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CITY OF JOHANNESBURG
METROPOLITAN MUNICIPALITY
OFFICE OF THE SPEAKER

CITY OF JOHANNESBURG LEGISLATURE

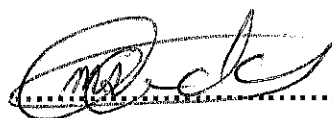
**2026/2027
FINANCIAL YEAR**

Sign Off:

Signature of the Secretary to Council- Mr. Andile Gobinca


.....

Signature of Speaker of Council - Cllr Margaret Arnolds


.....

Receipt & Review:

Signature of GSPRC Representative:

Date:

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1. EXECUTIVE SUMMARY

The Separation of Powers Model divides government into three branches: legislative, executive, and judicial. Legislative authority makes laws, executive authority enforces them, and judicial authority interprets them. This division prevents any one branch from becoming too powerful, protecting citizens from abuse of power through a system of checks and balances.

In 2006, City of Johannesburg Metropolitan Municipality Council passed a resolution to align its operation to the separation of powers model. Through this Council resolution, the Office of the Speaker Department of the City of Johannesburg (referred to in this document as the City of Johannesburg Legislature) was established with the Speaker of Council as the Political Head of the Legislature. Through this model, the City of Johannesburg Legislature (CoJ Legislature) advances the legislative role of the City of Johannesburg; champions the City's engagement with residence; and more importantly. Most importantly, the CoJ Legislature is responsible for oversight and scrutiny thus holding the Executive and its Administration accountable in their implementation and execution of plans, programmes and budgets approved by the Council. The CoJ Legislature thus exercises a watchdog function over the actions of the Executive through the oversight function that conducted by Portfolio Committees.

The mandate of the CoJ Legislature is premised on the legal responsibilities of the Speaker of Council as per the Local Government Municipal Structures Acts i.e. The speaker of Council acts as a chairperson at the council meetings and ensures the compliance of the Council Code of Conduct rules and orders.

In addition to the statutory functions listed, the Office of the Speaker is also responsible for the functions listed hereunder:

- Encouraging participation of communities and community organisations in the decision-making process of the municipality
- Developing mechanisms to ensure and monitor participation of communities in the decision-making process;
- Ensuring that communities and community organizations are educated on their rights and responsibilities to participate and give input to the municipality's policy and by-law development processes as well as planning and budget processes.

Reflecting on the past performance of the 2024/5 financial year, the following achievements can be noted:

- About 22 Council meetings were successfully convened by the Speaker of Council, and no Council meeting was disrupted.
- MPAC held 15 meetings, and most importantly conducted oversight on the City's Annual Report.
- About 107 meetings held by Portfolio Committees.
- A total of 47 oversight visits were conducted in the 2024/5 financial year and improvement from 22 conducted oversight visits in 2023/4 and 34 conducted oversight visits in 2022/3 financial year.
- Section 79 Committees compiled 52 quarterly oversight reports analysing and conducting oversight on the quarterly performances of City Departments and Entities.
- 110 outreach events organised and/or attended by the Legislature political leadership.

Despite the listed success the Legislature understands the need to improve performance on public participation, the functionality of ward committees, reducing the petitions backlog, and ensuring that Councillors abide by the Councillor Code of conduct (especially ensuring that all ward Councillors hold ward public meetings at least once per quarter).

The CoJ Legislature planning process approach is premised on the detailed strategic process plan as per the directive of the City's Group Strategy, Policy Coordination & Relations (GSPCR) Department. The City of Johannesburg planning process was circulated in November 2025 by Group Strategy, Policy Coordination & Relations (GSPCR) to provide guidance on the undertakings and managing the Business Planning process for the 2026/7 financial year.

The following organising principles underpin business planning in the City:

- Business planning is the operational translation of the City's Integrated Development Plan (IDP), thus converting strategic objectives and Mayoral priorities into a 12-month implementation programme.
- It is strategically guided by the Joburg 2040 Growth and Development Strategy (GDS2040), the National Development Plan (NDP 2030), the Medium-Term Development Plan (MTDP 2024–2029), and the Gauteng Growing Together (GGT 2030) Plan.
- It integrates community inputs, political priorities, and emerging issues from other spheres of government in line with the principles of cooperative governance and community-based planning.
- It is characterised by measurable, outcome-oriented indicators that are reviewed annually to maintain alignment with the IDP and budget cycle.
- Business plans serve as the bridge between strategic intent and operational execution, translating the City's long-term aspirations into tangible programmes, projects, and deliverables that can be monitored and evaluated.

This business plan demonstrates the incorporation of strategic foresight amidst periods of uncertainty. This is evidenced by the City of Johannesburg Legislature's adoption of a fundamental shift in its planning methodologies, transitioning from inflexible, prediction-reliant frameworks to agile, results-oriented, and iterative planning approaches.

The year 2026/27 is the last full financial year before the next South African local government elections scheduled for late 2026 to early 2027. In this 2026/7 financial year, the CoJ Legislature will thus seek to consolidate its implementation of key commitments (oversight and accountability; public participation; by-law making) from the 5-year strategic plan.

The Department will ensure that preparations are in place for the 6th local government elections since the dawn of democracy in 1994, in an environment of ever-increasing risks and changes. On 30 April 2026, President Cyril Ramaphosa officially announced 4 November 2026 as the date for South Africa's upcoming Local Government Elections. The CoJ Legislature will further ensure that programme adjustments are made and resources reprioritised in the context of dire fiscal constraints, which in turn impact on the budget and programmatic outlook.

