholders.

The intrinsic role of the department is to provide communication, events and marketing leadership that can drive delivery and development more effectively and raise awareness of the City's strategic direction.

In the 2026/27 performance year, the strategic intent of the department is to elevate proactive and democratic communication and marketing programmes, supported by strategic events that will heighten awareness of the mayoral strategic direction and mayoral priorities, underpinned by strategic interventions implemented by departments and municipal entities in the quest to project Johannesburg as imagined by residents to build public trust in the City.

Figure 2: Vision, services, and stakeholders



3.1 Directorate: Strategic Communication

Strategic communication is essential for fostering of a well-informed, engaged, and cohesive Joburg community. It serves as a critical tool for building trust, managing crises, supporting public participation, and ensuring that the City's vision and actions align with the needs and expectations of citizens and stakeholders.

The key focus of the directorate is to provide strategic leadership, direction and oversight on the City's communication strategies, policies, standards and protocols and to lead strategic communication of the City's messages, programmes and projects, by defining and interfacing with appropriate target audiences and defined stakeholders.

The strategic communication directorate is the City's central communication agency, it aims to ensure coherent, consistent and impactful messaging across the city. These messages also articulate the City's vision and long-term strategic goals and the set strategic priorities, and related programmes and projects. This informs what and how we communicate; to whom we should be communicating to ensure maximum reach and impact of the City's programmes and projects.

There is a critical urgency to reshape the lived experience and subsequent perceptions of the City of Johannesburg by amplifying the voices of its residents and showcasing their experiences, aspirations, and pride to its stakeholders. This initiative will foster public trust, collaboration, combat negative perceptions, and actively work to shift public opinion by emphasising the positive stories and the collective vision for a vibrant, safe, and thriving city.

The City's approach to communication thus needs to be responsive to this imperative. The driving intention is to democratise communication and close the information gap, which

involves looking at current trends and social forces in communication to create impactful awareness of the City's priorities and programmes focusing on the following:

- Effective collective communication efforts, coordination and uniformity across full spectrum of communication (from stakeholder relations; working with the media; communications; events and marketing campaigns and other activities in the communication value chain) to derive real value and impact;
- Role clarification and responsibilities of all persons who communicate on behalf of the City;
- Strategic planning and effective collaboration among City departments and entities, as well as political offices, which includes avoiding duplications and working in silos to maximise communication efforts,
- Effective media buying, monitoring and evaluation; and
- Rapid response approach to crisis communication.
- Optimising existing communication platforms and developing new channels to close the communication gap.

In the 2026/27 financial year, the directorate will strive to develop innovative ways of communication and marketing the City to optimise current approaches by pursuing the following key deliverables:

- Develop and implement accelerated service delivery orientated marketing and communication to empower residents and key stakeholders to reimagine the City of Joburg.
- Elevate the City's communication and engagement with City employees, to enhance the City's brand, visibility, credibility and increase the conversion of employees into brand ambassadors.
- Continue to reinforce strategic stakeholder engagements with key external stakeholders and develop communication dialogues that include listening, building trust and sharing knowledge and skills.
- Use targeted communication to improve intergovernmental relations with other spheres of government.

3.1.2 Digital Transformation and Innovation in response to a Smart city approach

- Through digital transformation and automation, continue to use CRM web-based technologies such as e-forms for recruitment, among others.

The directorate hopes to secure funding in 2026/27 to undertake the following key projects:

- Public Relations (PR) Services
- Employee Engagement Day(s)
- Training Services
 - Media
 - Protocol
 - Stakeholder Management/Relations
- Stakeholder Engagement Sessions
- Digital Innovation/Transformation
- Software, Licences and Subscriptions
- LED screens: Installation & Maintenance
- Digital Communication Equipment & Technology

- Audio-Visual Equipment & Technology

The directorate comprises five (5) sub-units and provides strategic oversight on city-wide communication-related issues, communication platforms, digital innovation and content management services.

3.2 Directorate: Marketing

The Directorate: Marketing is at the forefront of reshaping how Johannesburg is perceived, both by its residents and by broader audiences. Guided by the theme “Re-imagining the City of Joburg through the Eyes of Our Residents”, this unit plays a vital role in fostering unity, trust, and pride by amplifying the voices and experiences of those who call the city home. Through strategic, innovative, and targeted marketing efforts, the directorate seeks to create a shared narrative that reflects the vibrancy, resilience, and aspirations of the City and its people.

Directorate Objectives

The directorate focuses on delivering integrated marketing campaigns that resonate with diverse audiences, ensuring that Johannesburg’s brand is synonymous with integrity, innovation, and inclusivity. Its key objectives include:

- Building and promoting Joburg as a reputable brand.
- Engaging residents effectively by sharing accessible and impactful information that fosters trust and pride.
- Strengthening relationships with stakeholders to increase confidence and encourage active participation.
- Positioning city leadership as responsive and forward-thinking, aligned with the collective vision for a vibrant and thriving Johannesburg.
- Ensuring consistent brand application across all touchpoints to establish a strong, recognisable identity.

Integrated Role and Responsibilities

The directorate operates through two sub-units: Priority Projects and Corporate Marketing. While the Priority Projects unit remains to be fully capacitated, the department relies heavily on the directorate to develop cost-effective and innovative strategies that adapt to the City’s evolving needs. In challenging economic times, the directorate must deliver more with less, leveraging technology and creativity to maximise impact. The directorate also provides critical support to departments and municipal entities, ensuring their successes and programmes align with the broader City narrative.

Key Focus Areas and Tactics

In pursuit of its objectives, the directorate’s work is guided by the theme “Re-imagining the City of Joburg through the Eyes of Our Residents”. This approach places residents at the centre of all marketing efforts, emphasizing their stories, feedback, and aspirations. Key focus areas include:

Unity and Progress

Align marketing strategies with the City's long-term vision of a sustainable, safe, and thriving Johannesburg. Highlight initiatives that improve the quality of life and foster progress.

Collaboration for Change

Empower residents as active partners in shaping Johannesburg's future. Amplify their voices and demonstrate the City's commitment to listening, responding, and acting on feedback.

To achieve these focus areas, the directorate employs various innovative tactics, including:

- Integrated marketing campaigns that blend digital and traditional platforms.
- Branding strategic events to elevate the City's image.
- Research initiatives to close the information inequality gap.
- Community-based marketing to directly engage residents and foster partnerships.
- Consistent brand monitoring to ensure adherence to corporate identity standards.

2026/27 Deliverables

In the upcoming financial year, the directorate will focus on:

- Delivering integrated corporate marketing services.
- Managing and enhancing corporate identity compliance.
- Coordinating campaigns aligned with key City priorities, such as service delivery, safety, mobility, and civic education.
- Proactively advertising solutions to service delivery challenges while promoting pride in the City.
- Address information inequality by leveraging compliant community radio stations and newspapers, expanding the use of outdoor media platforms, and increasing the distribution of print materials such as posters and flyers to ensure inclusive, accessible communication across all communities.

The Directorate: Marketing is more than a communication unit; it is a key driver of Johannesburg's transformation. Under the banner of "Re-imagining the City of Joburg through the Eyes of Our Residents", the directorate will continue to shape perceptions, build trust, and inspire pride by amplifying the voices and stories of the people who make Johannesburg extraordinary. Through strategic initiatives and a commitment to collaboration, the City will realise its vision of a vibrant, unified, and thriving Johannesburg.

3.3 Directorate: Events

Event management is an important component of the City's marketing strategy. Events are recognised for their ability to position the City's brand internally and externally and create opportunities for people to better engage with the City. They provide occasions to showcase the local tourism experience; stimulate economic activities, create employment opportunities and contribute towards:

- Community and cultural development.
- Infrastructure and economic development.
- Lifestyle and leisure enhancement.

- Tourism.
- Brand value and
- Building a positive reputation and image of the City of Joburg.

The focus of the directorate is to provide leadership, standards, and oversight to the Group on all event-related issues as well as develop and deliver highly targeted, well-planned, coordinated, and integrated events. The directorate also provides standards regarding the safety of persons, infrastructure and property at events through the coordination of an events Joint Operations Committee (JOC).

As the central communication driver, the directorate supports the City to achieve its communication and marketing objectives by raising awareness of the City's strategic direction and contributing towards meaningful citizen participation and empowerment. It uses various communication platforms that enable citizens to be active, engaged, and vocal participants in their own advancement. The mandate entails managing the reputation of the City of Johannesburg and providing communication leadership that can drive delivery and development more effectively.

Accordingly, the directorate's strategic intent entails the following:

- Drive a proactive and democratic communication programme that raises and increases awareness of the City's strategic priorities.
- Build the public's trust in the City of Joburg through engagement and demonstrating the City's commitment to build a "world-class African city" through accelerated service delivery and showing that our communication is real, meaningful and restores hope and dignity.
- Collaborate, build and maintain partnerships with departments and municipal entities, and every other sector in society, keeping in mind that community contexts shape our well-being and the spirit of our society. This is the charge and the challenge laid out in the department's strategy (business plan and SDBIP for 2026/2027).

The directorate comprises two (2) sub-units, namely **Events Logistics** and **Event Compliance**. The CoJ Events team is responsible for the management and execution of events within the City to ensure: -

- Consistency in the positioning/reflection of the brand and people's experience of City events.
- Staging of world-class events.
- Compliance with health and safety prescripts and the management of the risk of events.
- Value for money and supplier management.
- Adherence to the City's policies and by-laws through the events Joint Operations Committee (JOC).
- Positioning the City of Johannesburg as an international events and investment destination.
- Promoting social cohesion.
- Showcasing the City as a vibrant, equitable, inclusive, resilient and liveable municipality.

3.4 Directorate: Management Support Services

Management Support Services ensures the provision of services such as strategic/business planning, analytical assessment, financial management, human capital management, performance management, administrative support, coordination and transversal business solutions. This enables the Head of Department and Unit Heads to efficiently deliver on their mandates. It co-ordinates and drives operations of every unit towards the achievement of departmental mandate. It plays a key role in ensuring compliance to all legislative, policy and reporting requirements.

4. Legislation and Policy Environment

The department is required to ensure compliance to the legislative and policy prescripts. The legislation that is critical to the mandate include:

- Constitution of the Republic of South Africa of 1996
- Local Government: Municipal Structures Act, 2000 (Act No. 32 of 2000)
- Local Government: Municipal Systems Act, 1998 (Act No. 117 of 1998)
- Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) and regulations
- Municipal Planning and Performance Management Regulations (MPPR) of 2001
- 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)
- Gatherings Act, 1993 (Act No. 205 of 1993) and regulations
- Disaster Management Act, 2002 (Act No. 57 of 2002) and regulations
- Safety at Sports and Recreational Events Act, 2010 (Act No. 2 of 2010)
- 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)
- Intergovernmental Relations Framework Act, 2005 (Act No. 13 of 2005)
- Local Government: Municipal Demarcation Act, 1998 (Act No. 27 of 1998)
- White Paper on Transforming Public Service Delivery (Batho Pele / People First), 1997
- Municipal International Relations Guidelines
- Protection of Personal Information, 2013 (Act No. 4 of 2013)
- Any other applicable prescripts (e.g. municipal by-laws)

5. Strategic Objectives

The Group Communication and Marketing department's Strategic Communication, Marketing and Event Management units are the backbone in driving the strategic objectives. Therefore, in delivering the mandate, department strategic objectives are:

Strategic Objective 1: *Raising and increasing awareness of the Government of Local Unity (GLU) priorities.*

To truly embody the theme of “Re-imagining the City of Joburg through the Eyes of Our Residents”, our first strategic objective focuses on raising and increasing awareness of the Government of Local Unity (GLU) priorities by centring the lived experiences, aspirations, and pride of our communities.

By integrating the voices of residents into our campaigns and programmes, we foster a shared sense of purpose and connection to Johannesburg’s future. Through this, we combat negative perceptions and unite stakeholders under a collective vision of a vibrant, safe, and thriving city that belongs to all who live, work, and play here. This re-imagining requires a deliberate effort to not only share our priorities but to position them within the narrative of the residents’ hopes and dreams for the city they call home.

Awareness-Building as a Collaborative Process

Raising public awareness of the City’s priorities, campaigns, and programmes is the linchpin of our business strategy. By explaining how the City’s actions align with its broader goals, we enable both residents and employees to see themselves as active participants in the journey toward a transformed Johannesburg. This alignment fosters buy-in and ownership of the shared purpose that guides the City’s work.

Through direct advertising campaigns, strategic communication, and partnerships, we aim to connect more deeply with residents and amplify their stories. These efforts not only boost brand awareness but also position service delivery initiatives as tangible steps toward achieving the aspirations of Johannesburg’s people. This collaboration between the City and its residents ensures that our collective vision informs and is informed by our processes, systems, and people.

Building a Resonant and Resilient Brand

A strong City of Joburg brand is essential to realising the theme of “Re-imagining the City”. This involves more than just compliance with corporate identity standards; it’s about creating a brand that resonates with residents by reflecting their experiences and aspirations. Through consistent branding, proactive marketing, and direct engagement, we ensure that every communication reinforces our commitment to the residents of Johannesburg and highlights their integral role in shaping the city’s future.

The department is dedicated to positioning Johannesburg’s brand on local, national, and international stages. We leverage major calendar events and partnerships to showcase the City’s vibrancy and successes while tying these achievements back to the voices and stories of its people. This approach ensures that our messaging reflects the unity and pride of our communities while countering negative narratives.

Transforming Perceptions, One Story at a Time

By consistently integrating resident voices into our strategic objectives, we influence perceptions, attitudes, and beliefs positively. We aim to build a narrative that highlights the City’s progress through the eyes of those who experience it daily. This human-centric approach to communication creates a sense of unity and pride, encouraging all stakeholders to contribute to the realization of Johannesburg’s shared vision.

Through these efforts, we actively reimagine Johannesburg as a city shaped by its residents, for its residents. Together, we will amplify their stories, reshape perceptions, and co-create a future where Johannesburg is celebrated as a vibrant, inclusive, and dynamic city.

Strategic Objective 2: *Building an inclusive and positive City narrative that generates a sense of identity, belonging and inclusion for all stakeholders*

Maintaining a strategic narrative of inclusion and positivity is a focal point of the department in our quest to make a meaningful contribution to the **Mayoral priority: Active and engage citizenry**. We are keen to look at the research and best practice available on how to develop narratives that tell the story of the City of Joburg in ways that generate a sense of identity, belonging and inclusion for all residents. The intention is to look at how best we can build a more inclusive and positive narrative and how we can then use the research in our communication with residents.

Key steps in creating a new story or narrative will be defining the City's shared vision, understanding our audience and what the public think on the topic and identifying and testing new frames to change the story. Importantly, this means the departments can address any perception in any reference to provide an equivalent solution.

"We must always be sure that we are keeping the communities in mind who are being served by all of these efforts... It's not just about national and international government, but it's about communities, and we need to engage them in these conversations so that everything we do addresses their needs." - Anu Rajaraman

All work around building an inclusive narrative should reinforce the core values of the City and its people and therefore the aim is not to develop completely different ways of speaking to different groups, but rather to contribute to a shared vision. However, there may be different frames or messages which appeal to different groups, and this may support the development of a more inclusive narrative and build wider support.

Essentially, while the different messages will be shaped to appeal to different groups, they should all reinforce the overall narrative and rest on the following basic principles:

- Take a positive view of the City and its people. The narrative should be rooted in a positive sense of belonging and start with the strengths of the City and its people. Example: **Creating a Joburg we all want** or **Creating a financially sustainable Joburg**.
- Link to the overarching strategic priorities for the City and any branding strategies. Inclusion should be mainstreamed within the activity of the City and therefore an inclusive narrative must reflect the City's values and vice versa and be embedded within it.
- An inclusive narrative must both shape and be informed by service delivery and therefore reflect and be reflected within service delivery. Example: Increasing the department's communication platforms and hopping onto the digital transformation wave by launching platforms using their preferred communication method, and platform.
- An inclusive city sees integration and inclusion as a shared responsibility and a two-way process — therefore communication is targeted at everyone and aims to foster this shared sense of place.
- The department aims to tell the Joburg story, its history, and values, and its present and future. Creating a sense of identity and belonging is vital to creating a narrative which is grounded and shared. Past and present stories as well as success stories are ways to do this. Example: **Come Ride Joburg with 947 in the City's streets**.
- The narrative should be easy to understand and accessible to all, therefore, it must be written in plain language and translated into as many languages as possible. For example:

the department ensures that it communicates in more than one official language in line with the population diversity.

Alongside understanding the audience and defining messages that resonate, the next challenge is in communicating these messages and understanding how this can be done most effectively at City level. One way to do it is through integrated communication.

Strategic Objective 3: Delivering integrated communication to amplify the City's messages and maximise stakeholder reach

The roadmap for strategic communication, events, and marketing within the City of Joburg, is applied to the City's key departments, group functions, and municipal entities. It outlines communication approaches in the amplification of the City's messages, including key service delivery issues (successes and breakdowns), to ensure residents are seen, heard, and felt, and that their daily lived experiences are improved.

The integrated strategy aims to improve efficient collaboration among City departments, entities and political offices by eliminating duplication and operating in silos, as well as providing the necessary synergies and coordination among business units that need to operate together but are somewhat dispersed. It, furthermore, highlights stakeholder engagement and related challenges within the City's communication environment and provides mechanisms to address these by unpacking roles and responsibilities and providing guidelines to streamline communication, event management, protocol, branding, and more. It also addresses communication capacity which is vital to ensure the City's communication professionals are effective across the communication value chain, from developing and maintaining stakeholder relationships to working with the media and managing communications, events, marketing campaigns, and other activities.

The department has adopted an integrated marketing and communication approach which leverages on differentiated elements of communication and marketing. These include the use of activations, affiliate marketing, influencer marketing, social media, bulk sms, email newsletters, print, on the ground engagement, digital advertising and online/internet radio and TV.

The GLU (Government of Local Unity) objectives and priorities as well as eleven (11) Mayoral Priorities to improve service delivery and community livelihoods. Delivering integrated communications or initiatives that are in line with these objectives or priorities and are meant to leverage a range of communication avenues, which will enable stakeholders to be active, informed, engaged, and vocal participants in their growth. The approach is therefore to amplify the City's messages as much as possible to the widest audience possible to build and strengthen the City's brand and reputation and positively influence residents' perceptions and experiences with customer service and service delivery.

Strategic Objective 4: Assist in the development of innovative communication, marketing and eventing solutions and digital transformation of the City.

Digital transformation has taken the world by storm, and it is to this end that the department has and continues to embark on digital transformation communication and marketing to speed up service delivery through effective communication, stakeholder involvement and engagement.

The department ensures that we: -

- Invest in innovation to gain a competitive advantage (e.g., live streaming of events, stakeholder engagements, etc.).
- Increase the use of paid advertising, including listening and monitoring tools.
- Improve efficiencies by integrating the CoJ website and social media with SAP/CRM platforms.
- Collaborate with other City entities and departments to ensure consistency in messaging.
- Improve website user experience.
- Increase the accessibility of website material by incorporating smart technology and optimising content for relevance.
- Ensure the department undergoes training to keep up to date with best practice, industry trends and stakeholder relationship management.
- Stay competitive, remove communication obstacles, and employ the latest digital tools/platforms and best practices.
- Collaborate with GCIT & IM and the Smart City office to speed up digital transformation in the workplace (e.g., the launch of a chatbot).
- Avoid duplication efforts in the City's communications digitisation projects, which could result in wasteful expenditure.

Strategic Objective 5: Increase the reach and efficacy of employee communication and engagement

Communication within the City is key to its success. Our adaptability to external and internal changes relies heavily on efficient employee communications and engagement, which is defined as the process of aligning employees to organisational strategy by informing, influencing, motivating, and engaging employees at all levels through various channels - digital and physical, such as event activations, bulk messages, the intranet, email, newsletters, etc.

As professionals in employee communication, we need a thorough understanding of the discipline to effectively shape employee engagement. This includes clearly conveying the organisation's direction and values to all City employees. Through targeted strategies and tactics, we can strengthen engagement and foster a positive employee experience across the City. It is crucial for the department to have a collaborative relationship with GCSS in formulating employee communication strategies and an annual calendar for employee engagement.