To this end, the CoJ Legislature, under the direction of the Speaker of Council, will pursue the following Key Priorities for the year ahead:

KEY PRIORITIES OF THE COJ LEGISLATURE TO THE END OF THE 2021-26 TERM

Focus Area from Dec 2025 – June 2026	Focus Area from July 2026 – June 2027	Focus area from 2022-2026 (5years)
- intensify implementation of the oversight programme i.e. conduct more oversight visits. - Intensify monitoring that Cllrs abide by the Cllr code of conduct i.e. monitor that ward Cllrs hold public meetings, and monitor that Cllrs are paying for rates and services. - Implement programme for Cllr capacitation - Provide alternative offices/working space for Legislature Political Leadership and employees affected by the declaration of Metro Centre as inhabitable.	- Improve oversight presence by among others restoring the fully operational and functional Sec79 Committees - Implement e-petition - Improve civic education. - Restore well-functioning ward committees. - Finalise reviewal of all outdated policies. - Prepare for transition towards the next local government elections (elections to be held in between late 2026 and early 2027). 100% compliance with all governance requirements (EE;SHE Legislature structures establishment) - Communication efficiency (improve information accessibility)	- Creating a stronger and efficient Legislature that ensures oversight of the Executive and improved public participation. - Improve number of participants in all Legislature (City) public engagement initiatives. - Digital Legislature (embedding the Smart City priority in all the Department programmes)

This business plan seeks to articulate the aims of the CoJ Legislature regarding its core business as a representative body responsible for oversight and ensuring accountability, and at the same time enhance Institutional capacity, development, and sound governance

This business plan follows the following structure:

- Strategic overview
- Strategic analysis
- Strategic response
- Financial impact
- Management and organisational structure
- Communication and stakeholder management
- Audit resolution

2. COJ LEGISLATURE STRATEGIC OVERVIEW

2.1 Vision

The CoJ Legislature aims to become:

“A leading, approachable, democratic, sustainable, and transparent city legislature that ensures, through oversight, that the executive puts the needs of the people first”.

2.2 Mission

In achieving the above vision, the CoJ Legislature sets for itself the following intent:

“To Champion citizens’ mandates through effective oversight and public participation”

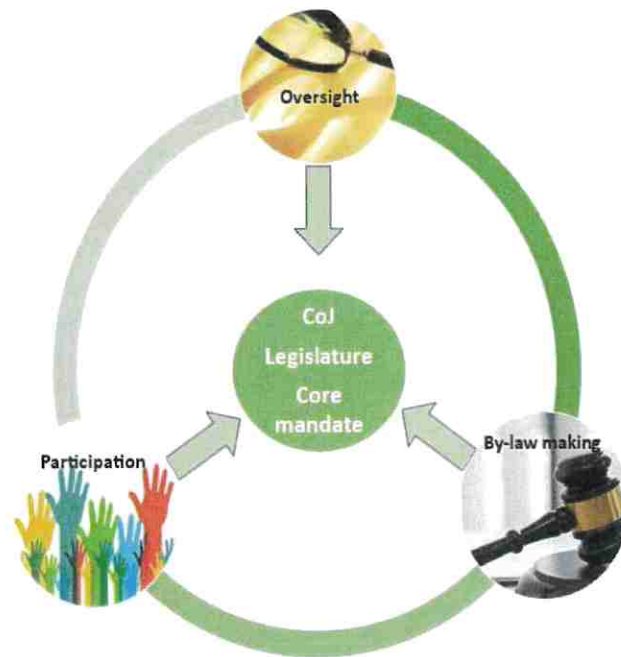
2.3 Values

In operationalising the said mission and dealing with customers the CoJ Legislature believes in the values mentioned below. These values will underpin the CoJ Legislature’s interaction with stakeholders:

		
Communication: Sharing information openly and in a timely manner.	Customer/stakeholder service: Meeting or exceeding customer/stakeholder expectations.	Diversity: Embracing the uniqueness and contributions of all
		
Excellence: Performing at a level to provide high quality advice.	Innovation: Seeking new or enhanced ways to improve performance.	Integrity: Acting with honesty, respect, accountability, and professional ethics.

3. CORE MANDATE/PURPOSE

The core mandate of the CoJ Legislature is anchored on the City of Johannesburg strong emphasis on active citizenry; accountability Oversight; Scrutiny and Monitoring; Policy and By-law making; and lastly, Public Participation.



The principal aim of the CoJ Legislature therefore is to ensure that oversight and scrutiny is exercised by elected public representatives to the Executive and Administration thereby ensuring that , accountability, effective public participation and good governance takes place.

4. LEGISLATION AND POLICY ENVIRONMENT

Below are pieces of legislation and policies that guide the CoJ Legislature in realising its mandate and objectives:

- Constitutions of the Republic South Africa, 1996
- Municipal Structures Act, 1998
- Municipal Systems Act, 2000
- Municipal Finance Management Act, 2003
- City of Johannesburg, Council Standing Rules and Orders, 2016
- Basic Conditions of Employment Act 2002
- Remuneration of Public Office Bearers Act 20 of 1998
- Intergovernmental Relations Framework Act of 2005
- Any other applicable legislation to local government

5. STRATEGIC OVERVIEW (aligned to longer-term strategy, mayoral priorities and strategic programmes, cap, smart city, safer city strategy etc.)

This section outlines how the CoJ Legislature translate the City's strategic direction into annual operational programmes that advance integrated service delivery. Furthermore, reflecting the coordination the Departments operational priorities and the City's long-term vision.

This section outlines the Legislature business planning process as an enabler of the City's developmental agenda. Showing the linkage of the Legislature operational plan to the GDS2040, IDP, and budget.

Planning is an intricate process that is fundamentally shaped by a dynamic interplay of international, national, and local contexts. Departmental planning must thus be aligned with endorsed City's Long-Term Planning; City's Strategic Priorities; The CoJ's High Impact Programmes – Area-based development; CoJ's Climate Action Plan; Response to Community Issues, Satisfaction Surveys and Perceptions etc.

These different scales influence planning by setting frameworks, allocating resources, and addressing specific societal needs.

- **Aligning Local and Global Agendas: The SDGs, G20, U20, B20, and African Union Agenda 2063**

The Sustainable Development Goals (SDGs) inform the broader strategic objectives of the City of Johannesburg with a particular focus on Goal 11: Sustainable Cities and Communities. The emphasis on Goal 11 serves as a cornerstone, guiding The City's efforts towards other interlinked goals that support resilience, sustainability, and social equity. The City will be hosting the U20 Summit in 2025 which will create a city-focused platform, bringing urban leaders together to foster inter-city collaboration, share innovative solutions, and advance the internationalisation of local priorities.

Furthermore, the B20 (Business 20) Summit provides a critical avenue to engage with the global business community, fostering economic partnerships and attracting investment that can directly benefit Johannesburg's residents. Together, the G20, U20, and B20 forums provide Johannesburg with a comprehensive international stage to build partnerships, mobilise resources, and showcase our commitment to sustainable and inclusive urban development.

The City's engagement in these summits will be aligned with the aspirations of the African Union Agenda 2063, reinforcing Johannesburg's dedication to creating a more inclusive, sustainable, and prosperous future for African cities. Through these integrated efforts, the City aim to position Johannesburg as a leader in sustainable urban growth, using the G20, U20, and B20 platforms to secure investment, enhance local infrastructure, and implement initiatives that improve the quality of life for all our residents.

- **The National Development Plan and the Medium-Term Development Plan**

National Development Plan 2030 (NDP) adopted in 2012. The NDP aims to eliminate poverty and reduce inequality by 2030. The NDP drives 14 outcomes for delivery by 2030 as follows: education, health, safety and security, economic growth and employment, skills development, infrastructure, rural development, human settlements, local government, environment, international relations, effective public sector, social protection and nation building.

- **The District Development Model**

The District Development Model (DDM), established in August 2019, aims to improve Cooperative Governance and build a competent, ethical Developmental State by encouraging collaboration between different government levels and state organizations. This model focuses on achieving significant, performance-oriented results in service delivery and development, while also increasing accountability. Within each district and metropolitan area, a sustained government agenda will be developed to address critical developmental issues, including urbanization, economic expansion, land development, infrastructure investment for unified settlements and services, and the resolution of municipal service delivery problems.

- **The Growing Gauteng Together 2030 Plan**

The Gauteng Provincial Government launched the Growing Gauteng Together (GGT) 2030 in February 2020. The GGT 2030 is a reflection of a collective vision for the Gauteng City Region for 2030. The priorities of the GGT 2030 are as follows: economy, job and infrastructure, education, skills revolution and health, integrated human settlements and land release, safety, social cohesion and food security, building a capable, ethical and development state, building a better Africa and the world, sustainable development for future generations.

- **The Growth and Development Strategy 2040 (Joburg 2040)**

The Joburg 2040 Growth and Development Strategy developed in 2006 to articulate the future development path of the City of Johannesburg to be achieved in 2040 with a clear vision, mission and framing paradigm and principles, alongside outcomes, outputs and indicators. The outcomes and outputs are as follows:

GDS OUTCOMES	GDS OUTPUTS
1. Improved quality of life and development-driven resilience for all.	1. Reduce poverty and increase productivity 2. Food security that is both improved and safeguarded 3. Access to knowledge and lifelong learning 4. A society characterised by healthy living for all 5. A safe and secure city 6. A city characterised by social inclusivity and enhanced social cohesion
2. Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy	1. Sustainable and integrated delivery of water 2. Sustainable and integrated delivery of sanitation 3. Sustainable and integrated delivery of energy 4. Sustainable and integrated delivery of waste 5. Improved eco-mobility 6. Sustainable human settlements 7. Climate change resilience and environmental protection
3. An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens	4. Job-intensive economic growth 5. Promotion and support to informal and micro businesses 6. Increased competitiveness of the economy 7. A 'Smart' City of Johannesburg, that is able to deliver quality services to citizens in an efficient and reliable manner (cross cutting output)
8. A high performing smart 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

- **Align with the City's 11 mayoral priorities:**

- In February 2023, the City of Johannesburg swore into power the Government of Local Unity (GLU). Eleven (11) strategic priorities were identified for the City to drive leading to the end of term. The following include the good governance, financial sustainability, energy mix, sustainable service delivery, infrastructure development, job opportunity and creation, safer city, active and engage citizenry, sustainable economic development; Green economy, and smart city. Detailed below are the 11 Strategic Priorities:

Priority 1: Financial Sustainability

Enhance the City's financial resilience by improving revenue management, billing accuracy, and collection efficiency; strengthening financial controls and expenditure management; and prioritising high-impact capital investments that yield measurable socio-economic returns.