Strategic Objective 6: Plan and execute integrated and targeted marketing campaigns

Strategic Objective 6 focuses on creating marketing campaigns that amplify the voices and stories of our communities. This objective seeks to reshape perceptions of Johannesburg by showcasing the pride, aspirations, and experiences of its residents while delivering impactful, well-coordinated, and targeted campaigns that inspire unity and optimism.

The Mandate for Collaborative and Purpose-Driven Marketing

The unit's mandate is to support departments, entities, and the Mayoral Committee in delivering highly targeted, well-planned, and integrated corporate marketing services. This involves crafting strategies and plans that achieve organisational goals while embedding the voices of residents into the heart of every campaign. By centring the community, our marketing initiatives reflect a shared vision of a vibrant, inclusive, and thriving city.

As the custodian of the City of Joburg's corporate identity and brand, the unit plays a pivotal role in positioning the City's leadership to effectively communicate their vision and initiatives. Through storytelling that highlights resident experiences and aspirations, we improve awareness of leadership roles and create a positive narrative around the City's plans and achievements.

Integrated Campaigns for Maximum Impact

In partnership with entities, departments, and service providers, the unit creates and executes integrated campaigns that resonate with residents and deliver measurable returns on investment. By coordinating consistent messaging across all media channels and tailoring it to defined audiences, we amplify the City's brand and ensure a seamless experience for residents and customers.

An integrated approach weaves a coherent and compelling story of Johannesburg through all touchpoints, fostering increased brand awareness, familiarity, and favourability. This approach is critical in an era where digital marketing channels have expanded the opportunities and complexities of communication. Successful integration ensures that every campaign reinforces the theme of "Re-imagining the City" and reflects the collective pride and aspirations of its people.

Achievements in Integrated Marketing

The unit has successfully executed integrated marketing campaigns that include the following elements:

- Social Media Paid Advertising
- Bulk SMSes
- Posters
- Mobile Trailer Advertising
- Onsite Activations
- Branding on Lifts
- Radio Advertising
- Homepage Takeovers
- Email Newsletters

These campaigns demonstrate our ability to leverage diverse platforms to share resident-centric narratives and promote the City's initiatives effectively.

Reimagining Marketing for a Shared Vision

Exceptional integrated marketing goes beyond logos, taglines, and corporate identity. For the City of Joburg, it's about weaving a coherent and inspiring story that highlights the shared journey of residents and the City's leadership. Every campaign is an opportunity to amplify the voices of our communities, showcase their pride, and reinforce a unified vision of Johannesburg as a city that thrives through its people.

Strategic Objective 7: Profile the leadership to improve public awareness of their roles

A critical task of the political leadership is to drive the transformation of the municipality to ensure that it is representative of the population, committed to the ideals of the Constitution

and principles of good governance, capacitated to drive service delivery and responsive to the needs of the people, particularly the poorest.

At an organisational level the City's leaders can shape the climate and effectiveness of the working environment. At a citizen level perception also plays a crucial role because residents and customers evaluate the political leadership based on their perception of the leader's abilities and performance.

In our communications we will endeavour to raise the profile of the leadership to assist and target the delivery of services in the City and, to clarify and strengthen the role of the political and administrative leadership in addressing the major challenges experienced by the City.

The marketing unit uses several marketing tactics like arranging interviews with various media houses for face-to-face profiling with the leadership and brand building through radio advertising.

Strategic Objective 8: Ensure strategic management of stakeholders

As a City, our messages are shared with the public and a wide range of stakeholders by leaders such as the Speaker of Council, the Executive Mayor, Members of the Mayoral Committee, the City Manager, as well as departments and municipal entities. The purpose of these messages differs depending on the goals and intended outcomes of the communicator. 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, e.g., the Constitution, Municipal Systems Act of 2000, the Promotion of Access to Information Act of 2000, the Intergovernmental Relations Framework of 2005, etc.

Involving the community and collaborating with its members are cornerstones of efforts to improve engagement and mobilisation. In all our communication, we will endeavour to advance the practice of public participation to ensure the public and the City's key stakeholders are informed about plans, activities, and programmes in a manner that empowers them to influence decision-making and hold the City accountable for service delivery.

The purpose of our strategic stakeholder management strategy as a game-changer is to understand who our stakeholders are and their needs; improve stakeholder perceptions and experiences and build trust. This is to enable the City to be seen as a caring municipality that is responsive to the needs and future of its citizens. In addition, it is to close the gap between the perceptions, trust, and confidence people have in the City and their actual experiences by building mutually beneficial relationships. This will be done to enhance the overall image of the City of Johannesburg.

Strategic Objective 9: Host events, community engagements to engage stakeholders, market the City and communicate service delivery successes and position Joburg in a positive light.

To further contribute to all the City's strategic priorities, the department will host events and other public platforms (e.g., panel discussions). The hosting of major events like the Joburg Open help to position and market Joburg globally, nationally, regionally, and locally.

Community dialogues are platforms for engaging citizens in broader public discussions about public issues and to bring a wide range of audiences or specifically targeted audience(s) into that discussion. They are citizen-centric communication interventions, and the aim is to attract large numbers of ordinary citizens, in stark contrast to the poor attendance at other public meetings in communities.

The department will host events and community engagements to provide a rare link between elements in local government still committed to public service and citizens. We will play a facilitative role in becoming part of, and contributing to the development of, a holistic and *inclusive* communicative environment in the city.

Strategic Objective 10: *Collaborate on events for the benefit of Joburg's stakeholder and positioning Joburg as a brand.*

To maximise brand awareness and contribute to the objectives of a safe and secure, caring, and inclusive city, the department will continue to leverage and collaborate on events like the Ride Joburg for the benefit and entertainment of its citizens.

Not only do these events boost the local economy (economic multiplier effect), they also provide a platform to strategically showcase the City's infrastructure and position Joburg as a recognisable brand and an events destination of choice, with the capability of hosting major and mega events. This helps build a positive image for the City while creating tourism opportunities and short-term jobs. For this reason, the department will treat these events as networking platforms by inviting key stakeholders, including investors. By connecting the City with the right investors, we can spark interest that may lead to new ideas and future investment opportunities.

In general, these events benefit the public by stimulating economic growth and tourism, promoting healthy living, bringing people from all walks of life, different status groups, and of all ages together to contribute to social cohesion, improved quality of life and an inclusive city.

The table below summarises the above strategic objectives and related key deliverables:

Strategic Objective	Responsible Unit	Linked Programmes/Operations
Raising and increasing awareness of the Government of Local Unity (GLU) priorities.	Strategic Communication (Legislature and Stakeholder Management)	Engagement with City Departments and Entities.
Building an inclusive and positive City narrative that generates a sense of identity, belonging and inclusion for all stakeholders.	- Marketing - Strategic Communications	- Direct advertising campaigns to boost brand awareness and promote Service delivery initiatives and programmes. - Proactive media coverage of service delivery operations.
Delivering integrated communications and marketing to amplify the City's messages and maximise stakeholder reach.	- Strategic Communications - Events - Marketing	- Collective communications efforts, coordination and uniformity across full spectrum of communication (from stakeholder relations; working with the media; communications; events and marketing campaigns and other activities in the communication value chain). - Newsroom Forum. - Effective collaboration among City departments and political offices, which includes avoiding duplications and working in silos Effective media monitoring; and

Strategic Objective	Responsible Unit	Linked Programmes/Operations
		Crises communication approach.
Assist in the development of innovative communication solutions and digital transformation of the City.	Strategic Communications (Online Communications sub-unit)	- Innovation Hub projects. - Digital transformation and Automation.
Increase the reach and efficacy of employee communication and engagement.	Strategic Communications (Employee Comms sub-unit)	- Weekly employee newsletter. - Daily CoJ Messages. - SMS to employees with Council-issued cellphones. - Intranet Communication. - LED Screens.
Plan and execute integrated and targeted marketing campaigns.	Marketing	Laser-focused efforts on key campaigns: IDP, SOCA, Budget Speech, revenue collection, high-impact service delivery, safety, transport and mobility, by-law enforcement, civic education, brand love.
Profile the leadership to improve public awareness of their roles.	- Strategic Communications - Events - Marketing	Establish communications programmes with and for Executive leadership.
Ensure strategic management of stakeholders.	Strategic Communication (Legislature and Stakeholder Management sub-unit)	- Reinforce Strategic Stakeholder Engagement with key external stakeholders and Development Communication which are dialogues that include listening + building trust + sharing knowledge and skills. - Improve intergovernmental relations with other spheres of government such as provincial government, SALGA, South African Cities Network, GCIS, etc + Increase targeted comms and marketing.
Host events, community engagements to engage stakeholders, market the City and communicate service delivery successes and position Joburg in a positive light.	- Events - Strategic Communication - Marketing	- Drive proactive and democratic communication programmes that raises and increases awareness of the City's strategic priorities. - Build the public's trust in the City of Joburg through engagement and demonstrating the City's commitment to build a 'world class African city' through an accelerating service delivery and showing that our communication is real, meaningful and restores hope and dignity. - Collaborate, i.e., build and maintain partnerships with departments and municipal entities, and every other sector in society, keeping in mind that community contexts shape our well-being and the spirit of our society.
Collaborate on events for the benefit of Joburg's stakeholder and positioning Joburg as a brand.	- Events - Strategic Communication - Marketing	- Use all key events to expose the "CoJ Brand" and position the City as a brand of choice. - Position The City of Johannesburg as an international events and investment destination. - Promoting social cohesion. - Show case the City as a vibrant, equitable, inclusive, resilient and liveable.

5.1 Alignment to Strategic Direction (Long term Strategy and Strategic Priorities)

The department's strategic objectives dovetail the City's strategic direction and respond compressively to Government of Local Unity Strategic Priorities. The City's strategic direction is framed by four (4) outcomes and accompanying outputs which informs the Integrated Development Plan (IDP) which in turn informs the department Business plan through Service Delivery Budget Implementation Plan (SDBIP).

STRATEGIC ALIGNMENT

Vision

JOHANNESBURG – A WORLD CLASS AFRICAN CITY OF THE FUTURE – A VIBRANT, EQUITABLE AFRICAN CITY, STRENGTHENED THROUGH ITS DIVERSITY; A SMART CITY THAT PROVIDES REAL QUALITY OF LIFE; A CITY THAT PROVIDES SUSTAINABILITY FOR ALL ITS CITIZENS; A RESILIENT AND ADAPTIVE SOCIETY.

Outcomes

Improved quality of life and development-driven resilience for all

Provide a resilient, liveable and sustainable urban environment - underpinned by smart infrastructure supportive of a low-carbon economy

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

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

Outputs

Reduce poverty
Food security
Access to knowledge and lifelong learning
A society characterised by healthy living for all
A safe and secure city
A city characterised by social inclusivity and enhanced social cohesion

Sustainable and integrated delivery of water
Sustainable and integrated delivery of sanitation
Sustainable and integrated delivery of energy
Sustainable and integrated delivery of waste
Improved eco-mobility
Sustainable human settlements
Climate change resilience and environmental protection

Job-intensive economic growth
Promotion and support to informal and micro businesses
Increased competitiveness of the economy
A spatially just and integrated City

Partnerships, intergovernmental & international relations
A responsive, accountable, efficient and productive metropolitan government
Financially sustainable and resilient city
Meaningful citizen participation and empowerment
Guaranteed customer and citizen care and service

Priorities

Safer City

Sustainable Service Delivery

Sustainable service delivery

Infrastructure development & refurbishment

Job opportunity & creation

Sustained economic growth

Green economy

Good governance

Financial sustainability

Active & engage citizenry

Smarty city

Operations

1. Climate Change Marketing Campaign
2. IDP Marketing Campaign
3. Employee Engagement
4. Service delivery events in support of departments and entities
5. Digital Transformation and Innovation
6. Community Engagements
7. Community based Marketing Campaign

5.1.1 GDS Outcomes

The GDS outcomes are what the City seeks to achieve by 2040. Outcomes refer to a changed state of being. To achieve this change, each outcome is driven by several strategic outputs.

5.1.2 GDS Outputs

The GDS outputs represent strategic intervention areas where the City plans to intervene now to achieve our desired long-term outcomes. It is imperative that all outputs need to be advanced to achieve our integrated 2040 vision.

The Group Communication and Marketing business plan will drive progress in operational programmes and activities that form part of a strategic roadmap delivering on GDS output interventions and political priorities.

5.1.3 Strategic Priorities

In an effort towards the realisation of the four (4) GDS outcomes and related outputs, the City has identified eleven (11) strategic priorities. These priorities will serve as a road map for the medium to short term towards the attainment of the long-term goals in the City's long-term strategy. It is against this backdrop that the Group Communication and Marketing department, in the current financial year, implements targeted communication and marketing strategies and programmes that will give effect to the strategic priorities of the Government of Local Unity. The department primarily seeks to strengthen communication and stakeholder relations and build trust and confidence in the City's governance structures.

The following are GLU strategic priorities that are aligned to the long-term strategy of the city:

Priority 1: 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.

Priority 2: Financial Sustainability: Develop a plan to improve the city's revenue collection and billing systems, prudent financial management practices, streamline expenditure, and prioritize investments in high-impact projects.

Priority 3: 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.

Priority 4: 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.

Priority 5: Infrastructure Development and Refurbishment: 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.

Priority 6: 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.

Priority 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.

Priority 8: Active and Engaged Citizenry: Develop programmes and initiatives to encourage citizen participation in government decision-making, co-producing service delivery, including community-based planning meetings, participatory budgeting, and improved feedback mechanisms.

Priority 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 prioritize policies that promote inclusive economic growth.

Priority 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.

Priority 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.

GDS OUTCOMES	GDS OUTPUTS	STRATEGIC PRIORITIES	DEPARTMENT STRATEGIC OBJECTIVES	STRATEGIC PROGRAMMES	KPI ALIGNMENT
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	8. Active and engaged citizenry	OBJECTIVE 6: Plan and execute integrated and targeted marketing campaigns.	1. IDP Marketing Campaign (educational campaign that seeks to create awareness of the importance of IDP and how that is linked to priorities of the City which in turn directly affect residents quality of life). 2. Active and engaged Citizenry Marketing Campaign Joburg Ride.	1. KPI 5: Number of integrated marketing campaigns executed.
2. Provide a resilient, liveable, 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. Energy mix 4. Sustainable service delivery 5. Infrastructure development & refurbishment 8. Active & Engaged Citizenry	OBJECTIVE 1: Raising and increasing awareness of the Government of Local Unity (GLU) priorities. OBJECTIVE 2: Building an inclusive and positive City narrative that generates a sense of identity, belonging and inclusion for all residents.	1. Climate Change Marketing Campaign. 2. Service delivery events in support of departments and entities. 3. Ride Joburg with 947. 4. Service Delivery Marketing Campaign.	1. KPI 4: Number of events to market the brand and communicate or promote the service delivery initiatives and successes. 2. KPI 5: Number of integrated marketing campaigns executed.

GDS OUTCOMES	GDS OUTPUTS	STRATEGIC PRIORITIES	DEPARTMENT STRATEGIC OBJECTIVES	STRATEGIC PROGRAMMES	KPI ALIGNMENT
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, which is able to deliver quality services to citizens in an efficient and reliable manner (cross cutting output)	1. Job opportunity & creation 8. Sustained economic growth 9. Green economy	OBJECTIVE 10: Collaborate on events for the benefit of Joburg's stakeholder and positioning Joburg as a brand. OBJECTIVE 4: Assist in the digital transformation of the City.	1. Legislated campaigns 2. Joburg Ride 3. Joburg Open 4. Joburg Ladies Open 5. Soweto Marathon 6. Digital Transformation and Innovation (Web Development) 7. Active and engaged Citizenry Marketing Campaign	1. KPI 4: Number of events to market the brand and communicate or promote the service delivery initiatives and successes. 2. KPI 5: Number of integrated marketing campaigns executed
4. A high performing metropolitan government that proactively 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	1. Good governance 2. Financial sustainability 6. Active engaged citizenry 11. Smart city	OBJECTIVE 1: Raising and increasing awareness of the Government of Local Unity (GLU) priorities. OBJECTIVE 2: Building an inclusive and positive City narrative that generates a sense of identity, belonging and inclusion for all residents. OBJECTIVE 4: Assist in the digital transformation of the City. OBJECTIVE 5: Increase the reach and efficacy of employee communication OBJECTIVE 6:	1. SOCA Campaign 2. Budget Speech Campaign 3. Digital Transformation and Innovation (Web Development, Digital Automation) 4. Community based Marketing Campaign 5. IDP 6. CBP 7. Active and engaged Citizenry Marketing Campaign	1. KPI 4: Number of events to market the brand and communicate or promote the service delivery initiatives and successes. 2. KPI 5: Number of integrated marketing campaigns executed.

GDS OUTCOMES	GDS OUTPUTS	STRATEGIC PRIORITIES	DEPARTMENT STRATEGIC OBJECTIVES	STRATEGIC PROGRAMMES	KPI ALIGNMENT
			Plan and execute integrated and targeted marketing campaigns <u>OBJECTIVE 7:</u> Profile the leadership to improve public awareness of their roles. <u>OBJECTIVE 8:</u> Ensure strategic stakeholder management. <u>OBJECTIVE 9:</u> Host events and community engagements to engage stakeholders, market the city, communicate service delivery successes and position Joburg in a positive light. <u>OBJECTIVE 10:</u> Collaborate on events for the benefit of Joburg's stakeholder and positioning Joburg as a brand.		

5.2 Communication and Marketing interventions/ Response on Mayoral Priorities

The following table (Table 1) explicitly expounds the alignment of the department's focus areas with the Mayoral priorities and interventions for:

MAYORAL PRIORITY	COMMUNICATION AND MARKETING FOCUS AREA(S)	COMMUNICATION AND MARKETING OFFERINGS	COMMUNICATION OUTCOME(S)	IMPACT
Good Governance	- Communicate service delivery operations and programmes - Create awareness on successes and service delivery achievements. - Create platforms for participation in CBP and IDP consultations.	- Media releases. - Coverage of service delivery/infrastructure initiatives. - Profiling of the leadership. - Employee engagement strategy. - Regular / consistent employee communications. - Video productions / documentaries. - Employee communications: CoJ messages and intranet - Profiling of service delivery and leadership in action.	- Improved awareness of infrastructure initiatives. - Improved customer experience of services. - High impact and high visibility of green events, projects, and programmes. - Beautification of the local environment and a clean Johannesburg. - Increased spending on infrastructure development.	- Better living standards and basic services for all. - Change in consumer behaviour and attitudes. - Trust and ownership of infrastructure planning and delivery. - A culture of no littering through meaningful cooperation with the business sector and communities.
Financial Sustainability	- Revenue Collection Drives/Campaigns. - Investment Project Launches. - Budget Speech - Cost Saving Initiatives	- Media releases. - Mall campaigns or activations for distribution of community educational material (leaflets, brochures, and pamphlets). - CoJ messages and website stories – successes and achievements.	- Improved awareness of service delivery and greater equality of services for all. - Improved customer experience of services. - A fit and healthy city. - Improved and accurate revenue collection/billing system. - Increased revenue through property taxes and property values.	A city where everyone feels and is safe and where safety is supported by a culture of care, support, and respect.
Energy Mix	- Alternative Energy Sources - Energy Saving Campaigns/initiatives	- Media releases. - Employee engagement strategy. - Mall campaigns or activations for distribution of community educational material (leaflets, brochures, and pamphlets).	- High impact and high visibility of events, projects, and programmes. - Bridging the language divide and increasing the reach of messaging. - Awareness of efforts to attract, expand, and retain investment.	Access to information and bridging the information divide (information equality).
Sustainable Service Delivery	Regional Service Delivery Operations	Media releases, interviews, and	Improved awareness of campaigns,	A prosperous city for all.