Priority 2: Energy Mix and Security

Develop and implement a comprehensive Energy Transition Plan that diversifies Johannesburg's energy mix. This includes increased investment in renewable energy generation, energy efficiency programmes, and smart grid technologies to ensure a reliable, affordable, and sustainable energy supply aligned with the City's Just Transition commitments.

Priority 3: Sustainable Service Delivery

Deliver reliable, high-quality municipal services equitably across all regions, with a deliberate focus on historically underserved communities. This includes modernising service delivery systems, improving maintenance regimes, and promoting efficiency and sustainability across service networks.

Priority 4: Job Opportunities and Creation

Promote inclusive job creation through targeted investments in green industries, digital innovation, construction, and infrastructure, while strengthening Expanded Public Works Programme (EPWP) participation and local enterprise development. This priority focuses on expanding access to equitable economic opportunities, especially for youth and women.

Priority 5: Good Governance

Implement measures to strengthen transparency, accountability, and citizen participation in decision-making. This includes institutionalising regular Community-Based Planning (CBP) feedback loops, enhancing oversight and consequence management, and reforming supply chain management (SCM) processes to improve fairness and efficiency in procurement.

Priority 6: Infrastructure Development and Refurbishment

Prioritise critical infrastructure projects that underpin inclusive growth — such as roads, stormwater systems, water and sanitation networks, and public transport. Emphasis should be placed on asset management, timely project completion, and ensuring value for money in infrastructure investments.

Priority 7: Safer City

Foster a safe and secure urban environment by expanding community-based policing, improving emergency response times, and integrating smart surveillance technologies. Partnerships with communities and law enforcement agencies will be deepened to prevent crime and enhance public trust.

Priority 8: Active and Engaged Citizenry

Institutionalise participatory governance by embedding citizen involvement in planning, budgeting, and service delivery processes. Mechanisms such as participatory budgeting, CBP forums, and digital feedback platforms will strengthen community ownership and shared accountability.

Priority 9: Sustained Economic Growth

Attract and retain investment in priority sectors such as renewable energy, finance, technology, manufacturing, and logistics, positioning Johannesburg as Africa's economic powerhouse. The City will implement structural reforms to enhance competitiveness, improve the ease of doing business, and enable a thriving local business ecosystem.

Priority 10: Green Economy

Advance the green economy through programmes that promote climate adaptation, renewable energy, waste minimisation, green manufacturing, and sustainable urban agriculture. This priority supports the City's commitment to environmental stewardship and sustainable resource use.

Priority 11: Smart City

Leverage technology and innovation to enhance service delivery, efficiency, and citizen experience. Smart City initiatives include digital governance platforms, open data systems, public Wi-Fi expansion, and smart infrastructure management — positioning Johannesburg as a leading African digital metropolis.

- **Alignment with the Climate Action Plan goals and themes**

City of Johannesburg - Climate Action Plan (CAP) has two (2) goals and ten (10) themes associated with the goals.

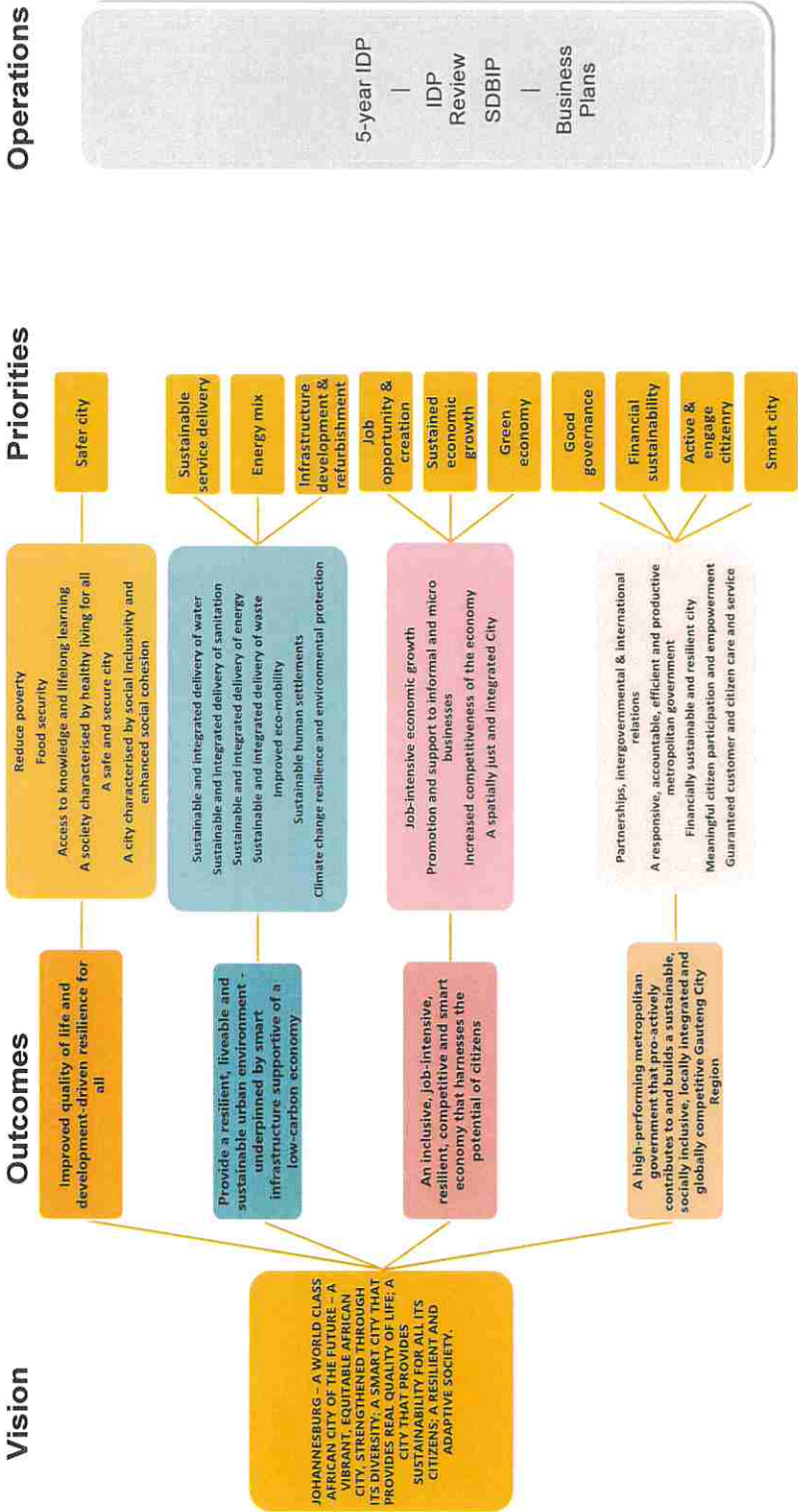
Goal 1: Net Zero Emissions refers to city actions that are geared towards reduction in greenhouse gas emissions. Goal 2: A Resilient City is about city actions that must be undertaken to protect the city against negative impacts of climate.