MAYORAL PRIORITY	COMMUNICATION AND MARKETING FOCUS AREA(S)	COMMUNICATION AND MARKETING OFFERINGS	COMMUNICATION OUTCOME(S)	IMPACT
	- Mayoral and MMC service delivery programmes. - Accelerated Service Delivery Initiatives - Cleena-Joburg Programmes. - Local/Provincial/National Service Delivery Roadshows	- activations (networking sessions). - Traditional and online advertising and marketing. - Roundtable discussions with thought leaders and influencers. - Profiling of service delivery and leadership in action. - Publish successes/feel good stories (media releases and social media).	- programmes and projects relating to access to employment and other economic opportunities for the communities of Johannesburg. - Global positioning - enhancing Joburg's global footprint.	- Restored business confidence. - Reduced poverty and social inequality. - Expanded tourism industry. - Economic growth.
Infrastructure Development and Refurbishment	- Water conservation Programmes - Environmental Re-generation Initiatives - Infrastructure Investment Initiatives - Infrastructure Repair and Maintenance Programmes	- Media releases and interviews. - Investor roadshows/summit. - Coverage of service delivery/infrastructure initiatives. - Traditional and online advertising and marketing. - Events like the opening / launch of community development facilities and parks, and title deed hand-over ceremonies. - Writing narratives rooted in a positive sense of place and that start with the strengths of the city and its people. - Events like the opening / launch of community development facilities and parks, and title deed hand-over ceremonies.	- Greater equality for all. - Making sure everyone feels welcome. - Awareness of housing opportunities for marginalised communities of Johannesburg. - Informed, capacitated, and active communities. - Awareness of improved access to safe and affordable public transport. - Long term inclusive narratives, rather than reactive communications in the light of events. - Bridging the language divide and increasing the reach of messaging. - Improved awareness of environmental sustainability. - Improved awareness of infrastructure initiatives.	- Better living standards. - Greater equality of services for all. - Inclusive and prosperous city for all residents. - Social cohesion and sustained meaningful social change. - Connected with our citizens with a shared vision for the future. - A sense of identity, belonging and inclusion for all residents. - Changing the social divide in attitudes. - A responsive and productive government.
Safer City	- Illegal connections - Illegal Mining Operations - Law Enforcement Operations - Crime Prevention Initiatives	- Media releases. - Mall campaigns or activations for distribution of community educational material (leaflets, brochures, and pamphlets).	- Improved two-way communication and information-sharing. - Informed, capacitated, and active communities. - We are connected with our citizens.	- Quality of life for all. - Citizen empowerment and participation. - Good governance: transparency, accountability, fiscally and legally sound.

MAYORAL PRIORITY	COMMUNICATION AND MARKETING FOCUS AREA(S)	COMMUNICATION AND MARKETING OFFERINGS	COMMUNICATION OUTCOME(S)	IMPACT
			- Increased productivity and mobility deployment to improve customer service and experience. - Improved perception of local government. - Improved internal communications and employee relations. - Improved public awareness of leadership roles. - Reduction in maladministration, fraud, and corruption. - An audit conscious organisation.	- Informed workforce and society. - Engaged and productive employees. - Improved and stronger financial position - financial sustainability. - Investor confidence - Financially and administratively sustainable and resilient city. - Improved citizen experience of services. - Shared vision for the future. - Trust and confidence in the City's leadership and administration's ability to deliver a resilient city.
Active and Engaged Citizenry	- Stakeholder Engagements (Business/NGOs/Academia, etc) - CBP/IDP consultations - Mayoral and MMC Regional Visits	- Events logistics and compliance support at community engagements / public meetings. - Strategic stakeholder management. - Partnerships with academic and research institutions. - Stakeholder sessions that are focused on identifying opportunities for inter-agency collaboration.	- Improved awareness of service delivery and greater equality of services for all. - Improved customer experience of services. - High impact and high visibility	- A prosperous city for all. - Restored business confidence. - Reduced poverty and social inequality. - Expanded tourism industry.

MAYORAL PRIORITY	COMMUNICATION AND MARKETING FOCUS AREA(S)	COMMUNICATION AND MARKETING OFFERINGS	COMMUNICATION OUTCOME(S)	IMPACT
<i>Sustained Economic Growth</i>	- Investing in Joburg - Informal Trading - EPWP - Economic Zones - Trading Requirements	- Media releases. - Coverage of service delivery/infrastructure initiatives. - Profiling of the leadership. - Digital and traditional advertising and marketing. - Employee engagement strategy. - Mall campaigns or activations for distribution of community educational material (leaflets, brochures, and pamphlets). - Exhibitions/trade shows. - Entrepreneurs and small-business owners' contributions are helping us grow our local economy – they bring new ideas, start businesses, and contribute to the vibrant diversity that we all value.	- Improved awareness of environmental sustainability. - Improved awareness of infrastructure initiatives. - Improved awareness of service delivery and greater equality of services for all. - Improved customer experience of services. - High impact. - Maintain a good outlook with investors and ratings agencies.	- A prosperous city for all. - Restored business confidence. - Reduced poverty and social inequality. - Expanded tourism industry. - Economic growth
<i>Green Economy</i>	- Renewable Energy Sources - Green Economy Investment Initiatives - Environment Re-generation - Urban Agricultural Initiatives - Climate Change Mitigation Programmes	- Media releases. - Digital and traditional advertising and marketing. - Mall campaigns or activations for distribution of community educational material (leaflets, brochures, and pamphlets). - Exhibitions.	- Improved awareness of environmental sustainability. - Improved awareness of infrastructure initiatives. - Improved awareness of service delivery and greater equality of services for all. - Improved customer experience of services. - High impact and high	- A prosperous city for all. - Restored business confidence. - Reduced poverty and social inequality. - Expanded tourism industry. - Economic growth
<i>Smart City</i>	- Digital communication - Wi-fi Accessibility - Smart Metering - E-government initiatives	- Innovative, smart initiatives that transition CoJ to a smart city (e.g., automation of services / business processes). - Media releases. - Digital and traditional advertising and marketing. - CoJ Website and stories.	- Better understanding of smart city paradigm. - Accelerated digital transformation. - Innovative, smart initiatives that transition the CoJ to a smart city (e.g., automation of services / business processes). - Technology modernisation and	- Stakeholders recognise Joburg as a <i>smart city</i> that is connected, responsive, transparent, and innovative. - Technology continuity: digital transformation. - A whole City approach to digital transformation.

MAYORAL PRIORITY	COMMUNICATION AND MARKETING FOCUS AREA(S)	COMMUNICATION AND MARKETING OFFERINGS	COMMUNICATION OUTCOME(S)	IMPACT
		- Data management and in-house training. - Partnerships with innovators through strategic stakeholder management. - Stakeholder sessions that are focused on identifying opportunities for inter-agency collaboration. - Partnership with Group ICT&IM on digital transformation projects. - Employee communication – CoJ messages and intranet. - Online radio and TV platforms.	transformation to ensure that the City is well-positioned for the post-COVID-19 epoch. - We embrace change - changing our business and working practices for the greater good. - We are flexible and adaptable. - Connected, intelligent City.	

The department will continue to contribute to the City's long and medium-term outcomes, its key priorities, and programmes, to strengthen communication and stakeholder relations and build trust and confidence in the City's governance structures.

This includes communicating the Executive Mayor's aspirational vision, which defines the type of city we want to see in the next five-year term of office.

6. Departmental Response to:

6.1 IDP/ CBP community issues

In the 2026/2027 financial year, the department will continue to support the legislative and political offices in respect of the Community Based Programmes (CBP), Integrated Development Plans (IDP), State of the City Address (SOCA), Budget Day, and other community engagements. The said support will include event management services in totality, branding, and the distribution of promotional material (e.g., posters and leaflets where applicable). The department will also continue to play an active role regarding community engagements and maintain a regular presence at meetings and other service delivery events of the City, to build awareness of the brand and the City's strategic direction and priorities.

6.2 Customer Satisfaction Survey/ Quality of life Survey

Group Communication and Marketing noted the following proposed intervention for implementation in:

- Optimum use of existing systems – Improved and better usage of existing communication platforms.

- Public participation strategies – Assess the success rate of current public participation mechanism with the view to increasing the level of participation.
- Capacity building – Strengthen the City's capacity to communicate through the implementation of the Integrated Communication Strategy.
- Municipal service partnerships (MSPS) – Explore possible partnership options with a variety of sectors and interest groups.

In the quality-of-life survey, the quality of the municipal communication was researched. The finding was that a predominant majority in each racial group expressed dissatisfaction with municipal communication.

Strategic Communication approach in response to Customer Satisfaction Survey

Considering the survey results and the intervention steps outlined under Section 6 of this business plan, it is imperative for the department to increasingly focus on raising customer satisfaction levels. The department must consciously deepen engagement with residents. As a concept, "engagement" refers to the level of involvement, interaction, or emotional connection that individuals or groups have with a particular entity, such as a brand, organization, content, or activity.

The audience, not the government, chooses the communication tools.

It is dependent on the lives and knowledge of those involved, as well as the context of the communication itself.

In the next financial year, engagement must focus on democratic, transformative communication grounded in the Constitution and carried out in close partnership with stakeholders to improve people's experience of the City. Survey results show growing dissatisfaction with poor administration, weak resource management, corruption and inadequate service delivery.

Our communication agenda must therefore address both internal and external audiences, sharing relevant information across multiple platforms in clear, accessible language. The information must be practical and meaningful so residents and employees can act on it, while stronger, transparent communication will help build a more informed and engaged public.

The City must also reach out to its poorest residents who may not be reached through established communications channels. Because of low levels of education or an inability to receive and share information (i.e., a lack of basic communication infrastructure and tools), marginalised groups are frequently powerless in terms of participating in socioeconomic opportunities, and they are thus dependent on the City's communication efforts and choices to make informed decisions that can improve their quality of life.

This highlights the City's responsibility to meet communities where they are, as information poverty and inequality can lead to frustration, scepticism and disconnection. This, in turn,

undermines problem-solving and may result in breakdowns in communication, such as protests, vandalism or strikes. We therefore recognise the challenges in the external environment and their impact on our communication efforts and the City's reputation.

To tackle these challenges, the department will enhance its communication services in by:"

- Increasing the reach, usefulness, relevance, quality, efficacy, and speed of our communication.
- Producing cost effective but improved and integrated messaging by employing multiple platforms and channels as requested by different communities (i.e., explicit audience segmentation and targeting).
- Leveraging both digital and traditional media
- Delivering on the findings of the regional information inequality research to co-create and co-produce chances for community engagement.
- Increasing the speed with which we collaborate with stakeholders.
- Encouraging participation in the City's programmes at ground level by increasing the use of community-based communication platforms that are accessible to people without internet access, the elderly, the poor, the less educated, and so on.
- Using graphic representations to translate the written text or spoken language.
- Promoting the City's strategic priorities by profiling political leaders.
- Being proactive and responsive to community needs.

The enhancement of communication services to increase reach of communication to CoJ residents and other key stakeholders will be undertaken by the following initiatives. It is important to note that these initiatives are budget-dependant:

Timing Frequency	Approach	Approach	Target Stakeholder	Tool
Annually Quarterly	Media Partnerships	- Formalising relationships with mainly traditional media (radio and print media) and electronic media organisations, which would generate dedicated coverage, media interviews and publishing of content such as opinion editorials. - The coverage will be unpacked for daily, weekly, monthly, quarterly and annual coverage.	Targeted media (local and national)	- Dedicated journalists - Media releases - Human interest stories - Media interviews - Op-Eds - Visuals
Quarterly Biannually	Media Engagement / Networking sessions	- Strategic events aimed at fostering relationships between the City, and media houses and professionals. These sessions will provide a platform to communicate initiatives, explain technical programmes (eg State of the City; Budget) to gain public trust and improve service delivery transparency. - Provide the media with a range of tools to facilitate their coverage of the City's work (fact sheets, press releases).	All media	- Networking events led by City political and administrative leadership and technical leads - Multi-media Presentations - Factsheets - Visuals
Quarterly Biannually Quarterly Biannually	Stakeholder Engagement / Networking sessions	- Strategic events aimed at fostering relationships between the City, and key targeted stakeholders. - These sessions will provide a platform to communicate City initiatives and exchange of ideas, foster engagement, with the aim of improving trust and transparency.	Business Academic institutions Civil Society Interest Groups	Networking events led by City leadership and technical leads
Monthly	Email/SMS/WhatsApp campaign	- Distribution of text updates via SMS with links and digital posters via email/Whatsapp - These posters will also be displayed/published on websites, social media, and indoor screens to engage the public and boost communication, engagement, and awareness in an effective, cost-efficient way, which also connects with residents instantly.	CoJ Residents, based on customer database	- Set of designed emailers to provide monthly updates - Whatsapp and SMS

6.3 Perception Management

The department shapes the perception of citizens by building credibility through transparency. The City publishes the Annual Report through the department to develop and build-up credibility and to be transparent about the performance of the City. Strengthening stakeholder management is imperative in the quest to build positive perception management. The department holds stakeholder sessions quarterly with educational groups, business groups, ward councillors, among others. The department sends out media releases to manage the media proactively. The department also organises media briefings when requested by the leadership. The department also regularly organises mall campaigns, exhibitions and activations, also educational material (leaflets, brochures, pamphlets etc) are distributed to the citizens.

The department also manages the citizens perceptions through social media (Facebook, X formerly Twitter, LinkedIn). It has established and maintained a formidable social media presence for a couple of years. Building positive perception management requires the City to demonstrate solving service delivery failures timeously and to be a trusted source of accessing reliable information. Demonstrating service delivery activities being performed through social media and traditional platforms such as radio and newspapers is imperative as a 'show and tell' initiative. The citizens must 'see' what the City is doing. The department has an audio-visual section that covers events, special service delivery initiatives, leadership initiatives etc. The City website is also an important platform for this purpose, so that citizens know where to go for City related information.

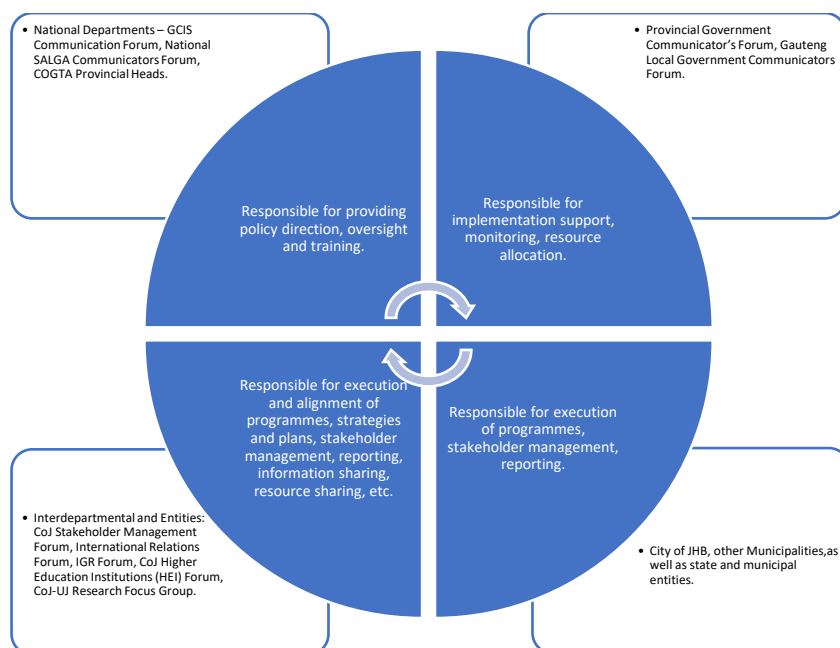
Perception management is also shaped by the City telling its own story timeously during a crisis. Crisis communication ensures that the City conveys correct information to the citizens promptly to ensure that the citizens receive the correct narrative from the start. This also creates trust, as the citizens will only rely on the City to give them correct information.

6.4 Intergovernmental Relations (IGR)

The department recognises the importance of Intergovernmental Relations (IGR) in improving service delivery through coordinated and cooperative work with other spheres of government and partners. This includes collaboration with national and provincial departments, CoGTA, SALGA, SACN, GCIS, state-owned entities and higher learning institutions.

The Intergovernmental Framework Relations Act (2005) provides a general legal framework for written Implementation Protocols as a mechanism by which two or more organs of state must cooperate to exercise a statutory power, perform a function, implement a policy or deliver services. In the fiscal under review, the department will develop a Stakeholder Management Strategy and Standard Operating Procedure to strengthen the stakeholder processes, governance and accountability.

6.4.1 IGR Stakeholder Map



Accountability Measures To ensure transparency and accountability.	The following measures are in place and they will be enhanced: •Regular Intergovernmental Meetings – Stakeholders will convene periodically to track progress and address challenges. •Performance Monitoring & Reporting – Defined KPIs and deliverables will be used to assess effectiveness. •Defined Escalation Procedures – Clear protocols for resolving disputes or addressing non-compliance. •Stakeholder Feedback Mechanism – Open communication channels to ensure continuous improvement.
Stakeholder Feedback Mechanism	Open communication channels to ensure continuous improvement.

6.4.2 Departmental KPIs on IGR

The KPIs are in two folds, as it will be seen below: One focuses on strategic stakeholders and the one on IGR. KPI 1.1. is in the Departmental Business Plan, GH scorecard, Director scorecard and DD scorecard.

KPI 4.2. IGR, it is in the scorecard of the DD, and it is not on the Departmental Business Plan, GH and Director scorecards.

- KPI 1.1. Number of strategic stakeholder awareness building sessions / engagements executed or facilitated.
- KPI 4.2. Reporting on IGR and Legislature Communication to newsroom on national and provincial IGR, engagements matter, CoJ Legislature, and CoJ Forums engagements and matters.

6.4.3 Current outcomes of IGR

Strategies, plans, policies, guidelines, SOPs, presentations on city's work, etc.

6.4.4 IGR operational protocols

Quarterly meetings, bi-annual meetings, and as and when the need arises. Clear agendas are set, and minutes or records are kept for transparency and accountability. Follow-up actions and decisions are tracked to ensure timely execution.

6.4.5 Collaborations

There are formal and informal working groups made up of representatives from various government departments and agencies to address specific issues, ensuring a range of expertise is brought together. These collaborations rely on the sharing of resources, data and insights to tackle complex challenges that require a coordinated, multi-level government response. Joint programmes, from public health campaigns to infrastructure projects, are often implemented to address societal needs while aligning with broader policy objectives.

6.4.6 Other Stakeholders

Property Developers and Owners, Financial Institutions, Business, Mines, Corporates, Chambers, Informal Business – SMMEs, Co-operatives, etc.

6.4.7 Organised Business

ROCC, RCCI, JCCI, MCCI, JICBC, SACCI, DobCCI, SCCI, Ratepayers Association, NBI, SAPOWA, etc

6.4.8 Interest Groups

Inner City Partnership Forum, Inner City Partnership Forum, Johannesburg Crisis Alliance, Sport organisations, Labour, Community Based Organisations and NGOs, etc.

6.4.9 Civil Society

Women, Youth, Senior Citizens, People with Disabilities, Residents, Faith Based Organisations, Migrant Communities, Members of the Public, Community Leaders & Hostel Leadership, etc.

6.4.10 External Academics/Tertiary Institutions

UJ, Wits, UNISA, other Institutions of Higher Learning that visit the City of Johannesburg.

6.4.11 District Development Model (DDM)

Cooperative Governance and Traditional Affairs (COGTA)

The District Development Model was initiated by President Cyril Ramaphosa in his Budget Speech in 2019. Subsequently, the District Development Model was discussed and adopted by Cabinet, the 2019 Presidential Coordinating Council (PCC), the March 2020 extended PCC and various MINMECs.

The President in the 2019 Presidency Budget Speech (2019) identified the “*pattern of operating in silos*” as a challenge which led to “*to lack of coherence in planning and implementation and has made monitoring and oversight of government’s programme difficult*”. The consequence has been non optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and employment.

The President further called for the rolling out of “*a new integrated district-based approach to addressing our service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities...*” The President is cognisant of the fact that such an approach will require that “*National departments that have district-level delivery capacity together with the provinces ... provide implementation plans in line with priorities identified in the State of the Nation address*”.

The Model consists of a process by which joint and collaborative planning is undertaken at local, district and metropolitan by all three spheres of governance resulting in a single strategically focussed One Plan for each of the 44 districts and 8 metropolitan geographic spaces in the country, wherein the district is seen as the ‘landing strip’.

The District Development Model builds on the White Paper on Local Government (1998), which seeks to ensure that “*local government is capacitated and transformed to play a developmental role*”. The White Paper says developmental local government “*is local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives*”.