MITIGATION GOAL: NET ZERO EMISSIONS BY 2050 REDUCE THE SEVERITY OF CLIMATE CHANGE	ADAPTATION GOAL: A CLIMATE RESILIENT CITY BY 2050 REDUCE THE IMPACT OF CLIMATE CHANGE
Affordable Clean Energy  • Promote embedded and distributed generation (e.g. rooftop PV) • Increase share of renewable energy in the grid • Eradicate energy poverty • Improve energy efficiency and reduce share of fossil fuel use in industrial sector	Water Security  • Improve water conservation and demand management • Establish water recycling schemes • Increase share of alternative, decentralised water sources • Ensure water-sensitive urban design • Monitor and manage water quality
Optimised Energy Efficiency in Buildings  • Achieve net zero carbon, through efficiency and renewables, in all new public and private buildings built from 2030 • Achieve net zero carbon in all existing buildings (through retrofits) by 2050 • Ensure all municipal operations and buildings are net zero carbon by 2030	Resilient Human Settlements  • Enhance community resilience through sustainable livelihoods programmes • Develop safer settlements for vulnerable communities • Manage urban growth to decrease risk • Promote sustainable, efficient land use
Green Transport  • Enable mode shift towards public transport • Promote non-motorised transport • Enable fuel switching to cleaner fuels and electric vehicles • Improve vehicle fuel efficiency • Ensure transit oriented development	Flood & Drought Management  • Improve community and infrastructure flood resilience through land use and development planning • Improve community and infrastructure drought resilience through early warning systems and response planning
Alternative Waste Management  • Reduce waste • Divert recyclables from landfill and incineration • Optimise organic waste management • Optimise waste collection and treatment	Resilient Infrastructure  • Protect municipal infrastructure from climate hazards • Expand and rehabilitate green spaces
Improved Water Supply & Wastewater Treatment  • Improve wastewater treatment (environmentally friendly) • Improve water pumping efficiency • Water demand management	Healthy Communities  • Protection from heat-related health effects • Improve air quality • Increase resilience against disease • Support local, sustainable agriculture • Establish early warning systems for climate hazards

In considering these strategic policy priorities - both at the global, national and local levels - the CoJ Legislature is in an advantageous position to align its plans accordingly and also conduct oversight and hold government accountable on the commitments and key determinants of these plans. This will, ultimately, ensure that the CoJ Legislature's oversight is legitimate, relevant and valid.

Below is the diagram that depicts what shapes the strategic alignment of the City of Johannesburg

STRATEGIC ALIGNMENT



CoJ Legislature is dedicated to aligning its business plan with the City's long-term vision, as well as its short, medium, and long-term priorities and plans. Consequently, the Department has considered the key objectives and priorities of the City (Mayoral Priorities).

All City Departments and Entities (including the CoJ Legislature) aim to support the achievement of City's priorities. It is crucial to highlight that the operations of the City of Johannesburg Legislature are primarily associated with two Mayoral Priorities (Priority 1: Good Governance and Priority 8: Active and Engaged Citizenry). Additionally, the Legislature also supports Priority 11, the Smart City initiative.

The CoJ Legislature approved the five (5) strategic goals that outline the actions the Department will take to achieve its mission. The strategic goals are objectives intended to be accomplished. Here is the list of strategic goals for the CoJ:

- A. Enhance accountability, oversight, and scrutiny over the Executive
- B. Ensure meaningful public participation
- C. Lead in good governance practices
- D. Review policies and drive by-law Making
- E. Capacitate & provide effective support to Council, Councillors and Committees.

Oversight:

In 2006, City of Johannesburg Metropolitan Municipality Council passed a resolution to align its operation to the separation of powers model. This Model places the crucial role of oversight on the legislature. The main goal of the Johannesburg City Legislature is to hold the Executive and Administration accountable for carrying out the City's strategic agenda by having the Legislative Arm of Council, through Councillors, exercise oversight and scrutiny. The most crucial aspect of the CoJ Legislature's oversight role is to guarantee that the public has a say in the City's programs.

The Legislature's oversight and monitoring duties guarantee that the City adheres to sound management practices, that the administration is efficient, and that the government is transparent, inclusive, and accessible. Consequently, the Legislature makes certain that City works toward a clean audit through its oversight and scrutiny. Additionally, City makes the most of its resources, which improves productivity and prioritizes customer service.

Questions have been asked about the effectiveness of the Joburg Oversight Model (The Separation of Powers Model). There has been noted academic study of the Joburg Model in the past years. An Evaluation of Effectiveness of Oversight Committees: A Case of City of Johannesburg, Section 79 Committees by MT Mokgari and O Pwaka, in 2018, research paper; An evaluation of the 'separation of powers' governance model in the Johannesburg Metropolitan Municipality by S Chikwema in 2018, PhD thesis; Oversight and accountability in the City of Johannesburg by T Mbunge in 2016, Master thesis. All the studies noted both the challenges and success on the implementation of the model and proposed recommendations accordingly.

In order to enhance oversight, the Legislature intends to take the following actions during the 2026/7 fiscal year:

- 1) Creating practical Committee Oversight Plans and Programme (Committee Action Plans) with their monitoring strategies.
- 2) Committees collaborating with other stakeholders, such as universities and organizations from Chapter 9 and 10, to improve oversight.
- 3) Ensuring that Sec79 Committees have sufficient resources and are capacitated to carry out oversight.
- 4) The Legislature to conduct an empirical impact assessment of the Separation of Powers governance model to identify bottlenecks and strengthen oversight effectiveness and review the Model where appropriate. The availability of the budget will determine if the exercise is conducted internally or by an external service provider.

Public Participation:

The City of Johannesburg Legislature is essential to making the City of Johannesburg Public Participation procedures viable and successful. The primary goal of the CoJ Legislature's Public Participation programs is to address The City's Priority 8, which is "Active and Engaged Citizenry."

Legislature considers public engagement to be an essential tenet of how it operates. It is crucial that both Councillors and Council employees always acknowledge and respect their relationship with the public and live up to the mandate that has been entrusted to them. This is one of the main prerequisites for meaningful and sufficient public participation by the Legislature in Johannesburg. In the 2026/7 fiscal year, legitimate issues should be raised regarding the public's access to information, their ability to engage with the Council, and the extent to which they can hold the Council accountable.

The Legislature has always used participation methods that continue to be less successful, productive, and significant. Questions should include, among other things, whether: -

- 1) Are Ward Committee meetings, Ward Public meetings, the Taking Committees to the People, IDP and CBP sessions, and By-laws and or Policies Public Hearings effective?
- 2) Is there any method to assess how engaged the general public is in these initiatives?
- 3) Do these programs have a structure that is sufficient to satisfy the needs of the public?
- 4) Do residents feel heard, that the government takes public input into account when making decisions and carrying out processes, and that feedback is given in a timely manner.
- 5) Are innovative technologies used enough in public participation?
- 6) Is the way the Legislature use advertising in the print media and radio to reach the public really effective?

- 7) One of the strategic questions that must be addressed in order to enhance public engagement initiatives is whether citizens are sufficiently informed in order for them to participate meaningfully.
- 8) With the above questions, is it possible for the public to participate effectively?

The Constitution defines public participation as frequent and active engagement between the people and Government. Engagement with the public is a continuous process, not an event. In reality, the Constitution of the Republic of South Africa's Bill of Rights anticipates that the connection between the electorate and the politicians who are expected to represent them in the Government faithfully should be one founded on trust. Maintaining a positive connection between citizens and their elected officials should be prioritized, and like all other relationships, it should be routinely evaluated and cultivated to ensure that elected officials are always responsive to the actual needs of the populace and that public participation remains the primary force behind Government.

For the reasons stated above, the Legislature will pay more attention to the effectiveness of public participation in the 2026/7 fiscal year. The goal of the CoJ Legislature is to foster robust public involvement, where Citizens are educated about the role of public participation and their right to engage in government (civic education). With social compact, public involvement in governance will foster inclusive and cohesive communities.

Use community involvement to raise awareness and strengthen citizen responsibilities, which are essential for shared governance. Residents will be more inclined to contribute to the municipality's efforts in achieving the desired development and better services and delivery of those services if there is co-governance. In this sense, the Legislature will attempt to promote initiatives in the 2026/7 that are geared toward fostering sufficient and suitable community partnerships in the name of community stability, development, and active citizenship.

Through public participation, the Legislature hopes to aid in development or, at the very least, to foster it. The goal is to provide the least amount of help to current community forums and other parties involved in their interactions with the Joburg Municipality when it comes to creating performance plans and financial priorities. In addition, the Legislature will be creating at least Committee-specific stakeholder databases that include civil society groups.

Public engagement in South African municipalities has remained low despite the shifts brought about by COVID-19 in the quick move to technology, despite people's expectations of prompt participation, assistance, and response from municipal governments. The Legislature has been slow or not effective to use social media to promote public engagement through communication, and it has been even less successful at using the City's website as a platform for communicating with the community and other stakeholders. This fiscal year, the Legislature will adopt a more definitive policy stand on this issue. The Legislature will make a progressive step to modernizes the official platform, particularly for Councillors, so they may stay in touch with their constituents and hear feedback from them and other stakeholders.