To which end, developmental local government is seen as having four interrelated characteristics of “*maximising social development and economic growth; integrating and coordinating; democratising development; and leading and learning*”. For local government to advance this, the Constitution calls on “*national and provincial governments [to] support and strengthen the capacity of municipalities to manage their own affairs*”.

Therefore, the model is a practical Intergovernmental Relations (IGR) mechanism to enable all three spheres of government to work together, with communities and stakeholders, to plan, budget and implement in unison.

In so doing the vexing service delivery challenges can also be turned into local level development opportunities, through localised procurement and job creation which “*promotes and supports local businesses, and that involves communities...*” This will also require national and provincial departments provide implementation plans and budgets which address local challenges and developmental opportunities whilst aligning with national, regional, continental and global goals and objectives.

The objectives of the District Development Model are to:

- Coordinate a government response to challenges of poverty, unemployment and inequality particularly amongst women, youth and people living with disabilities.
- Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at a local level.
- Narrow the distance between people and government by strengthening the coordination role and capacities at the District and City levels.
- Foster a practical intergovernmental relations mechanism to plan, budget and implement jointly to provide a coherent government for the people in the Republic; (solve silo's, duplication and fragmentation) maximise impact and align plans and resources at our disposal through the development of “*One District, One Plan and One Budget*”.

- Build government capacity to support to municipalities.
- Strengthen monitoring and evaluation at district and local levels.
- Implement a balanced approach towards development between urban and rural areas.
- Exercise oversight over budgets and projects in an accountable and transparent manner.

The District Development Model (DDM) is an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. It embodies an approach by which the three spheres of government and state entities work in unison in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes. It is a method of government operating in unison focusing on the municipal district and metropolitan spaces as the impact areas of joint planning, budgeting and implementation.

This method refers to all three spheres of government, sector departments and state entities operating like a single unit in relation to achieving developmental objectives and outcomes in these district and metropolitan spaces over a multiyear period and over multi-term electoral cycles.

Although each sphere, sector or entity has its distinct constitutional powers, functions and responsibilities, they cooperate and undertake collaborative planning, budgeting and implementation processes converging efforts at the district/metropolitan level. This joint work is expressed through the formulation and implementation of a **“One Plan”** which is a long-term strategic framework guiding investment and delivery in each district and metropolitan space.

Why is the District Development Model needed?

For the State to function and perform optimally and effectively, every organ of State has to perform its core functions well and work harmoniously with other organs of State and with civil society.

The *“pattern of operating in silos”* is a challenge which has led “to lack of coherence in planning and implementation and has made monitoring and oversight of government’s programme difficult”. The consequence has been non optimal delivery of services and diminished development impact on the triple challenges of poverty, inequality and employment, hence the President in the State of Nation Address (SONA) called for the rolling out of *“a new integrated district-based approach to addressing our service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities...”*

The President has given emphasis to the District Development Model as a unique form of social compacting that involves all key players in every district and metro space to unlock development and economic opportunities, highlighting that *“It builds the capacity of the state where it has been most broken.”*

The DDM calls for collaborative planning at district and metropolitan level together by all of government, based on a detailed, technically driven consultative process within government and with communities and stakeholders; resulting in a single strategically focussed One Plan for each of the 44 districts and 8 metropolitan geographic spaces in the country.

The Model is very firmly based on analysis of previous and current initiatives to improve developmental Local Government and Cooperative Governance, wherein developmental change is shaped and owned at a local level in partnership with communities, citizens and social actors. The successful functioning of Local Government is critical in this regard but insufficient on its own without more cohesive governance and overall government coordination and functioning. The Model is aimed at enhancing state capacity, institutional powers and functions which includes the ability to work in a cooperative manner so that there is greater cohesion and positive development impact.

The model also considers lessons from previous and current initiative which include Project Consolidate, the Integrated Sustainable Rural Development Programme (ISRDP), the Urban Renewal Programme (URP), District level Planning and Implementation Management Support Centres, the Local Government Turnaround Strategy (LGTAS), and Back to Basics. All of which sought and seek to improve the quality of life for all through impactful delivery.

The model reflects on recent reforms and progress in areas such as the National Treasury budgeting processes, specially Built Environment Performance Plans (BEPPS) processes and alignment with Integrated Urban Development Framework (IUDF), all of which are facilitating for better spatial targeting and alignment of government investment spending with development priorities.

Integrated Governance

Under the District Development Model all three spheres of government coordinate and integrate development plans and budgets and mobilise the capacity and resources of government and civil society, including business, labour, and community among others in pursuit of inclusive growth and job creation.

The District Development Model aims to improve the coherence and impact of government service delivery with focus on 44 Districts and 8 Metros around the country as development spaces that can be used as centres of service delivery and economic development, including job creation.

6.4.11.1 The Department's response to the District Development Model (DDM)

The Department of Group Communication and Marketing (GCM) supports the implementation of the District Development Model (DDM) by providing **strategic, coordinated and district-responsive communication** that advances integrated service delivery and development outcomes across the City of Johannesburg.

In line with the DDM principles of “**One Plan**”, “**One Budget**” and “**One Monitoring and Evaluation Framework**”, the department ensures that communication initiatives are aligned to district priorities, promote intergovernmental coordination, and enhance public awareness of government programmes and services.

6.4.11.2 One Plan Approach and District-Based Reporting

The Department of Group Communication and Marketing aligns its communication strategies and plans with the approved **DDM One Plan** to support district-based implementation and reporting.

Through the One Plan approach, the department:

- Aligns communication campaigns to district priorities and catalytic projects.

- Supports coordinated messaging across national, provincial and local government programmes using platforms such as Government Communicators' Forum, SALGA, Gauteng Province Government Communicators Forum. COGTA Provincial Heads, Gauteng COGTA integrated Communicators' Forum, the City of Johannesburg Newsroom Club, the City of Johannesburg Stakeholder Management Forum, the City of Johannesburg Marketing Forum, etc.
- Provides district-level communication inputs for reporting purposes.

Communication activities are aligned with the **Integrated Development Plan (IDP)**, **Service Delivery and Budget Implementation Plan (SDBIP)** and departmental business plan to ensure consistency and coherence in messaging.

6.4.11.3 District Development Model Stakeholder Mapping

The Department undertakes stakeholder mapping to identify key internal and external stakeholders relevant to DDM communication and marketing initiatives. These include:

- City departments and municipal entities;
- National and provincial government communication units;
- District and regional communication structures; and
- Community leadership, civil society and media platforms among others.
- Stakeholder mapping enables coordinated messaging, strengthens intergovernmental communication, and ensures that information reaches communities effectively at a district level.

6.4.11.4 DDM Performance Reporting: Key Performance Indicators (KPIs) and Outcomes

The Department contributes to DDM performance reporting through communication-related **Key Performance Indicators (KPIs)** aligned to the IDP and SDBIP.

These include:

- **Media Relations:** Coordinating media coverage of DDM-aligned initiatives to ensure consistent and accurate messaging, responding to media enquiries to provide clarification and promote transparency in government service delivery, supporting intergovernmental communication to amplify collaborative initiatives and public awareness campaigns and building and maintaining relationships with print, broadcast, to communicate district-based programmes and project. As well as supporting intergovernmental communication to amplify collaborative initiatives and public awareness campaigns.
- **Stakeholder Management:** Stakeholder engagements supporting joint messaging on district-based programmes and catalytic projects, strengthening intergovernmental collaboration through aligned communication strategies, enhancing community engagement and public participation, ensuring timely dissemination of information to stakeholders and communities, Identifying and mapping key stakeholders at national, provincial, and local levels to support district-specific planning and communication initiatives, engaging stakeholders through structured forums, workshops, and meetings to ensure alignment with DDM priorities, facilitating coordinated messaging and communication campaigns across multiple government departments and entities, strengthening partnerships with business, Institutes of Higher Learning, community leaders, communities, civil society, etc. to amplify outreach and promote public participation, collecting stakeholder insights and feedback to inform communication

strategies, improve service delivery messaging, and address community need and public awareness supporting DDM initiatives.

- **Internal Communication** activities supporting DDM initiatives, providing clear and timely information to employees about district programmes, projects, and service delivery initiatives, ensuring alignment of departmental and City-wide priorities with DDM objectives, promoting a culture of collaboration and coordinated action across City departments and entities and facilitating feedback mechanisms to capture insights and operational challenges from staff.
- **Online Communication** campaigns, public awareness and publicity supporting DDM initiatives; Communicate district-specific programmes, projects and service delivery initiatives, Promote DDM-aligned campaigns and catalytic projects, support coordinated messaging across City departments and other spheres of government, enhance public participation through interactive content and feedback mechanisms
- **Staging of events** supporting the DDM, showcasing government programmes, projects and service delivery initiatives aligned to district priorities Facilitating intergovernmental and multi-stakeholder engagement
- Enhancing public awareness and participation in development initiatives
- Targeted, district-based **Marketing initiatives**, supporting behavioural change and public participation through targeted campaigns, increasing visibility of service delivery interventions and development initiatives.
- Multi-media production of audio-visual content that showcases district-based programmes, projects, and service delivery initiatives, creating interactive and visually engaging materials for campaigns aligned to DDM priorities. supporting coordinated messaging across City departments, entities, and intergovernmental partners, enhancing public participation and understanding of government initiatives through accessible formats, including videos, infographics, podcasts, and presentations.

Performance is monitored and reported quarterly in line with the City's **Performance Management Framework**, with a focus on outcomes that enhance transparency, public participation and service delivery awareness.

6.4.11.5 Institutional Arrangements and Operationalisation of the DDM

The Department of Group Communication and Marketing participates in DDM institutional arrangements to operationalise district-based communication. This includes:

- Representation in IGR communication structures.
- Internal coordination with City departments to support district initiatives, and
- Designated officials responsible for DDM-aligned communication and reporting

These arrangements ensure integrated planning, consistent messaging and effective implementation of communication programmes at district level.

6.4.11.6 Impact of Intergovernmental Relations (IGR) on Service Delivery and Alignment with the DDM

Intergovernmental Relations (IGR) are critical to the Department's role in supporting the DDM. Through collaboration with national and provincial government communication counterparts, the Department:

- Supports aligned and coordinated government messaging.

- Communicates joint programmes and service delivery interventions.
- Enhances public understanding of intergovernmental initiatives.

Effective IGR coordination strengthens communication coherence, improves public trust, and supports the successful implementation of DDM-aligned service delivery programmes.

Strategic Alignment

This section aligns the Department of Group Communication and Marketing with the following frameworks:

- Integrated Development Plan (IDP)
- Service Delivery and Budget Implementation Plan (SDBIP)
- District Development Model (One Plan)
- Intergovernmental Relations Framework
- City of Johannesburg Communication Strategy and Performance Management System

7. Strategic Analysis

7.1 Challenges and Past Performance

7.1.1 Media relations, media coverage and responsiveness

The media plays a vital role in amplifying messages for large audiences to consume. The media's coverage also has a significant impact on public opinion. As a result, obtaining positive as well as neutral media coverage is critical to the long-term success of the City's strategic programmes and priorities. Positive media is attained from communicating progress and outcomes of the City's strategic programmes, while neutral media coverage is attained from the City timeously responding and providing accurate information to potentially negative issues in the media and public space.

In recent years, the City's media coverage has been consistent. It is partly because the CoJ Newsroom Forum runs smoothly. It is a weekly forum that brings together all the City's entities and department communicators. It is critical in ensuring consistency and uniformity in marketing, branding, and digital concepts, as well as strategic and important messages, campaign conceptualisation and execution for optimum impact. Communicators from various departments and entities as well as the Executive Mayor's Office and MMC offices, meet regularly, and the department holds regular Newsroom workshops to promote the City's Integrated Communication and Marketing Strategy, revise communication standards and share industry best practice.

The department also hosts regular media training workshops that incorporate theory mixed with practice in highly realistic situations, offering skills for appropriately prepare incumbents to deal with a dynamic media landscape.

To improve communication in the City, we pledge to, inter alia, -

- Work collaboratively with various departments and entities to establish a centralised approach to communication, as well as to implement communication and marketing strategies.
- Improve team synergy and encourage greater transparency in information sharing.
- Create quality digital content and providing live-stream capabilities for the media.
- Maximise efficiencies toward improved communication and drive a proactive communication agenda through initiative-taking media engagement.

7.1.2 Employee Communication and Engagement

Employee communication channels, like the internal newsletter, and intranet, were also improved to make them more interactive and engaging to foster employee involvement, ownership, productivity, and professionalism. However, to ensure information reaches staff who do not have access to online communication platforms, the sub-unit will investigate alternative ways of communicating with these employees to reduce the internal information gap.

Employees benefit as studies have shown that engaged employees see their work as more meaningful and fulfilling. Therefore, if we raise the engagement level of the workforce, the rewards will be mutually shared between the City and its employees.

In our observations, the current problem for the City of Joburg is employees not working willingly at their optimum to provide an advantage in achieving efficient, high-quality services. The challenge is to set a clear context for employees, to help them recognise the significant difference they are making daily and, in return, to acknowledge that contribution and ensure employees know that they are valued through the way they are managed.

Although employee engagement doesn't require a large budget to be impactful, there is a cost involved in changing course to improve employee engagement. It is our hope that the return on investment of employee engagement will be recognised by the City's leadership and that resources will be directed at the department's proposed initiatives.

7.1.3 Online Communication

We recognise the vital need for the City to bolster its digital infrastructure, system integration, and software use. This digital evolution is pivotal to fostering economic growth and optimising service delivery.

Embracing digital capabilities becomes paramount for delivering information and municipal services to citizens. The City emphasizes the importance of providing accurate and easily accessible information for informed decision-making, fostering public trust. Empowering City personnel with a digital mindset is the initial step in this transformative journey.

Online communication emerges as a potent tool for information dissemination, marketing City programmes, job openings, and public awareness campaigns. The City, particularly on X (Twitter), has become a leader, boasting the largest footprint among municipalities in South Africa and Africa with a single account.

On Facebook, the City's account, with over 379,000 followers. The success in social media is attributed to a robust growth strategy, featuring real-time responses, leveraging trending

topics, and employing creative content. In addition, the City has official TikTok, Threads and YouTube accounts with a combined total of over 95,000 followers.

This strategic digital approach is gradually rebuilding trust and confidence in the City's responsiveness.

Other digital transformation activities undertaken by the unit include:

Web CRM and Automation: In our pursuit of innovation and aligning our operations with global trends, we are excited to introduce cutting-edge web-based technologies that facilitate seamless and efficient business processes. One notable addition is our integrated Web-based Customer Relationship Management (CRM) system, characterized by drag-and-drop models. This plug-and-play approach ensures easy adoption, cost efficiency, and accessibility, eliminating the need for installations. Residents can now conveniently apply for various services remotely and at any time, including employment, CSD supply chain registration, ESP social packages, and more, using web forms. This technology, rolled out citywide at minimal cost, operates on a CMS platform and is user-friendly, with various departments seamlessly adopting and benefiting from its functionalities.

Social Media Engagement Automation: Our Smart Social Ticketing System consolidates traffic from social media, chat, WhatsApp, and web forms into a single platform, where comments and submissions are ticketed and stored. The system has tracked over 40,000 tickets a month, monitoring agent performance for efficient engagement and query resolution.

These technological advancements underscore our commitment to efficiency, accessibility, and enhanced service delivery. We look forward to continued innovation and improvement in our efforts to serve the community effectively.

The City's website is an essential component of the overall communication strategy and attracting between 30,000 to 40,000 daily, remains a vital asset and can provide quick access to pertinent information, function as a tool for community participation, and promote stakeholder involvement in monitoring and evaluating municipal performance and service delivery. This strengthens the foundational principles of effective governance, namely transparency and accountability.

Over the previous performance year, the website, which can be accessed via the domain: <https://www.joburg.org.za/>, contributed to increasing the municipality's interactivity, transparency, and openness, all of which are positive values to increase citizen trust and improve citizens' perceptions of the City of Johannesburg, and government in general. It is more user- and search-friendly, with increased functionality and clearer information presentation, for example:

- Social media integration and social media content sharing.
- Live streaming.
- Search engine optimisation (SEO).
- Cross-browser mobile device compatibility, amongst others.

By bringing the City's goals and activities closer to citizens, the website promotes citizen involvement as a communication tool. It has aided in the enhancement of services by engaging residents in debate and using social media to generate solutions to service delivery concerns.

Content on the website is constantly maintained and updated in collaboration with departments and stakeholders. The content pages offer a clear display and easy navigation. The website will continue to serve as a first port of call for all information pertaining to the City's programmes and activities. This necessitates collaboration among multiple departments and involves the integration of multiple data sets and facts from the City, such as street, water, and electricity maintenance statistics, among other, as well as narrative information such as press releases and links to municipal reports, policies, and plans.

Although the City is still in the early stages of digital transformation, the department will accelerate this through strategic partnerships, develop internal digital expertise, and introduce technology to communication and marketing processes, such as chatbots, which offer the ability to communicate and access information across applications and business processes remotely.

In summary, the City's achievements in the digital realm underscore its commitment to transparency, engagement, and responsiveness, fortifying its relationship with residents and stakeholders.

7.1.4 Marketing

Previously, marketing activities were mostly focused on increasing awareness of major programmes such as the IDP, SOCA, Budget, Service Delivery, Safety, Transport and Mobility, Anti-vandalism, along with others. The strategy is to support important service delivery outcomes with marketing campaigns that promote and position Johannesburg to local, national, and international audiences.

The department will continue to develop and deliver highly targeted, well-planned, coordinated, and integrated marketing campaigns through the optimal use of technology and a variety of marketing platforms. Given a restricted budget, the department will use certain digital technologies to help reinforce the City's messaging to the greatest extent possible.

Marketing tactics will be strategically aligned with the GLU objectives and stated priorities, with a strong focus on getting the basics right through the following integrated approach to marketing campaigns.

7.1.5 Integrated marketing campaign (IMC) approach

Increased market clutter has begun to limit individual consumers' attention to any external input. As a result, marketing strategies must be integrated, consistent, and well-timed, with various touchpoints communicating the same consistent message. Traditional mass media has grown less effective because of technology such as on-demand television, which allows users to select and consume media at a time that is convenient for them. The Marketing unit will deliver mainstream campaigns which involve a variety of media platforms, including, but not limited to, the following:

- Social media (Paid and Organic).
- Aspects of mainstream media (TV/Radio/Print).
- On-the-ground engagement.
- Activations.
- Bulk SMSes to our resident database.
- Email.

This IMC approach encourages more active and engaged civic participation in the business of Council because of its ability to inspire citizens with relevant communication and facilitate two-way discussions with the City.

7.1.6 Digital Marketing Campaign Approach

In support of the 'A smart city' strategic focus, new integrated marketing tactics will be deployed. These include integrating digital communication into the marketing planning and execution process. Going digital will be critical in altering our campaigns and elevating the City's marketing game.

What this means is that the department will deliver campaigns with digital elements (e.g., Facebook, X (Twitter), Instagram, Google Display Network, Targeted Home Page Takeovers, and Search Engine Optimisation) that will make marketing more effective, highly targeted, and relevant through customisation, allowing the City to speak directly to specific users, resulting in more efficient campaign management, marketing design, and execution.

Digital marketing technologies include customer or resident relationship management software, social media marketing, marketing campaign automation, wireless technology integration, and automated campaign reporting systems. Because of the ubiquitous nature of digital technologies, campaigns may be measured on a global scale.

7.1.7 Leveraging strategic events for brand promotion

Large-scale, community-based events are a great method for the City to reach thousands of people who might not otherwise hear or see its messages. It also enables the City, its authorities, and elected political representatives to communicate in person with residents.

This will help ensure locals are exposed to the City's brand, with a focus on visible service delivery. The strategic objective of the City's involvement is to showcase Joburg and its seamless ability to successfully host major world-class sporting events. The City resources are invaluable to the events, as it contributes to the safety and security. Global positioning of the city as an institution of government and the sports and tourism destination of choice based on the global exposure through television and various media platforms

7.1.8 Closing the information inequality gap through strategic research initiatives

The communication inequality gap is being addressed through ongoing research projects aimed at breaking down barriers and providing access to information across all community strata. Our research findings will continue to inspire community-based marketing tactics—a marketing method in which social good is always the primary goal. Constantly acknowledging, connecting with, and respecting our communities builds loyalty and confidence. So far, the results indicate the following:

In terms of customer service, residents continue to prefer to communicate with ward councillors to report a problem with service delivery. The City's online platforms (i.e., the website, social media, and apps) are still underused, which could be due to inaccessibility, a lack of awareness of these platforms, or a general bad impression of them. Negative perceptions on social media may be influenced by people's desire for face-to-face interaction due to its perceived efficiency in comparison to other methods; public meetings are also favoured.

The department's preferred means of communication continues to be pamphlets and community newspapers, which it employs for practically all marketing and communication activities. Community newspapers are also a popular form of communication in lower-income neighbourhoods, mainly because they are free of charge.

7.1.9 Community media to empower and engage communities

If the department is to be successful in empowering communities through information to improve their lives and drive social change, communication should take place in spaces where citizens engage and exchange information, such as community radio & newspapers (which is preferred specifically for service delivery matters) and social media platforms.

However, obstacles such as access to information persist due to a number of socio-economic factors like the cost of data for online engagement and should be considered in decision-making as the City, as an organisation, progresses toward a culture of empowerment and accountability in which we deliver the experience that our residents expect.

While community radio is seen as an excellent medium for increasing involvement and empowerment among local communities due to its accessibility and social value, it continues to offer a significant challenge for the department. This sector is struggling with legalities because of a lack of capability or chronic underfunding. They do not have the SABC's large commercial income, public service licence fees, subsidies, and VAT exemption, and as a result, fall foul of our Supply Chain Management policies

The SABC's (ALS) African Languages portfolio includes ten stations: uKhoziFM, LesediFM, uMhlobo Wenene, Thobela FM, IKwekwezi FM, Phalaphala FM, Ligwalagwala FM, Munghana Lonene, TruFM, and Motswedding FM, which serve a highly aspirational, connected, rooted, and relevant middle market in their mother tongues through a bouquet of content, including drama, news, education, arts, business, health, and social responsibility.

The City is unable to procure the services of all community radio stations due to non-compliance issues such as:

- The stations' directors work for the government.
- Tax issues.
- Non-payment of rates and taxes.
- Licensing and other governance issues

Efforts have been made to engage and support these stations, as well as to persuade them of the benefits of compliance for the sake of media diversification, and the department is working with the radio stations that are compliant.

We remain committed to ensuring those who were previously excluded are now included in the "mainstream media", and that formerly disadvantaged and excluded persons have easy access to information.

7.1.10 Applying traditional above-the-line (ATL) marketing tactics for mass audience reach and appeal

Although the City is leaning towards digital communication, one should not underestimate the importance of traditional mass communication; thus, the unit will continue to deploy traditional

mass communication approaches (including elements of mainstream media, such as TV/radio, print) to several large-scale marketing campaigns.

7.1.11 Using below-the-line (BTL) marketing tactics for more targeted campaigns

Below-the-line advertising reaches out to smaller, more specific audiences and includes social and digital media, targeted brochures, direct mail, flyers, activations, SMS, sponsorships, and email campaigns. Rather than using a "blanket approach" to marketing messaging, this strategy is especially useful for reaching or conveying a specific message to a specified audience in a designated geographical area.

7.1.12 Supporting key legislated events (like the IDP, SOCA and Budget) and community engagements with through-the-line marketing campaigns

This entails employing a mix of above-the-line (ATL) and below-the line (BTL) marketing tactics to promote citizen-centric procedures aimed at improving communication, sharing information, and encouraging citizen involvement and participation in local decision-making, programmes, and initiatives, including internet marketing, on-the-ground campaign activations, mass communication mediums, infographics, branding, and radio advertising.

7.1.13 Community-based marketing / social marketing

This specific marketing tactic aims to improve people's well-being as well as the physical, social, and economic environments in which they reside. As a long-term method for altering human behaviour, it necessitates carefully organised campaigns that cross-promote educational and thought leadership content. Participating in the community means that the City will have the opportunity to engage with the target audience on a conversational platform. The emphasis will be on the community and its needs, demonstrated by speaking authentically and demonstrating that the City cares and wants to assist by finding answers to their challenges. Over time, not only will this method improve the City's reputation among Johannesburg's communities, but it will also increase the City's understanding of its communities.

7.1.14 Leveraging zero-budget (Organic) based campaigns

Through innovation, the department has been able to establish communication platforms which enables the unit to leverage and make use of zero-based in-house campaigns and events.

These include email newsletters, bulk SMSes, digital screens, website, Jozinet, Customer Relationship Management applications (Zoho and Hubspot).

7.1.15 Consistent brand application, monitoring, and use

Logos, advertising and promotion attempt to create an awareness of the Joburg brand, the respective expertise of our employees and Council, as well as the nature and of the many services the City provides to our respective audiences. Besides promoting the City's services, the messages we communicate clearly conveys the professionalism and culture of our organisation.

According to the website tailorbrands.com, a logo is not only an integral part of making your brand successful, but it is also the foundation of your brand identity. As such it must grab the

audience's attention, make a strong first impression, be memorable, foster brand loyalty and separate the organisation from competition.

A primary task of the department is to maintain and build the City's identity to accord with and facilitate business and strategic objectives. It is visually manifested by way of branding as well as design (logo, symbols, packaging etc.), advertising, public relations, and the like.

As the custodian of the City's brand names and logo trademarks, the department must ensure that all printed material, promotional items, and other material display the organisation's brand correctly. The department will therefore continue to oversee brand applications, and in 2026/2027 the Marketing unit will also oversee a review of the CI manual to ensure that it honestly reflects the City and its aims, communicates core values in an interesting way, and grows the brand by piquing the interest of the public and inviting them to learn more about other services and programmes that the City offers.

The following are brand compliance methods to ensure consistent depiction of the City, namely:

- Templates and recommendations for JoziNet.
- cojmarketing@joburg.org.za can be contacted for compliance inspections, marketing, and brand-related inquiries.
- Quarterly CI Compliance presentations in the Newsroom Club meetings.
- Training on CI compliance for all marketing workers throughout City departments and municipal entities, as well as roadshows or engagements on CI compliance.

7.1.16 Toward a culture of innovation

The City's goals have transformed and being open will go a long way with our consumers and residents. This necessitates the development of a more adaptable, highly targeted, and hybrid strategy to managing the balance between digital and traditional marketing requirements. Niche marketing tactics will be a major focus in the future, as marketing cannot rely on broad mass marketing efforts to effectively transmit messages.

7.1.17 Events

The department hosts and executes strategic high-end events such as the Joburg Open an international professional golf tournament, to market and communicate and amplify the City's brand, messages, and content to local, national, and international audiences. These events further showcase the city's infrastructure. The Events unit is responsible for planning, organising, and managing key strategic events and it also organises events that support the GLU priorities as well as key projects.

7.2 Environmental Analyses

The constant change and transformation in the information and communication domains forces us to respond in a way that retains and builds public trust.

If guided by the past lessons, technological innovations and a shift in understanding the nature of information and how information works and is communicated, will continuously impact the City's communication initiatives in. Understanding or recognising this will ensure that the

overall quality of life of residents improves and that our vision of the Joburg communication infrastructure as far as the strategic priorities are concerned, is realised.

Nothing is predictable, so it will be vital to keep a close eye on how our communication strategies progress as the world and the local government sector as well as the industries that affect us, continue to change. The Group Communication and Marketing business and digital strategy needs to be guided by the lessons learnt in the past, inter alia:

- Our core established channels will continue to be key for digital communication, but we need to try and test more social channels.
We need to look at new forms of measurement, with a major focus on data and data management to ensure contextual and time-based targeting of our messages and segmentation of our audiences.
- Media investment is significant for City-owned messaging - it opens opportunities for new brand partnerships who are looking to engage on meaningful topics.
- Understanding how audiences are using their time online is key. There may be new opportunities when a scheduled event could present a good way to engage citizens or reach people around other existing events.
- People are digitally engaging with their local communities more and the City needs to consider opportunities to engage communities for localised messaging (e.g., community radio), and keep aware of how other 'brands' are communicating in these spaces, for example provincial government.
- Fighting misinformation remains a challenge and a threat and we should be prepared to continue to be targets of misinformation and have a plan for counteracting it.
- When we connect positive memory to a communication campaign, that sense of positivity and hope builds an emotional relationship with our audiences and provides a positive narrative for the City of Johannesburg.
- We must select influencers who are authentically passionate about the purpose of a campaign and will be 100% sincere in communicating the message to their audience. The choice should not be based on the number of followers or engagement rate. Micro-influencers must therefore become an essential part of the City's brand voice and marketing strategy, because they can authentically engage with their followers.

7.3 SWOT analysis

It is very important that we know our internal and external environment variables. These variables are crucial for the City and department's long-term successes and very related to each other.

In aiming to maximise efficiencies towards improved communication and service delivery excellence, the department has identified strengths and weaknesses within the internal environment as well as opportunities and threats in the outer environment, which can influence the department's capacity to strategically align to a progressive communication and transformative agenda.

The department will push its communication agenda in the direction of the following strengths and opportunities to execute the mandate set out in this business plan.

	Strengths	Weaknesses
	• Sound working relations with other departments and entities (e.g., Newsroom) for content development. • Sound relations with group functions and municipal entities (like MTC and Group ICT) and other bodies (e.g., ICASA) for building strategic partnerships. • Strong leadership that is available to the citizens and communities and for interviews (i.e., Executive Mayor) and keen to bring all stakeholders and players together around building a city that is at the centre of driving South Africa's economy. • Strong and established Joburg brand. • Strong digital presence on social media. • Relatively good team spirit and a department that is dedicated and committed to execute and deliver City messages to targeted audiences. • Innovative and creative task team to help transform how the City provides communication services to residents. • The City of Johannesburg has established itself as the leading municipality on X (Twitter). • Agility to support and co-ordinate marketing campaigns with entities and departments. • Consistent and ongoing campaign messages and brand building to raise awareness of the City's programmes and the Joburg identity. • Well-executed marketing activations and events. • Adaptability and flexibility to deliver successful campaigns and events in short lead times, and in line with good practice standards.	• No city-wide panels are in place to deliver events and other communication and marketing services. • Lack of time to plan and execute events, integrated marketing campaigns and branding due to last-minute requests and briefings. • <i>Ad hoc</i> and unfunded mandates can affect prioritisation efforts and contribute to existing pressures (human capital and budget). • Developing and retaining talent with a commitment from senior leaders across the City. The City does not have an approved staff retention and succession policy. • A flat, outdated organisational structure that leaves no room for promotion or progression which has an adverse effect on st morale and self-development efforts. • Up-skilling of staff. Communications increasingly require different and more technical skill sets. • Increasingly specialised positions required on the structure due to digital technological advancements. • Corporate Identity (CI) - Inconsistent application across all departments and municipal entities; and lack of compliance monitoring. • The debilitating effect of an unstable internet connectivity on operations and digital communications, e.g., TV screens, intranet, and the website. • Lack of urgency to help transform how communication services are provided - project ownership. • Lack of seamless continuity due to personnel acting i key positions eg Group Head

	Opportunities	Threats
	• Lessons learnt from the past and ongoing polling, surveying and research can improve or strengthen our communication and marketing strategies. • Using media influence to change perceptions and attitudes (e.g., strategic partnerships). • Positive message of hope and delivery through effective, powerful, and consistent brand messaging that the City's employees and customers understand and embrace. • Leveraging the allure of the Joburg brand to create new spaces for networking and explore strategic partnerships and marketing opportunities in the private sector. • Innovative digital marketing, Search Engine Optimisation (SEO) and paid online advertising.	• Departments and entities establishing their own in-house event capabilities can raise the risk of reputational damage if events are poorly organised and executed. • Cost containment and budget cuts have an impact on the business model, programmes, and strategies for service delivery. • Cybersecurity – data breaches. • Failure by the City to innovate. The City must be relentless in its quest for what's next. What do our customers really need? How can we solve their problems in a new and better way? The reality is that it's essential to be three steps ahead always. • The City's dire financial situation is a great threat to service delivery and the stability of the institution.

7.4 PESTEL

Group Communication and Marketing Department is not immune from the exogenous variables that impact any organisation, partnership, or community, among others. These variables can be assessed by analysing what is happening at political, economic, social, technological, environmental, legal and industry levels.

Local government as a face coal of service delivery is operating in a dynamic and complex environment. Although the challenges faced previously are not so unique from current ones, the scope, scale, and urgency of these problems have all sharply increased. The work of local government is not easy, but it is essential.

The current exogenous/external environment is extremely turbulent, complex, and fluid. It is made up of an array of interests, disruptions, and concerns that weigh heavily on most people affected by poverty, inequality, and unemployment. In addition, the City competes for attention with voices that have different and often opposing imperatives and objectives in a volatile environment that is characterised by job losses, corruption, service delivery protests, etc. All these "voices" are important contextual factors that limit or enhance the City's communication efforts.

Understanding our position within this environment requires thinking about specific matters we need to deal with, such as political ideologies and mandates, socio-economic factors, technological trends and developments, environmental and industry concerns, legislative prescripts, the media agenda, demography, and stakeholders' general attitudes, behaviours, and moods.

The following factors have been identified as being likely to impact the department's ability to effectively execute its mandate on account of being outside our locus of control:

Table 3: PESTEL

Political ³	Economic ⁴
▪ Ability of local governments to act in a unified manner when responding to reputational threats posed by negative media coverage due to political instability. ▪ Negative or positive perceptions of government in general have an impact on communication approach. ▪ Changes in the political environment. The media can shape public opinion and at times also manipulate it. ▪ Competing political interests – the mainstream media can be influenced by the disparate interests of politicians, journalists, and citizens as each group jostles to get what it wants out of politics and the political communication that makes politics possible. ▪ Service delivery failures threaten credibility (some destitute citizens in the country blame local government for service delivery failures due to factors largely external to local government).	▪ Service delivery failures due to labour unrest and rising labour cost. There must be a new conversation between Council and the unions. Because of labour shortage, due to economic expansion combined with demographic changes and an ageing population, the City will need to demonstrate that it is an attractive employer, and focus especially on increasing its appeal to young employees and answering the challenge of flexibility and career development. ▪ Convergence of demographic trends and disparities is contributing to a new economic reality for South African society, characterised by high levels of poverty, unemployment, and inequality. ▪ Keeping track of temporary migration or the movement of people is difficult and complicates spatial and services planning, like healthcare.
Social ⁵	Technological ⁶

³Political forces and influences that may affect the performance of or the options open to the City.

⁴ The nature of the competition or challenges faced by the City or its services and financial resources available within the economy.

⁵ Demographic changes, trends in the way people live, work, and think.

⁶ New approaches to doing new and old things, and tackling new and old problems, which do not necessarily involve technical equipment.

▪ Marginalised people become even more vulnerable in emergencies due to a number of factors, e.g., their lack of access to information and health services. Joburg citizens most at risk are those that depend heavily on the informal economy, occupy areas prone to shocks, have inadequate access to basic services, have limited capacities and opportunities to cope and adapt, and limited or no access to technologies. ▪ Engaging diverse constituencies – Different communities have very different expectations and preferences on what and how they want to be engaged. People engage with what they feel part of and value what they help to build. Engaging citizens and local communities is indispensable when it comes to developing a sense of ownership in decision-making and service delivery issues. How individuals and organisations react to social issues is increasingly being influenced by the Internet and communication technology (including social network services) – e.g., “up” or “down” trending. The younger generation has vital influence here and the City needs to ensure that they include these new citizens and voices in the of Joburg society. ▪ The impact of social media has transformed how public services are rendered and the way municipalities communicate with residents and citizens. Social media has enabled ordinary people to share stories without any mediation by the media, which challenges local governments to acknowledge and address the need for professionalism at work and to find new opportunities for e-governance. ▪ Changes in lifestyles and needs. Educational levels of citizens. ▪ Apartheid spatial development continues to entrench socio-economic vulnerability.	▪ The pace of technological change is unrelenting and can only quicken, and public service communications must adapt or become obsolete. Future communication (i.e., digital communications) must focus on innovations and new technological platforms and develop new relationships with audiences. ▪ “New” media vs “old” or traditional media – advertising costs associated with TV, radio and the print media, are expensive and requires government to look at using new media (e.g., online advertising, video, streaming and social media) to reach target audiences and achieve value for money. ▪ 4th and 5th Industrial Revolutions. ▪ Lack of tools and resources to enable the City to respond to challenges and support improvement in a range of areas – e.g. cyber security.
Environmental⁷	Legal
▪ Emphasis on environmental issues and popular attitude towards the environment, e.g., the emergence of a new greener consumerism and civil society. ▪ Environmental factors like climate change, water scarcity and energy conservation are reshaping the urban landscape i.e., the way we travel, work, play and how we approach spatial planning. The trends of the emerging landscape challenge local governments to review current planning methodologies and	▪ Ethical, regulatory, and legal issues surrounding public participation, the media, telecommunications, social media and the Internet (e.g., defamation, reputation management and protection, copyright and other aspects of intellectual property, misrepresentation and whistleblower protection etc.). ▪ Weak oversight and governance of municipal entity boards, and overly complex legislation which municipalities are unable to get to grips with (e.g., Supply Chain Management), impacts negatively on local government’s ability to provide effective and efficient services. ▪ Weak oversight, supervision, support, intervention mechanisms across government.

⁷ The wider ecological system of which the organisation is a part and consideration of how the organisation interacts with it.

experiment with new ideas that will allow mixed and flexible use of its assets and structures, respond quickly to changing needs, and experiment with new approaches to energy production, transportation, and service delivery. Local government must lead the way in responding to the impacts of climate change, promote good practice and share innovative solutions.	
Industry⁸	
- 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 Integrated Development - The local government remains largely dysfunctional. The Auditor-General has repeatedly warned against the state of financial management in municipalities and reports indicate the severity of challenges of lack of capacity, mismanagement, and corruption at local government level.	- Little positive impact on coordinated and cooperative governance through 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 must remain a central mission. - Embedding and promoting equality, diversity and inclusion into the City's core values, policies and practices, and improving leadership support programmes can demonstrate how the City and constituents are working as equal partners. It will level up those communities that feel left behind and transform places across Johannesburg. Enabling local people to make local decisions will create the conditions for sustainable growth, better public services, and a stronger, more resilient society. - Boosting skills and ensuring that local government has a workforce for the future is essential to economic recovery.

⁸ A review of the attractiveness of the industry of which the organisation forms a part.

7.4.1 Strategic reaction to the External Environment

As local government is the frontline of citizen engagement, service delivery and management of public space, it is important to understand what this level of government is all about. Section 152(1) of the Constitution of 1996, states that the objectives of local government are to:

- Provide democratic and accountable government for local 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 organisations in matters of importance to local government.

For each of these objectives to be achieved, it is important that the needs of the communities should be acknowledged and taken into consideration when municipalities plan and execute the delivery of services. Municipalities in return should receive the necessary support and cooperation from the communities they serve.

7.4.2 Strategic reaction to the Internal Environment

Focusing on the department's existing strengths remains crucial in the short term, regardless of their limitations. To ensure the success of our communication and marketing initiatives, it's imperative to address any weaknesses within the City's communication value chain. Therefore, in, our efforts will be dedicated to mitigating these weaknesses to fully leverage our strengths by:

- Implementing the revised CoJ Integrated Communication & Marketing Strategy across all sectors. This strategic framework safeguards the City's reputation and ensures communication that enhances stakeholder relations.
- Enhancing performance reporting by implementing more robust monitoring and evaluation practices, alongside improved data quality management.
- Mobilizing and engaging staff to foster awareness and enthusiasm about the City's strategic vision and priorities through targeted internal communication activities and the expanded deployment of digital screens across City buildings.
- Applying the City's Corporate Identity (CI) manual and enforcing compliance throughout all departments and business units.
- Providing training to staff and communicators to optimize the impact of our communication efforts.
- Establishing a centralised knowledge and information repository to facilitate the sharing and preservation of institutional memory.

Internally, the department will strategically oversee City-wide communication initiatives to reinforce the Joburg brand identity and cultivate a revitalised City workforce that is well-informed, engaged, and poised to serve as ambassadors for the organization.

8. Risk assessment

Overview

Risk management is a legislated mandate. The Municipal Finance Management Act 56 requires the Accounting Officer to maintain an effective, efficient and transparent system of

risk management. The Group Risk Audit Services department (GRAS) is the custodian of risk management in the City of Johannesburg.