The Legislature has slowly been embracing innovative public participation approaches i.e. virtual meeting; online submissions etc. In the 2026/7 financial year, the Legislature will continue to roll out digital and mobile participation strategies to improve the accessibility and inclusivity of public engagement processes for all demographic segments across Johannesburg. And more importantly, to promote public participation efficiency, effectiveness,

and integrity. The main initiative, will be the finalisation of the review of the Public Participation Policy in 2026/7 financial year to align with the innovative public participation approaches.

Both the Legislature and the Executive are involved in the City's public participation initiatives i.e. CBP and IDP. The role clarification on the public participation process guides all involved stakeholders in the public participation value chain. The Legislature, in the main is responsible for the process and the Executive is responsible for the outcome of public participation.

Over the years, the Legislature has experience hash responses from the public when facilitating CBP and or IDP public consultations resulting in disengagement and poor public participation. On analysing the negative responses and poor attendance, it has become apparent that the Legislature must radically strengthen outcome-based indicators by measuring the percentage of public inputs that result in tangible policy or budgetary shifts, moving definitively beyond mere participation numbers.

In measuring the outcome for public participation, the effectiveness, impact, and quality of engagement rather than just the number of participants, the Legislature aims to measure the specific outcome indicators. Key indicators include the extent to which public input influences decision-making, increased public trust in institutions, improved transparency, and higher levels of satisfaction with government services.

Methodologies for Measuring Outcomes

- Citizen and Councillors Satisfaction Surveys: These measure public and Councillors perception of engagement effectiveness.
- Analysis of Input Incorporation: Tracking how many suggestions from public hearings were adopted.
- Review of Council Reports: Analyzing if reports reflect community input. Through Sec79 Committees, the Legislature will analyse if community inputs were incorporated in the Departments and Entities plans.

By-law making:

In recent years, the Legislature role has been restricted to public participation in the creation of by-laws. This is mostly accomplished through informing the public of the proposed by-law and soliciting input from the community. The Legislature, as a result, encourages public involvement in the process of creating by-laws. The City has been approving and enforcing by-laws for the last several years. The Council-approved by-laws have, however, not been the subjected to a thorough evaluation of their effects on the quality of life.

In addition to maintaining its vital function of promoting public participation in the by-law making process, the Legislature will also be carrying out evaluations (surveys) of the by-law implementations and producing reports for the Council and Committees in the 2026/7 financial year. And to provide inputs to communities.

Digital Legislature:

As the fourth industrial revolution is now underway, it is clear that since the introduction of new technologies such as personal computers, the internet, and mobile phones, there have been significant transformations in people's daily social lives and in governance systems

across both private and public sectors. The rise of e-Governance is no longer limited to the "developed countries" but has extended to many African nations, where government policy-making institutions have embraced ICT to improve service delivery and facilitate information collection and sharing.

In the 2026/7 financial the Legislature will embrace e-Governance and thereby introduce and implement Digital-Legislature to enjoy the benefits of e-Governance to improve both its legislative and administrative processes. Among other activities, the Legislature plans to implement the following:

- Rolling out paperless Council and Sec79 Committee meetings;
- Implementing e-Petition;
- public participation Web application developed with AI
- Electronic Councillors Declarations

Below is the alignment of the selected City's Priorities with CoJ Legislature Strategic objectives and the focus areas from December 2025 to June 2027:

"Striving for oversight that ensures the realisation of a better service delivery by CoJ".

CoJ Strategic priorities	CoJ Legislature strategic objectives	Focus Area from Dec 2025 – June 2026	Focus Area from July 2026 – June 2027	Focus area – long term
Good Governance	Enhance accountability, oversight, and scrutiny over the Executive	- intensify implementation of the oversight programme i.e. conduct more oversight visits. - Intensify monitoring that Cllrs abide by the Cllr code of conduct i.e. monitor that ward Cllrs hold public meetings, and monitor that Cllrs are paying for rates and services.	- Improve oversight presence by among others restoring the fully operational and functional Sec79 Committees - Implement e-petition - Improve civic education. - Restore well-functioning ward committees. - Finalise reviewal of all outdated policies. - Prepare for transition towards the next local government elections (elections to be held in between late 2026 and early 2027). 100% compliance with all governance requirements (EE;SHE Legislature structures establishment)	- Creating a stronger and efficient Legislature that ensures oversight of the Legislature on the Executive and improved public participation. - Improve number of participants in all Legislature (City) public engagement initiatives. - Digital Legislature
Active and Engaged Citizenry	Ensure meaningful public participation			
Good Governance	Lead in good governance practices			
Good Governance	Review policies and drive by-law Making	- Implement programme for Cllr capacitation - Provide alternative offices/working space for Legislature Political Leadership and employees affected by the declaration of Metro Centre as inhabitable.		
Good Governance	Capacitate & provide effective support to Council, Councillors and Committees.			
Active and Engaged Citizenry	Ensure meaningful public participation			

			• Communication efficiency (improve information accessibility)	
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Key priorities for the 2026/7 financial year

Priority 1: Effective oversight programme

The Legislature needed to develop an appropriate oversight methodology with appropriate outcomes-based oversight methodology. The Legislature to consider forming strategic partnerships with research institutions to improve research supported oversight. Some of the key activities that must be focused on to improve effectiveness of oversight include:

- 1) Departmental and Municipal Entities Quarterly Performance and Budget Report Analysis (In-Year monitoring of the implementation of Business Plans and Budgets)
- 2) Departmental and Municipal Entities Annual Report Analysis (End of year monitoring of the implementation of Business Plans and Budgets)
- 3) Oversight Visits (on-site verification of reported performance) and Focused Intervention Studies.