The City has adopted Enterprise Risk Management (ERM) principles and processes. Wikipedia defines Enterprise Risk Management as a holistic, top-down framework used by organisations to identify, assess and manage risks -including strategic, operational, financial and reputational threats- across all business units. The department has adopted the proactive risk management practice of identifying, assessing and mitigating risks annually. The department with the assistance of the GRAS department assesses strategic, operational, project and contract risks annually. The department uses risk management as a tool to assist it to achieve its objectives by identifying risks before they materialise and implementing all necessary mitigations.

The evaluation and mitigation of risks are fundamental processes for ensuring sustainable achievement of strategic objectives. Risk management serves as a crucial internal control mechanism aimed at addressing potential challenges that could impede the attainment of set objectives. To bolster risk management as a control measure, the department has assessed strategic risks for the 2026/2027 financial year, pinpointing the primary risks linked to its delivery objectives.

For the financial year, the department anticipates the following risks, among others, along with corresponding mitigation strategies:

RISK (s) IDENTIFIED	MITIGATING ACTION(S)
STRATEGIC RISKS	
Inability to build an inclusive positive City narrative because of: • Exclusivity - Communication channels are currently biased towards stakeholders with internet access. • Budget Constraints. • Language exclusion poses barriers to effective communication.	• To migrate to Microsoft 365 and consolidate Citywide stakeholder database.
Failure to execute an integrated approach that promotes the city marketing and safe events by internal and external stakeholders particularly due to: • The application process is deemed expensive due to municipal tariffs to be paid. • City losing high-end events due to high tariffs.	• Distribution of newsletters communicating the application process. • Develop CoJ event management policy. • Follow-up on report seeking approval to review JOC tariff structure. • Promotion and enforcement of the Events JOC (where there is engagement with internal and external stakeholders).
Inadequate reach of employees through internal communication and engagement due to: • Limited platforms for employees to express or communicate their views. • Difficulties in reaching all CoJ employees.	• Hosting Public Service/Employee Engagement Day. • Expanding the deployment of digital screens to 80 as an internal communication platform for employees.
Failure to engage with external stakeholders to communicate the strategy of the City arises from: • Inadequate identification of opportunities to communicate/engage City's stakeholders about priorities & programmes. • Shifts in stakeholder needs and preferences.	• Update and maintain a database tool on the City's website for improved stakeholder management.
Inability to plan and execute targeted marketing campaigns due to: • Budget fluctuations. • Inadequate monitoring of internal city-wide Corporate Identity.	• Motivating for the budget during budget review season. • CI presentations on various forums.

RISK (s) IDENTIFIED	MITIGATING ACTION(S)
Failure to collaborate on events with Joburg key stakeholders to position the Joburg brand due to: Political developments and budget allocations.	• Regular updating of events in the events calendar.

8.1: Departmental Strategic Risk Register for 2026/2027

No:	Departmental Objectives	Risk Name	Root Causes	Consequences	Impact	Inherent Impact Rating	Likelihood	Inherent Likelihood Rating	Inherent Risk Rating	Inherent Risk Exposure	Current controls	Control Effectiveness	Residual Risk Exposure	Risk Owner	Interventions/ Actions to improve management of the risk	Action Owner	Time scale
1	Build an inclusive and positive City narrative which generates a sense of identity, belonging and inclusion for all stakeholders.	1. Inability to build an inclusive positive City narrative.	1. Exclusivity - Communication channels are currently biased towards stakeholders with internet access. 2. Budget Constraints. 3. Language and communication exclusion.	1. Marginalised groups and vulnerable individuals will have no/limited access to information on services 2. Information inequality 3. Reputation Damage 4. Decline on Public Participation	Major	4	Possible	3	12	High	1.1 Joburg Pulse TV on CoJ YouTube 1.2 Engage and encourage non-compliant community radio stations to become compliant. 1.3 Research project underway in regions (B&C). 1.5 Community newspapers engagement 1.6 Utilisation of all social media platforms. 1.7 Ongoing language translations for communication marketing campaigns.	Effective	Medium	Group Head : Communication & Marketing	1.1 To migrate to Microsoft 365 and consolidate Citywide stakeholder database.	1.1 Director: Strategic Comms	1.1 30 June 2027

			2. Language and communication exclusion								2.1 Key program mes are translated in two additional official languages 2.2 Collaborate and Partner with relevant stakeholders (NGOs) in the communities.	Effective			2.1 Continue to implement civic educational campaign to empower residents	Director: Marketing	2.1 Quarterly
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2	Host events, community engagements to engage stakeholders, market the City and communicate service delivery successes and position Joburg in a positive light	Failure to execute an integrated approach that promote the city marketing and safe events by internal and external stakeholders.	1.The application process is deemed expensive due to municipal tariffs to be paid. 2.City losing high-end events due to high tariffs.	1. Reputational damage 2. Non-compliance with legislation and by-laws 3. Fatalities and injuries 4.Loss of revenue.	Critical	5	Likely	4	20	Very High	1.1 Standard event guidelines in place and publicised 1.2 Developed concept online tool for the application process (paperless system). 1.3 Developed concept of archiving portal for EMS events. 1.4 Online application portal and online JOC presentation submissions portal which aim to manage key operational activities online.	Partially Effective	High	Group Head : Communication & Marketing	1. Follow up on submitted report seeking approval to review JOC tariff structure. 2.Distribution of newsletters communicating the application process. 3. Develop CoJ event management policy. 4.Promotion and enforcement of the Events JOC (where there is engagement with internal and external stakeholders).	Director: Events	1. September 2026 2. Quarterly 3.30 June 2027 4. Quarterly	30
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			3.Event organisers bypassing responsibility of ensuring safety at events (e.g., illegal events). 4.Non-compliance with events legislation and by-laws								1.1 Standard event guidelines in place and publicised . 1.2 Distributi on of newslette rs communi cating the applicatio n process. 1.3 Develope d concept of archiving portal for EMS events. 1.4 Online applicatio n portal and online JOC presentati on submissio ns portal which aim to manage key operation al activities online.	Partially Effective					
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3	Increase the reach and efficacy of employee communication and engagement	Inadequate reach of employees through internal communication and engagement.	1. Limited platforms for employees to express or communicate their views. 2. Difficulties in reaching all CoJ employees.	1. Negative employee perceptions may continue unabated. 2. Negative impact on the reputation of the City. 3. Low staff morale. 4. Reduced productivity.	Major	4	Likely	4	16	High	1.1 Employee Engagement Strategy in place. 1.2 Bulk emails to employees (CoJ messages); publication of stories / articles on intranet; bulk messaging (SMSs); internal employee newsletter (digital Mahungu Ya Vahirhi); employee activations and digital display screens. 1.3 Host competitions for internal employees to raise brand awareness and boost employee morale.	Partially Effective	Medium	Group Head : Communication & Marketing	1. Install 80 city-owned sites with a digital display screen as internal/employee communication platform. 2. Continue to host employee engagement day to boost morale.	Director: Strategic Comms	1. 30 June 2027 2. 30 June 2027
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			2. Difficulties in reaching all CoJ employees.								2.1 Roll-out of the digital screens project. 2.2 25 city-owned sites with a digital display screen as internal/employee communication platform.	Partially Effective					
4	Ensure strategic management of stakeholders Delivering integrated communications to amplify the City's messages and maximise stakeholder reach Collaborate on events for the benefit of Joburg's stakeholder and positioning Joburg as a brand.	Failure to engage with external stakeholders to communicate the strategy of the City	1. Inadequate identification of opportunities to communicate/engage City's stakeholders about priorities & programmes. 2. Negative impact on the reputation of the City.	1. Negative citizen perceptions may continue unabated. 2. Negative impact on the reputation of the City.	Major	4	Likely	4	16	High	1.1 Implementation of approved Stakeholder Management strategy & plan. 1.2 Stakeholder sessions / engagements through the annual IDP process, SOCA, Budget etc. and other initiatives. 1.3 CoJ Stakeholder Forum to analyse	Partially Effective	Medium	Group Head : Communication & Marketing	1. Update and maintain database - Manually/ Microsoft 365.	Director: Strategic Comms	1. Quarterly

											communi cation preferenc es of identified stakehold ers.						
			2. Shifts in stakeholde r needs and preference s.								2.1 Initiated research: Stakehold er identifi cation & analysis.	Partially Effective			2. Continue to conduct research: Stakeholder analysis and mapping.	Director: Strategic Comms	30 June 2027
5	Plan and execute integrated and targeted marketing campaigns	Inability to plan and execute targeted marketin g campaign s	1. Budget fluctuation s 2.Inadequa te monitoring of internal city-wide Corporate Identity	1. Loss of brand value / declining brand equity. 2. Loss of trust from citizen 3. Decline in awareness of city's service delivery projects 4. Loss of brand equity	Major	4	Likely	4	16	High	1.1 Organic marketing campaign s. 1.2 Prioritise marketing projects within the city. 2.1 CI presentati ons on various forums.	Partially Effective	Medium	Group Head : Communi cation & Marketing	1.1 Quarterly monitoring of allocated budget. 1.2 Motivation for mid-term budget review. 2.1 Citywide Communication of CI guidelines and standards.	Director: Marketing	1.1 Quarterly 1.2 31 January 2027 2.1 Quarterly
6	Collaborate on events for the benefit of Joburg's stakeholder and positioning Joburg as a brand.	Failure to collaborate on events with Joburg key stakehold ers to position the Joburg brand	1.Political developments 2. Budget allocations	1. Unable to collaborate and commit with upcoming events rights owners 2. Unable to position the city of joburg as a brand	Major	4	Almost Certain	5	20	Very High	1.1 Requestin g and motivatin g for budget. 1.2 Partnerin g with internal and external stakehold ers on	Partially Effective	Medium	Group Head : Communi cation & Marketing	1. Regular updates on planned events	AGH	1. Quarterly

											new and existing collaborations.						
											1.3 Annual events calender (Requesting departments to provide information on all their annual events)						

8.2 Crisis Communication

There is always the potential for threats to the City's reputation, operations, and responsibilities arising from environmental changes and other external factors. The department plays a crucial role in managing reputational risk within the City's overall risk management framework and instilling across the organisation the importance of addressing reputational risk. It is tasked with providing communication support to ensure that the City's reputation is effectively managed in a proactive, strategic, and measured manner, and that the City's disaster management and emergency plans are implemented.

Throughout the year, various issues emerge, requiring a clear differentiation between incidents, such as floods, accidents, and fires, and crises. Incidents involve threats to public safety, whereas crises pose risks to the organisation's reputation and public perception. It is widely recognised that well-planned crisis communication can significantly contribute to the prevention and mitigation of issues by alleviating anxiety and fear, promoting public compliance with mitigation measures, reducing the burden, and enhancing the effectiveness of interventions. Therefore, proactive preparation through clear procedures and overarching strategies is essential.

Through the Newsroom Club, the department has developed a revised Crisis Communication Plan (CCP). This plan serves to outline the City's response to crises and provides strategic guidance to communicators at all levels on leading during crisis situations. It delineates response protocols, defines roles and responsibilities, and ensures an effective and consistent crisis response.

Continuous evaluation and updating of the plan are imperative to safeguard critical business functions and ensure readiness in the event of a crisis.

Effective communication requires understanding. Now, more than ever, we face the undeniable truth that language barriers can hinder communication with communities. This highlights the importance of targeted interventions, such as using local and even foreign languages, to address this challenge. It's crucial to continually assess comprehension, provide suitable communication channels, and encourage feedback to mitigate the impact of language differences.

“I used to think that communication was key until I realised comprehension is. You can communicate all you want with someone but if they don’t understand you, it won’t reach them the way you need it to.” (Unknown).

9. Strategic Response – Implementation and Performance

9.1 Key Performance areas

To fulfil the objectives outlined in the departmental service delivery and budget implementation plan (SDBIP) and advance democratic and transformative communications, the department commits to:

- Enhancing awareness of GLU priorities and Mayoral initiatives.
- Cultivating an inclusive and uplifting City narrative that fosters a sense of identity, belonging, and inclusion among all residents.
- Providing integrated communications to amplify the City's messages.
- Supporting the digital transformation efforts of the City.
- Strategizing and executing integrated and targeted marketing campaigns.
- Ensuring effective stakeholder management strategies.
- Hosting events and community engagements to engage stakeholders, promote service delivery achievements, and reinforce the brand.
- Ensuring event compliance through the approval of event plans by the city's Joint Operations Committee (JOC) for both internal and external events in Johannesburg.
- Collaborating on events for the benefit of Joburg's residents.
- Enhancing the reach and impact of employee communication initiatives.
- Profiling leadership to enhance public understanding of their roles and contributions.

9.2 Departmental Scorecard for 2026/27

The table below depicts the 2026/27 Departmental SDBIP Performance Targets.

Table 1 – Departmental SDBIP (2026/27)

GDS OUTCOME: 4 - A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region																			
STRATEGIC PRIORITY 8 – Active and Engaged Citizenry																			
STRATEGIC PRIORITY 1 – Sustained Economic Growth																			
STRATEGIC PRIORITY 1 – Smart City																			
NO	KEY PERFORMANCE INDICATOR	Baseline 2024/25	2026/27 TARGET	2027/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD UNIT	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Cape x	Opex	Q1	Q2	Q3	Q4				
1	% Implementation of Integrated Solutions Plan to enhance transformation in the City	New	100%	100%	100%	2026/2027 Integrated Solutions Plan	100%	100%	100%	tbc	tbc	tbc	tbc	tbc	tbc	2026/27 Integrated Solutions Implementation Plan Quarterly reports with evidence of implementation ⁹	Strategic Communication	Marketing Events	GOV
2	% Positive and neutral media coverage received for the City ¹⁰	New	60%	65%	70%	60%	60%	60%	60%	0	Tbc	Tbc	Tbc	Tbc	Tbc	Quarterly media monitoring reports Quarterly close out reports with	Strategic Communication		GOV

⁹ Approved PowerPoint presentation with-screen shots and analytics from implemented platform/s

¹⁰ Measures the media coverage or content output that the City receives in the print, online and broadcast media, to enable responsive and proactive communication by tracking and analysing media coverage that impacts the City's reputation, service delivery perception and stakeholder trust.

GDS OUTCOME: 4 - A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region																			
STRATEGIC PRIORITY 8 – Active and Engaged Citizenry																			
STRATEGIC PRIORITY 1 – Sustained Economic Growth																			
STRATEGIC PRIORITY 1 – Smart City																			
NO	KEY PERFORMANCE INDICATOR	Baseline 2024/25	2026/27 TARGET	2027/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD UNIT	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
																analysis and recommendations			
3	Number of communication content generated to profile the City's initiatives, projects and programmes and promote the brand11 (CUM)	360	380	420	440	95	95	95	95	0	tbd	0	0	0	0	Quarterly reports with supporting links/documents	Strategic Communications	Marketing & Events	GOV

¹¹ Communication content refers to a range of approved communication outputs developed to profile City initiatives, projects, and programmes, and to promote the City’s brand. This includes, but is not limited to, media releases, speeches, media statements, social media campaigns, newsletters, website articles, videos and internal communication products.

GDS OUTCOME: 4 - A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region																			
STRATEGIC PRIORITY 8 – Active and Engaged Citizenry																			
STRATEGIC PRIORITY 1 – Sustained Economic Growth																			
STRATEGIC PRIORITY 1 – Smart City																			
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2026/27 TARGET	2027/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD DEPT/	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
4	Number of events to market the brand and communicate or promote service delivery initiatives and/or successes ²³ (CUM)	25	38	40	42	10	20	27	38	0	0	0	0	0	0	2026/27 Events Calendar Quarterly Post-event reports with supporting documents. ²⁵	Events	Strategic Communication & Marketing	GOV
5	Number of integrated marketing campaigns executed ²⁶ (CUM)	14	20	22	24	5	10	15	20	0	0	0	0	0	0	Implementation Plan with quarterly interventions Quarterly close-	Marketing	Strategic Communication & Events	GOV

²³ Key interventions include events management, brand building / marketing, public/private partnerships, collaborations with departments and MEs.

²⁵ Post-event reports to include information on work opportunities created, even if there were none. Supporting documents may include the programme, invitations / RSVPs, JOC compliance (where necessary), attendance register, guest list / VIPs, media releases, post-event survey / endorsements from participants and/or partners, Return on Investment (ROI), any photos & media clippings, advertising, radio & TV coverage, Q&A as well as feedback forms, etc.

²⁶ An integrated marketing campaign (IMC) delivers consistent strategic and coordinated messages (verbal and non-verbal) across various channels of communication by using a mix of elements for optimisation and increased reach. Interventions may include a mix of promotional material (posters, pamphlets, etc.), event branding, banners (e-mail and project specific), activation, advertising: online, TV, radio and print media, outdoor advertising, trade shows and exhibitions.

GDS OUTCOME: 4 - A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region																			
STRATEGIC PRIORITY 8 – Active and Engaged Citizenry																			
STRATEGIC PRIORITY 1 – Sustained Economic Growth																			
STRATEGIC PRIORITY 1 – Smart City																			
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2026/27 TARGET	2027/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD DEPT/	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
																Out reports ²⁷ for campaigns listed in departmental quarterly report			
6	Number of strategic stakeholder awareness building sessions/engagements executed or facilitated ²⁸	27	34	36	38	8	8	9	9	0	0	0	0	0	0	Stakeholder Implementation Plan Quarterly reports with supporting documents/evidence/links	Strategic Communications	Marketing & Events	GOV

²⁷ The report should be provided in standard format and must include photographic evidence as well as financials.

²⁸ Interventions may include stakeholder meetings / engagements, roundtable / panel discussions, inter-governmental relations, support to Legislature in terms of communication and targeted profiling.

GDS OUTCOME: 4 - A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region																			
STRATEGIC PRIORITY 8 – Active and Engaged Citizenry																			
STRATEGIC PRIORITY 1 – Sustained Economic Growth																			
STRATEGIC PRIORITY 1 – Smart City																			
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2026/27 TARGET	2027/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEADER	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
7	Number of employee communication campaigns (CUM)	New indicator	16	18	20	4	4	4	4	0	0	0	0	0	0	Implementation plan Quarterly Close-out report with evidence of implementation	Strategic Communications	All	GOV
8	% Implementation of the Leadership profiling plan ³⁴	New	100%	100%	100%	Leadership profiling plan	100%	100%	100%	0	0	0	0	0	0	Implementation Plan Evidence of targeted interventions	Events	All	GOV

³⁴ The leadership of the City in this KPI refers to the Executive Mayor, Members of the Mayoral Committee (MMCs), the Speaker of Council, and City Manager, Executive and Senior Management. The KPI speaks to leadership positioning through internal and external platforms, to strengthen public confidence by showcasing leadership competence, accountability, and responsiveness on the City's initiatives and plans.

GDS OUTCOME: 4 - A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region STRATEGIC PRIORITY 8 – Active and Engaged Citizenry STRATEGIC PRIORITY 1 – Sustained Economic Growth STRATEGIC PRIORITY 1 – Smart City																			
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2026/27 TARGET	2027/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD UNIT/	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
9	% Implementation of the Region A-G profiling plan	New	100%	100%	100%	100%	100%	100%	100%	0	0	0	0	0	0	Region A-G profiling plan Quarterly Implementation reports	Marketing	All	Governance
10	Number of citizens reached through campaigns (cumulative)	New	100 000	120 000	150 000	25 000	25 000	25 000	25 000	TBC	tbc	tbc	tbc	tbc	tbc	Quarterly website and social media analytical reports indicating campaigns executed	Strategic Comms	All	Governance

Table 2: The table below depicts the “Gate Keeping” Performance Indicators for 2026/27

GDS OUTCOME: 4 - A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated, and globally competitive Gauteng City Region STRATEGIC PRIORITY 8 – Active and Engaged Citizenry STRATEGIC PRIORITY 1 – Sustained Economic Growth STRATEGIC PRIORITY 1 – Smart City																			
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2026/27 TARGET	2027/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000						MEANS OF VERIFICATION	LEAD DEPT/	SUPPORT	CLUSTER
						Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4				
1	Percentage spent on operating budget against approved operating budget.	55%	95%	95%	95%	25%	45%	65%	95%	0	0	0	0	0	0	Quarterly financial report signed-off by Finance (OCM) on Opex budget expenditure.	All units	GOV	

2	Percentage spent on capital budget against approved capital budget.	62%	95%	95%	95%	25%	45%	65%	95%	0	0	0	0	0	0	Quarterly financial report signed-off by Finance (OCM) on Capex budget expenditure.	All units	GOV
3	Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred.	100%	100%	100%	100%	100%	100%	100%	100%	0	0	0	0	0	0	UIFW declaration from department.	All units	All
4.	Percentage of valid invoices paid within 30 days of invoice date.	98,7%	98%	98%	98%	98%	98%	98%	98%	0	0	0	0	0	0	Age analysis report from Finance.	All units	GOV
5	Percentage resolution of internal audit findings.	No audit findings	95% (cum)	95% (cum)	95% (cum)	10%	30%	85%	95%	0	0	0	0	0	0	Quarterly status of resolution of internal audit findings.	All units	GOV
6	Percentage resolution of Auditor-General of South Africa (AGSA) audit findings.	No audit findings	95% (cum) (2021/22 AG findings)	95% (cum) (2022/23 AG findings)	95% (cum) (2023/24 AG findings)	10%	30%	85%	95%	0	0	0	0	0	0	Quarterly status of resolution of external audit findings. Management response to findings with action plan to improve internal controls and mitigation to GRAS.	All units	All/GOV
7	Percentage implementation of strategic risk management action plan.	89%	85%	85%	85%	85%	85%	85%	85%	0	0	0	0	0	0	Quarterly Risk Report indicating the status of the mitigations	All units	GOV
8	Percentage achievement of the service level standards.	New	100%	100%	100%	100%	100%	100%	100%	0	0	0	0	0	0	Quarterly Service Level Standards report	All Units	GOV

9.3 Technical Indicator Description

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.	% Implementation of Integrated Solutions Plan to enhance transformation in the City	Digital communication solutions.	Digital communications innovations improve the flow of information between the municipality and its stakeholders (internal and external); enhance the effective and consistent delivery of messages between and within all the City's business units / entities and to communities and improve customer experience.	Online / digital or mobile platforms.	Percentage achieved per quarter	None	Quantitative	Quarterly Target	Quarterly	Yes	Digital solutions	Strategic Communications Events
2	% Positive and neutral media coverage received for the City.	Any media coverage that positions the City positively in the digital, broadcast and print media.	To measure the media coverage or content output that the City receives in the print, online and broadcast media so that we are able to monitor how citizens, residents, ambassadors etc. speak of or react towards the City of Joburg and mitigate any potential damage to the City's reputation, gain PR insights and benchmark the brand against others.	Media monitoring reporting tool by independent agency on Tender.	Percentage achieved per quarter	None	Quantitative	Non-cumulative Quarterly Target	Quarterly	Yes	60% per quarter	Strategic Communications
3	Number of communication content generated to profile the City initiatives, projects and programmes and promote the brand.	Any communication content generated to profile and promote the City.	To measure the content output that the City receives in the print, online and broadcast media so that we are able to monitor how citizens, residents, ambassadors etc. speak of or react towards the City of Joburg and mitigate any	Generated content.	Number count	None	Quantitative	Quarterly Target	Quarterly	No	90 per quarter	Strategic Communications (Media Relations)

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
			potential damage to the City's reputation, gain PR insights and benchmark the brand against others.									
4	Number of events to market the brand and communicate or promote service delivery initiatives and/or successes.	Events are meant to market the CoJ brand	Events provide a platform for reaching various groups of people. It draws favourable attention to a brand, and services on offer. Events present opportunities to create memorable brand experiences, communicate messages, promote service delivery initiatives, position the brand, build relationships, improve the profile of the city, and build the reputation of the organisation. Events are also hosted for the benefit of Joburg citizens and are undertaken as marketing opportunities.	Procurement reports are produced for each event where applicable Post event reports are produced for each event supported or hosted by the Unit	Number count	None	Quantitative	Cumulative (year-to-date)	Quarterly	No	36	Events
5	Number of integrated marketing campaigns executed.	Execution of integrated marketing campaigns.	To promote and raise awareness of the City's priorities and programmes as efficiently as possible through different media, including television, radio, print, online and outdoor platforms, activations, exhibitions, and branding. An integrated marketing communications approach ensures that all forms of messages (verbal and non-	A marketing and procurement reports are produced for each campaign	Number count	None	Quantitative	Cumulative (year-to-date)	Quarterly	No	18	Marketing

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
			verbal) are carefully linked to ensure a) <i>the consistent use of the promotional mix of elements</i>, and b) <i>optimised campaigns with increased reach and frequency</i>. This approach also achieves consistent strategic and coordinated messages across various channels of communication.									
6	Number of strategic stakeholder awareness building sessions/engagements executed or facilitated.	Execution or facilitation of strategic stakeholder awareness building sessions / engagements.	To initiate and sustain constructive stakeholder relations and engage thought leaders and influencers from other spheres of government, civil society, and the private sector play to create shared value for the City.	Stakeholder Matrix / Database Stakeholder Management Strategy and Action Plan Stakeholder assessment / feedback	Number count	None	Quantitative	Cumulative (year-to-date)	Quarterly	No	34	Strategic Communications (Legislature & Stakeholder Management)
7	Number of employee engagement campaigns communicated.	Execution of employee campaigns	The employee engagement campaigns will be used as a tool to resonate with employees and receive high engagement. It will also aim to measure employees' engagement with issues in the workplace and analyse how well the department is meeting its	Employee campaigns	Number count	None	Quantitative	Cumulative (year-to-date)	Annual	Yes	16	Strategic Communications (Employee Communications)

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
			goal in ensuring efficient employee communication. Overall, it aims to boost employees' loyalty and performance, support and influence the City's objectives, support a better understanding among employees of the organisation and its business goals, and it could also improve productivity and employee retention in the long-run.									
8	% Implementation of the Leadership profiling plan.	This is the delivery of communications that position the City's leadership through, <i>inter alia</i> , interviews, profile articles, opinion pieces, social media posts, feature articles, videos, and photography, and CoJ messages, etc.	To provide traction for city-wide initiatives and service delivery efforts, to put plans into context, to amplify the role of the political and senior executive leaders within the organisation, to help to build and strengthen relationships with influencers in the public domain. From an external communication perspective, this KPI helps to support the leadership in making cases for new projects, programmes, or challenges, and establishes their credibility as experts and advocates in local government matters.	Interviews, profile articles, opinion pieces, social media posts, feature articles, videos, and Photographs.	Percentage	None	Quantitative	Non-Cumulative	Quarterly	Yes	100% per quarter	All units

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
9	% Implementation of the Region A-G profiling plan.	Communication events meant to showcase the City's programmes and initiatives in Region A - G	The indicator is intended to display the programmes and initiatives of the City for residents, businesses and other stakeholders	Feedback sessions, Questionnaire, Social Media comments	Percentage	None	Quantitative	Non-Cumulative	Quarterly	Yes	100% per quarter	All units
10	Number of citizens reached through campaigns. (cumulative)	Citizens attending GCM events, engagements and online platforms	The indicator intends to determine the extent the City is able to reach its citizens, and the number of people who actually attend City events, engagements and online platforms.	Attendance registers	Number count	None	Quantitative	Cumulative	Quarterly	Yes	100000	All units

The following KPIs are dependent on other departments and external service providers. The technical description, method of calculation and data source may not be accurate due to data limitations.

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 resolution of Auditor-General of South Africa (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	None	Quantitative	Cumulative (year-to-date)	Quarterly	No	95%	All units
2	Percentage resolution of internal audit findings.	Report on internal audit findings and their resolution	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	None	Quantitative	Cumulative (year-to-date)	Quarterly	No	95%	All units

					received							
3	Percentage spent on operating budget against approved operating budget.	Report on budget spent.	The indicator is intended to show if allocated budget is spent effectively and efficiently.	SAP expenditure report	SAP generated calculation	None	Quantitative	Cumulative (year-end)	Annual	No	95%	All units
4	Percentage of valid invoices paid within 30 days of invoice date.	Report on valid departmental invoices paid within 30 days of invoice date.	The indicator is intended to show if suppliers or service providers are paid within 30 days 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 late payments	Number of late payments X 100, divided by number of valid invoices paid in 30 days	None	Quantitative	Non-cumulative Target for each quarter	Quarterly	No	98%	All units
5	Percentage implementation of strategic risk management action plan.	Report on management actions taken to improve or mitigate departmental strategic risks.	The indicator intends to show if management is implementing a quarterly action plan to improve the department's strategic risks to an acceptable level.	Strategic risk register. Quarter risk mitigation updates received from unit heads / sub-unit heads	Number of management action plans achieved divided by the required number of management actions listed for the quarter X 100.	None	Quantitative	Non-cumulative Target for each quarter	Quarterly	No	85%	All units

9.4 Departmental Programmes

Programmes	Activities	Dependency	Required Support
An Integrated Marketing Campaign Approach	• Execution of Digital Marketing Campaigns. • Elevating the City's Brand by Branding Strategic Events. • Closing the Information Inequality Gap through Strategic Research Initiatives. • Applying Traditional Above-the-Line Marketing Tactics.	• Budget Allocation	• Corporation by entities and departments • Adherence to City Integrated Marketing Campaigns

	• Using Below-The-Line Marketing Tactics for More Targeted Campaigns. • Supporting Key Legislated Events with Through-the-Line/Integrated Campaigns. • Supporting Mayoral Engagements with a Comprehensive Marketing Plan. • Community-Based Marketing/Social Marketing. • Consistent Brand Application, Monitoring, and Use. • Introducing a Culture of Innovation.		
Maximising Communication to build trust	• Establish communications programmes with, and for the Executive leadership. • Implementation of full tenets of accelerated service delivery initiative marketing and comms strategy (working with EM's office, CRUM). • Strategic incorporation of City's key strategic documents for a consistent approach: The Growth and Development Strategy; Joburg 2040; Perceptions and Customer Satisfaction Surveys; GLU Priorities. • Elevating City communication with our internal stakeholders (employees). • Reinforce Strategic Stakeholder Engagement with key external stakeholders and Development Communication which are dialogues that include listening + building trust + sharing knowledge and skills. • Improve intergovernmental relations with other spheres of government such as provincial government, SALGA, South African Cities Network, GCIS, etc + Increase targeted comms and marketing.	• Budget Allocation	• Corporation by entities and departments • Adherence to Integrated Communication Strategy
Collaborate on events for the benefit of Joburg's stakeholder and positioning Joburg as a brand.	• Implement a proactive and democratic communication programme aimed at raising awareness of the City's strategic priorities. • Foster public trust in the City of Joburg through engaging with the community and demonstrating the City's commitment to building a 'world-class African city' by accelerating service delivery and providing meaningful communication that restores hope and dignity. • Establish and maintain partnerships with departments, municipal entities, and various sectors of society, recognizing that community contexts influence our well-being and societal spirit.	• Budget Allocation	• Corporation by entities and departments • Adherence to Events Management Protocols

9.5 Service standards charter

No.	Core Service	Service Level Standard	Reporting frequency	Target	Proof of Evidence (POE)
1.	Implementing the city's integrated communications strategy to ensure coherent, consistent and impactful internal and external messaging across the city and maximum reach of the City's programmes and projects.	- Media Relations – communications content - Stakeholder Management - Online Communication – CoJ Website - Internal Communications – CoJ messaging - Photographic services - Videography services	Quarterly	100%	- Copies of media statements - Stakeholder Engagement Plan - Revamped CoJ Website - Copies of CoJ messages - Photographs - Videos
2.	Provide leadership, standards, and oversight in the city on all event-related issues as well as develop and deliver highly targeted, well-planned, coordinated, and integrated events which conform to the safety standards for persons, infrastructure and property at events through the Events Joint Operations Committee (JOC).	- Events co-ordination - Events compliance	Quarterly	100%	- Events calendar - Minutes of JOC meeting - Proof of requests for events co-ordination
3.	Delivering integrated marketing campaigns that resonate with diverse audiences, ensuring that Johannesburg's brand is synonymous with integrity, innovation, and inclusivity by building and promoting a reputable brand locally, nationally and internationally	- Integrated marketing campaigns - Graphic design services - Event branding service - Advertisements - Corporate identity compliance verification	Quarterly	100%	- Proof of campaigns undertaken - Designed graphics - Branded events - Advertisements - CI compliance feedback

10. Financial Impact

10.1 Budget and sources of funding

For the 2026/27 financial year, the department's operating budget estimate is R163 million, with a capital budget estimate of R533,000.00. This funding will be allocated towards the communication and marketing of the City's offerings, mayoral priorities, and specifically addressing the priority areas identified by the Customer Satisfaction Survey to enhance services for citizens and stakeholders. This provisional funding will support the department in conducting its operations and implementing innovation initiatives, ensuring the following:

- Effective governance and management of communication channels between the City and various stakeholders.
- Promotion of an innovation culture across the organization.
- Showcasing the City's service delivery efforts.
- Influence over media narratives regarding key City messages.
- Meeting stakeholder demands in the social media and media landscape.
- Establishing connections with key stakeholders, including residents and investors, as much of the City's work is tangible and visual, often requiring demonstration.

Despite the current allocation for salaries and allowances, the department still faces challenges in adequately retaining and acquiring human capital assets. This has previously impacted the department's business objectives and Strategic Development and Implementation Plan (SDBIP). Given that the department's core function is communication, and its beneficiaries are the City's employees and citizens, sufficient human and financial resources are essential to drive a proactive communications programme.

10.2 Operational Budget

	Audited Outcom e	Audited Outcom e	Audited Outcom e	Approve d Budget	Budget Realloc - tion	Adjust - ment	Aduste d Budget	Approve d Budget	Adjust - ment	Draft Budget	Incr.	Approve d Budget	Adjust - ment	Draft Budget	Incr.	Draft Budget	Incr.
	2021/22	2022/23	2023/24	2024/25			2024/25	2025/26		2024/25	%	2025/26		2025/26	%	2026/27	%
Employee related costs	39.868	43.877	44.519	49.780	R 000	R 000	43.078	59 293	2 240	60 160	5.3 %	61 533	2240	61 533	5.3 %	65 835	7.0 %
Depreciation and amortisation	423	442	5 968	1.808	R 000	R 000	R 000	1.980	R 000	R 000	3.3 %	1.980	R 000	1.980	3.3 %	2.046	3.3 %
Inventory consumed	158	274	421	319	R 000	R 000	319	325	R 000	325	0.6 %	325	R 000	R 000	0.6 %	327	0.6 %
Contracted services	297	744	1.830	3.007	R 000	-332	2.675	3.377	-1 971	2 675	4.6 %	3.377	1 406	3.377	0.5 %	1 413	0.5 %
Operational costs	71.415	72.579	55.607	72.518	R 000	29.883	102.401	108.610	-17841	108.610	6.5 %	108.610	-17841	108.610	6.5 %	86 038	6.5 %
DIRECT EXPENDITURE	112.161	117.916	102.000	120.730	30.551	29.551	150.281	182.650	-14572	150.281	4.9 %	182.650	-14572	182.650	0%	161.745	2.3 %
Operational costs: Inter-Company	456	21	100	121	R 000	R 000	121	206	R 000	206	0%	206	R 000	206	4.4 %	215	4.4 %
Costing - Internal Expenditure	R 000	R 000	R 000	523	R 000	R 000	523	578	R 000	578	0%	578	R 000	578	5.9 %	603	4.3 %
Total Internal Transfers	456	21	100	644	R 000	R 000	644	784	R 000	644	6.0 %	784	R 000	644	4.3 %	818	4.3 %
TOTAL EXPENDITURE	112.617	117.937	102.100	121.374	30.551	-1.000	150.925	183 434	-14572	150.925	2.3 %	183 434	-14572	183 434	0%	162 563	2.3 %

10.3 Capital Expenditure

Group Communication & Marketing		Budget 2024/2025 R 000	Budget 2025/2026 R 000	Budget 2026/2027 R 000	Adjusted Budget 2023/2024 R 000	Adjusted Budget 2024/2025 R 000	Adjusted Budget 2025/2026 R 000	Adjusted Budget 2026/27
		118	0	0	2 297	2096	526	0

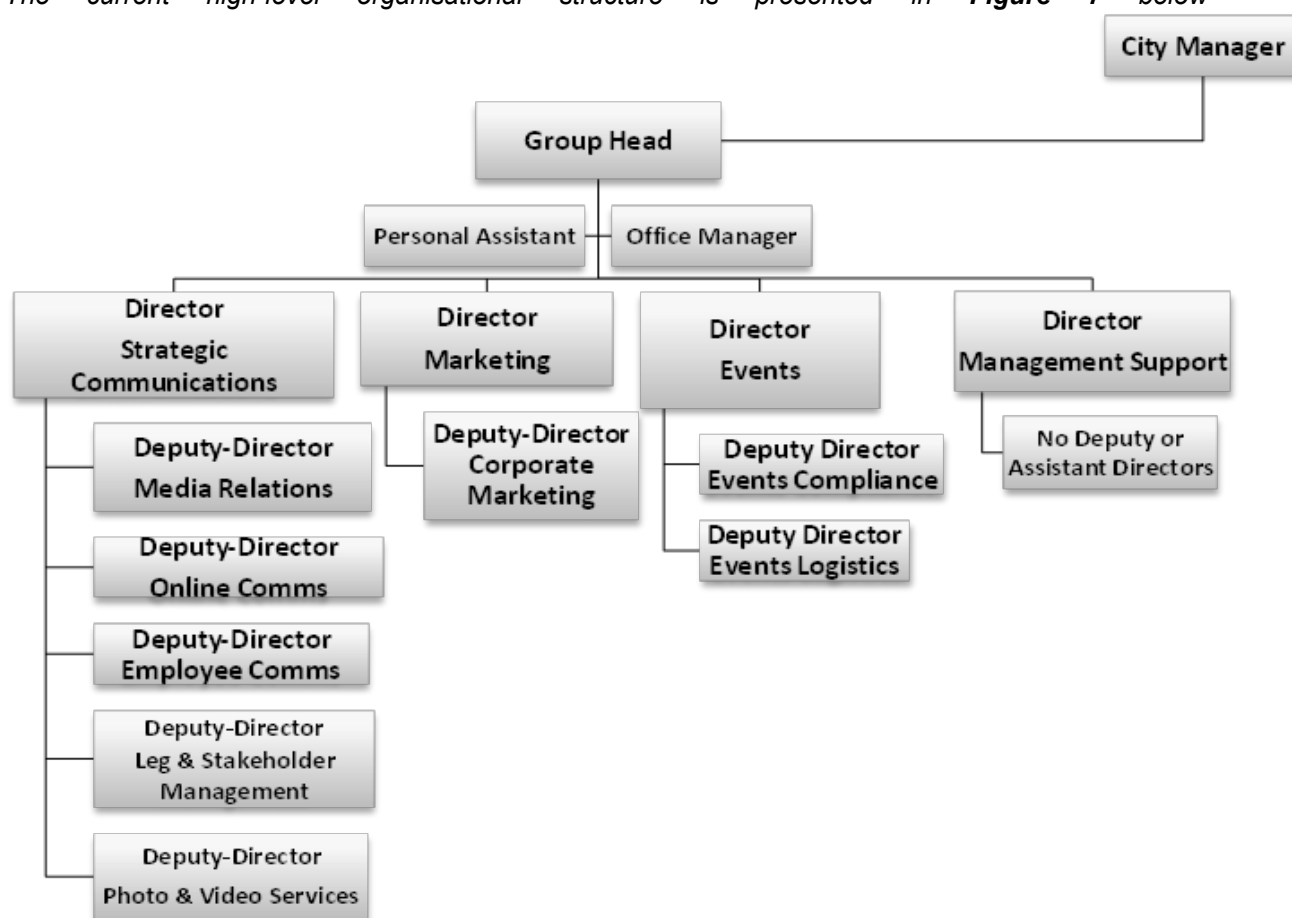
11. Management and Organisational Structure

11.1 Organisational Structure

The approved staff structure comprises 89 positions, with sixty (60) positions occupied as of the end of November 2025, accounting for 65% filled, leaving a vacancy rate of 35%.

The department's structure was initially approved in May 2016, with minor adjustments made in April 2017 (specifically, the removal of the Tourism function). However, the department has recognized the need for a major overhaul of the structure. This overhaul is necessary to adapt to evolving internal and external environments and to meet the increasing demand for digital communication transformation.

The current high-level organisational structure is presented in **Figure 7** below



To spearhead the department's efforts in achieving the objectives outlined in the 2026/2027 business plan, the department has four directorates established: Strategic Communications, Marketing, Events, and Management Support Services. Below are detailed explanations of their respective functions.

11.2 Management Team

The management team of the department is constituted as follows:

- a. Group Head: Group Communication and Marketing (Vacant)

- b. Director: Events Management (Vacant)
- c. Director: Strategic Communication
- d. Director: Marketing
- e. Director: Management Support

11.3 Capacity analyses

Insufficient funding to fill vacant and critical positions presents the most significant challenge to the department's optimal performance. Historical under-allocation of budget has led to persistent over-expenditure on Employee Related Costs, resulting in a shrinking staff complement due to the inability to fill vacancies caused by resignations and retirements.

11.4 Employment Equity

The department upholds the principles of equity, non-discrimination, and diversity as mandated by the Constitution and the Employment Equity Act of 1998, as amended. It strives to maintain a diverse workforce that reflects the geographical makeup of our society and provides equal employment opportunities for career advancement, growth, training, and development.

Table 11: EAP targets based on the City's approved 2019-2024 EE Plan (amended version), as per EE Office, guided by Department of Labour

Gender	Population Group				
	African	Coloured	Indian	White	Total
Male	45,0%	1.7%	2.1%	7.0%	55.8%
Female	35.9%	1.6%	1.1%	5.7%	44.2%
Total	80.9%	3.3%	3.2%	12.7%	100%

Table 12: EE targets for all employees

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management:	0	0	0	0	0	0	0	0	0	0	0
Target %	45.3%	1.3%	1.9%	7.4%	35.7%	1.3%	1.0%	6.1%	0%	0%	
Actual %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Senior management	5	0	0	0	3	0	0	0	0	0	8
Target %	45.3%	1.3%	1.9%	7.4%	35.7%	1.3%	1.0%	6.1%	0%	0%	
Actual %	45%	0%	0%	0%	45%	0%	0%	9%	0%	0%	
Professionally qualified and experienced specialists and mid-management	4	0	0	0	4	0	0	0	0	0	8
Target %	45.3%	1.3%	1.9%	7.4%	35.7%	1.3%	1.0%	6.1%	0%	0%	
Actual %	50%	0%	0%	0%	50%	0%	0%	0%	0%	0%	

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	11	1	0	1	17	1	0	0	0	0	31
Target %	45.3%	1.3%	1.9%	7.4%	35.7%	1.3%	1.0%	6.1%	0%	0%	
Actual %	33%	3%	0%	3%	57%	3%	0%	0%	0%	0%	
Semi-skilled and discretionary decision making	1	0	0	0	1	0	0	0	0	0	2
Target %	45.3%	1.3%	1.9%	7.4%	35.7%	1.3%	1.0%	6.1%	0%	0%	
Actual %	50%	0%	0%	0%	50%	0%	0%	0%	0%	0%	
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
Target %	45.3%	1.3%	1.9%	7.4%	35.7%	1.3%	1.0%	6.1%	0%	0%	
Actual %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
Target %	45.3%	1.3%	1.9%	7.4%	35.7%	1.3%	1.0%	6.1%	0%	0%	
Actual %	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Table 13: Disability Profile (as at end of November 2024)

DISABILITY PROFILE											
OCCUPATIONAL LEVELS	MALES					FEMALES				TOTAL PWDs	TOTAL WARM BODIES
	A	C	I	W		A	C	I	W		
Top Management	0	0	0	0		0	0	0	0	0	0
Senior Management	6	0	0	0		5	0	0	0	0	11
Professionally Qualified	6	0	0	0		7	0	0	0	0	13
Skilled Technically and Academically Qualified	10	1	0	0		12		0	0	0	22
Semi-Skilled	0	0	0	0		1	0	0	0	0	1
Unskilled	1	0	0	0		0	0	0	0	1	1
Temporary	2	0	0	0		5	1	0	0	0	8
Total	22	1	0	0		34	3	0	0	1	60
Departmental Disability %										3.78 %	
Target %										2%	

DISABILITY PROFILE										
OCCUPATIONAL LEVELS	MALES				FEMALES				TOTAL PWDs	TOTAL WARM BODIES
	A	C	I	W	A	C	I	W		
Target Subtotal									1	
Gap %									- 2.0 %	
Gap									-1%	

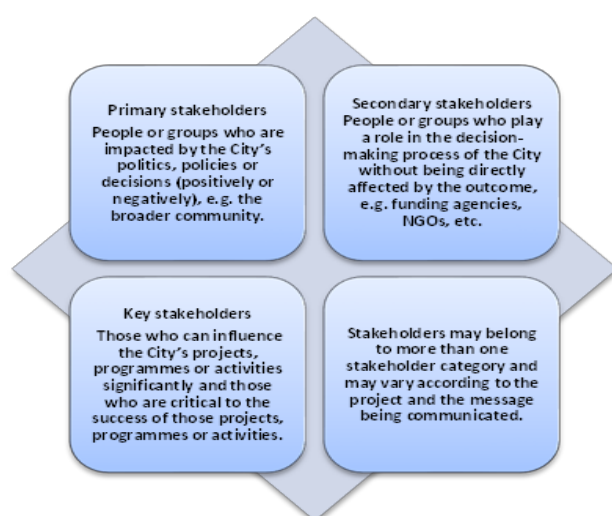
12. Communication and Stakeholder Management

12.1 Stakeholder Matrix

The Local Government Municipal Systems Act, 2000 (Act 32 of 2000), underscores the importance of community and stakeholder involvement in municipal governance, as outlined in Chapter 4. Section 16(1) specifically mandates the City to cultivate a culture of municipal governance that fosters community participation in various aspects of municipal affairs. This includes the development, implementation, and review of the Integrated Development Plan (IDP); the establishment, implementation, and review of the performance management system; the monitoring and review of performance; the preparation of the annual budget; and strategic decisions related to the provision of municipal services.

In our City, messages are disseminated to a broad public audience and diverse stakeholders by key figures such as the Speaker of the Council, the Executive Mayor, members of the Mayoral Committee, the City Manager, and various departments and municipal entities. While the objectives and outcomes of these engagements may vary, they must align with the City's vision, mission, and strategic objectives, as well as comply with relevant legislative and regulatory frameworks. These frameworks include the Constitution, the Municipal Systems Act of 2000, the Promotion of Access to Information Act of 2000, the Intergovernmental Relations Framework of 2005, among others.

Figure 5: Matrix: Stakeholder categories.



According to the Freeman model, a stakeholder can be defined as any group, organization, or individual who can impact or is impacted by the achievement of the organisation's objectives or outputs. The nature of the relationship between the City and its stakeholders is bilateral.

On one hand, the City strives to foster fair and transparent relationships with its stakeholders through active stakeholder management. On the other hand, stakeholders hold the City accountable by engaging in and influencing decision-making processes or by having a vested interest in the City's programmes and their outcomes, as illustrated in the figure below.

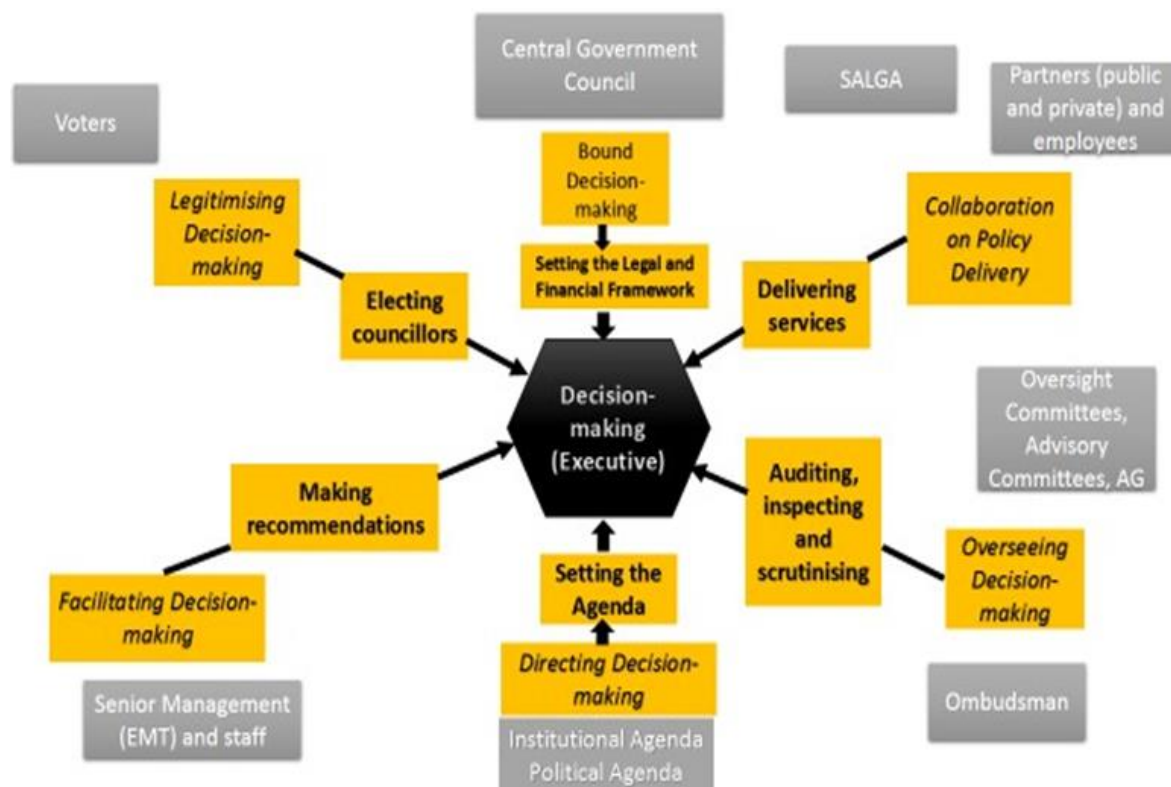


Figure 6: Unified stakeholder engagement.

Early identification and communication with stakeholders are essential to ensure the success of engagements by garnering support and input for programmes and projects. Some stakeholders may have interests that could be positively or negatively affected by the City's initiatives. Through proactive and frequent communication and strategic stakeholder management, we can effectively balance these interests while accomplishing our objectives.

The Guide to the Project Management Body of Knowledge emphasizes the importance of properly addressing stakeholders: "The project management team must identify the stakeholders, determine their requirements and expectations, and manage their influence to ensure successful engagement, project, programme, and activities.

Risk management involves identifying threats and opportunities to our work, assessing their significance, and developing strategies to mitigate threats and capitalise on opportunities. Stakeholder management can be likened to "risk management for people", as it involves

identifying stakeholders, evaluating their impact on the project, and devising strategies to address their interests.

According to Dr Lynda Bourne, the Managing Director of Stakeholder Management Pty Ltd, stakeholder engagement is a common theme for successful projects. Engaged and informed stakeholders play a crucial role in achieving success, whereas disengaged stakeholders can hinder progress. Stakeholders are defined as individuals or groups impacted by or capable of influencing an organisation's activities.

Stakeholders are individuals or groups who provide critical resources or risk something of value through their investment in the organisation's goals. They may also oppose the organisation or its activities. Stakeholders have a stake in the activity, which may manifest as an interest in the outcome, rights, ownership, or contribution.

Our communication should facilitate an exchange of information, allowing stakeholders to:

- Voice concerns and provide feedback on proposals, projects, or campaigns.
- Collaborate to ensure their concerns are considered in decision-making.
- Work together to find solutions that best serve stakeholders' interests.
- Encourage commitment to shared objectives and solutions.

Our goal is to advance public participation to ensure stakeholders are informed and empowered to influence decision-making and hold the City accountable for service delivery. Citizen and stakeholder relations are based on the constitutional obligation of the City to consult with citizens regarding its plans, strategies, and budgets, fostering ownership and partnership in service delivery.

The aim of our communications programme is to enhance stakeholder perceptions and experiences, build trust, and portray the City as caring and responsive to citizens' needs and aspirations. By bridging the gap between perception and reality, we strive to foster confidence and trust in the City's actions and initiatives.

12.1.1.1 A Stakeholder Management plan

The vitality of the City of Joburg lies in its stakeholders, encompassing City employees, businesses, residents, and customers we serve. A dissatisfied stakeholder holds the potential to disrupt entire projects with their influence or power. Conversely, well-managed stakeholders can be invaluable assets to the City, overcoming organisational hurdles and providing support when needed.

Our department adopts a hybrid approach to stakeholder management. We aim to serve a broader purpose by facilitating democratic engagement across borders and addressing inequalities within the City. Simultaneously, we prioritise and engage stakeholders strategically to garner support for City initiatives, shape attitudes and behaviours, and assess the effectiveness of our stakeholder management strategy in maintaining positive support and mitigating opposition.

It is imperative to recognise the value of Intergovernmental Relations (IGR) and foster collaborative relationships among different government entities within South Africa. With the City's development of a revised IGR Strategy and our department's participation in the City's

IGR Forum, we are empowered to ensure consistent IGR practices within our programmes and projects, aligning with the City's approach.

In all our engagements, we prioritise advancing public participation to ensure that the public and key stakeholders are well-informed about the City's plans, activities, and programmes. This empowers them to influence decision-making and hold the City accountable for service delivery.

Lastly, we reiterate the importance of recognising and fostering collaborative relationships among different levels of government and state organs in South Africa. With the City's revised IGR Strategy and our active participation in the IGR Forum, we are committed to aligning our IGR structures and processes with the City's approach.

12.1.2 Integrated Communication and Marketing Strategy

Empowering Residents Through Transformative Communication

In alignment with the theme of "Re-imagining the City of Joburg through the Eyes of Our Residents", the Government of Local Unity (GLU) administration has identified eleven priorities aimed at enhancing service delivery and improving community livelihoods. Our communication efforts are dedicated to leveraging diverse channels to empower stakeholders, ensuring they can actively participate, stay informed, engage meaningfully, and voice their aspirations for growth and development.

Fostering Awareness and Positive Perceptions

Our objective is to increase awareness of the City's strategic direction and priorities while positively influencing residents' perceptions and experiences of customer service and service delivery. This approach moves beyond transactional communication to embrace a transformative model, leveraging creative social interventions, digital innovations, partnerships, and collaborations. By amplifying the voices of residents and showcasing their stories, we foster a collective vision for a vibrant, safe, and thriving city.

Collaborating for Inclusive Development

Collaborating with communities is fundamental to promoting development, resolving conflicts, and addressing the needs of historically marginalized groups. Proactive leadership and accountability from the City's political and administrative officials, as well as from corporate partners, are essential to ensuring meaningful communication practices. This collaborative approach embodies the spirit of co-creating a city where every resident feels heard and valued.

Expanding the Responsibility of Communication

Effective communication should not be confined to professional communicators alone. The notion that communication is solely the responsibility of experts undermines the City's ability to engage and connect with residents. As outlined by the White Paper on Local Government, the Municipal Structures Act (MSA), and the Constitution, communication is a shared responsibility. Councillors, as elected representatives, play a pivotal role in facilitating two-way communication between the City and its constituents through regular public meetings and

feedback mechanisms. Continuous dialogue is vital for understanding and addressing citizens' concerns.

Engaging Diverse Perspectives

To truly reimagine Johannesburg, our communication approach must embrace the diversity of societal perspectives. For individualistic residents, we meet them where they are by engaging through their preferred platforms, such as social media, and leveraging media channels with significant resonance, including the SABC's African Language Service (ALS) stations. Exploring alternative communication technologies further enables us to capture their attention and deliver relevant messages.

For collectivist communities who see themselves as part of a larger network or family, we prioritize a community-centric approach. This involves utilizing grassroots communication channels such as community engagements, service delivery events, booklets, leaflets, and announcements through selected media outlets. These efforts ensure we address their needs and aspirations effectively, fostering unity and pride in Johannesburg's collective future.

Transforming Communication for a Shared Vision

Our commitment to re-imagining Johannesburg is driven by the belief that effective communication is transformative. By engaging residents through their voices, experiences, and aspirations, we create a City that reflects their pride and a shared vision for a brighter, more inclusive future.

12.2.2 Research as a communication approach

Research as a communication tool

Research-Driven Communication Strategy: Shaping the City of Joburg Through Data and Insights

To align with the theme of "Re-imagining the City of Joburg through the Eyes of Our Residents", the research communication strategy emphasizes the importance of data and measurement as a foundation for effective communication. By centring resident feedback and preferences, the strategy refines each stage of designing, implementing, and evaluating an integrated communication plan to amplify the voices and aspirations of Johannesburg's diverse communities.

Research as a Strategic Tool for Inclusive Communication

During the planning phase, research offers strategic insights such as situational analyses, audience demographics, psychographics, and geographic considerations. These insights ensure that communication plans address the unique needs and experiences of the City's residents. In the implementation phase, research informs message development, identifies the most suitable media channels, and provides timely information that helps residents navigate challenges. By rooting communication strategies in rigorous social science methodologies, the City creates inclusive, impactful campaigns that resonate with its audiences.

Optimising Communication Through Research

Investing in research enables the department to:

- Enhance its service offering by aligning communication with resident needs and preferences.
- Optimize strategic planning through data-driven insights.
- Respond more effectively to stakeholder communication demands.
- Improve communication efficiency to better serve the City's residents.

By weaving research findings into every aspect of the communication strategy, the City of Joburg reinforces its commitment to "Re-imagining the City" through the eyes of its residents. This approach not only strengthens the City's ability to inform and engage but also ensures that every communication effort reflects the collective vision of a vibrant, inclusive, and thriving Johannesburg.

12.2.3 Communication and Marketing tactics

The table below (Table 8) highlights those tactics that will be most effective in communicating the City's priorities and interventions so that the GLU administration is able to deliver on its mandate.

Table 8: Communication and Marketing tactics

NO.	ACTIONS IN 2026/27	OUTPUT(S) / OUTCOME(S)
1.	Implement the CoJ Integrated Communication and Marketing Strategy.	• Responding effectively to the political and administrative mandate. • Enhanced and effective collaboration among City departments and political offices.
2.	Raise awareness of the GLU objectives, priorities, and the Mayoral priorities.	• The City's leadership can speak knowledgeably and authoritatively on the strategic objectives and priorities. • Council members can speak with authority about the City's programmes and activities, particularly on projects that would affect their wards/constituents. • The day-to-day leaders of operations - executive or departmental/group heads, managers - and the City's employees, understand, internalise, and adhere to the philosophy of transformative and democratic government.
3.	Profile the leadership and highlight their vision, strengths, and successes in respect of their various portfolios.	• Awareness of the role of political and senior executive leaders within the organisation, to help build and strengthen relationships. • Enhanced credibility of leadership as experts and advocates in local government matters.
4.	Look at new and more effective ways of interacting with stakeholders, especially the City's residents and employees.	• Increased awareness. • Pro-active management of stakeholder relations. • Positively influence perceptions about the City of Johannesburg and its leadership (political and administrative) among its stakeholders, especially its residents and employees.
5.	Broadcast content on digital platforms.	• High-quality content that can be broadcast on digital platforms at regular intervals.
6.	Augment our organic communication with paid communication.	• Increased reach. • Increase digital spend to position our social media channels as marketing platforms.
7.	Strengthen relationships with existing and new media partners as well as ensuring uniformity in messaging and disseminating correct information to be published for consumption by various stakeholders.	Stronger and sustainable relationships with media.

NO.	ACTIONS IN 2026/27	OUTPUT(S) / OUTCOME(S)
8.	Build and maintain a strong database of the City's ambassadors and influencers and use third party voices to communicate the City's challenges and successes in the media space.	Stronger and sustainable relationships with stakeholders.
9.	Strengthen and capacitate the City's Newsroom.	City programmes and projects are captured and speedily placed across all our communication platforms, including the media.

13. Audit Resolution

The Group Communication and Marketing department is audited annually along with other Core departments of the City of Johannesburg. There were no audit findings at the time of preparation of the business plan.