Priority 2: Effective Ward Governance

To ensure that there is an effective governance structure and system in place that engages citizens successfully while promoting an efficient ward governance from the most basic units of the City's wards and ultimately into the leadership of the legislature.

Ensure that all ward Councillors hold at least one public meeting per ward. Improve the overall functionality of ward committees (ward committees holding monthly meetings as expected). Finalise the reviewal of the ward committee policy.

Priority 2: Councillor capacitation and abiding to the Cllr Code of conduct

Ensuring that Councillors are compliant and are up to date with their municipal accounts. Implement Councillor training plan

Priority 3: Cost Efficient Council

The Legislature must ensure that the institution implements measures to curb wasteful expenditure where possible. Such as:

- Reduction of the catering expenditure during Council meetings. This includes limitations on the number of meals ordinarily afforded to Councillors.
- Reduction of the printing costs as printing is the biggest cost driver for the Legislature. This includes the workshopping of computer literacy for Councillors as the Legislature move towards the digitisation of the Council business. E.g. printing of the Council agenda

Priority 4: Legislature Leadership outreach programmes (Social Responsibility Programme)

Outreach programmes play a critical role in the Legislature offering intervention for the needy and vulnerable members of the society. However, these programmes also plays a critical role in creating strategic partnership between the Legislature and communities.

Beneficiaries included the following:-

- a) primary school learners who received school uniforms and or sanitary towels.
- b) Needy families where temporary relief food hampers were distributed.
- c) Qualifying students who needed National Student Financial Aid Scheme (NSFAS) funding.
- d) Homecare organisations/ Old age Homes given various items including groceries and general support
- e) Contributing to the national fight against GBV. Gender-based violence (GBV) is a global scourge and a national crisis in South Africa, described as a "national disaster" due to its alarming proportions and devastating impact on the social fabric.
- f) Offering support to the Disabled and ill persons

Strategic alignment:

Department's (CoJ Legislature's) alignment to Longer-Term Strategy, Mayoral priorities and strategic programmes, CM Action Plan

GDS Outcome	GDS Output	City's Strategic priorities	CoJ Legislature Strategic objective	CoJ Legislature implementation Programme
Outcome 4: A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region	A responsive, accountable, efficient and productive metropolitan government Financially sustainable and resilient city	Good Governance; Financial Sustainability	Enhance accountability, oversight, and scrutiny over the Executive	1. The conducting of oversight and scrutiny by Section 79 Committees (conducting oversight visits; conducting oversight on the Executive quarterly and Annual report; and Oversight Committee meetings to hold Executive accountable). 2. Functional MPAC Committee to curb corruption and improve oversight on the implemented programmes. 3. Council meetings held to improve accountability (robust debate in Council meeting to scrutinise reported performance) 4. Chairpersons Committee oversight programme (coordination of oversight committees activities) 5. Ward-based monitoring of service delivery by Ward Committees.
Outcome 4: A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally	Meaningful citizen participation and empowerment	Active and Engaged Citizenry A responsive, accountable, efficient and productive metropolitan government	Ensure meaningful public participation. Review policies and drive by-law Making	1. Hold ward-based public meetings 2. Conduct Public Participation process during the by-law and policy review/making process. 3. Hold Community Based Planning sessions. 4. Public consultation for Integrated Development Planning. 5. Hold Ward Committee meetings. 6. Section 79 Committee meetings open to public.

GDS Outcome	GDS Output	City's Strategic priorities	CoJ Legislature Strategic objective	CoJ Legislature implementation Programme
competitive Gauteng City Region				7. Council meetings open to public. 8. Functional Petitions Committee to attend to submitted petitions. 9. Committee Clusters meetings. 10. Speaker of Council; Whip of Council; and Chair of Chairs events (engagement with the public). 11. Taking Legislature to people 12. Civic education 13. Student Council 14. Profiling of Office Bearers and Committee Chairpersons. 15. Collaborate with National and Provincial Portfolio Committee to hold public hearings on draft legislations/bills
Outcome 4: A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region	A responsive, accountable, efficient and productive metropolitan government	Good Governance	Lead in good governance practices. Capacitate & provide effective support to Council, Councillors, and Committees.	1. Conduct civic education 2. Organise and hold wellness days for both Councillors and employees 3. Facilitate the provision of vegetable packs by the Joburg Market for destitute families

GDS Outcome	GDS Output	City's Strategic priorities	CoJ Legislature Strategic objective	CoJ Legislature implementation Programme
Outcome 4: A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region	A responsive, accountable, efficient and productive metropolitan government	Good Governance; Financial Sustainability	Capacitate & provide effective support to Council, Councillors, and Committees.	1. Ensure that ward Councillor are adequately supported. 2. Ensure that ward Committee are adequately support, and function optimally. 3. Administration of Councillors allowances and benefits. 4. Organising Civic funeral 5. Roll-out Councillor wellness programme 6. Roll-out Councillor empowerment, development, and training programme. 7. Respond to and manage the risk of Councillor attack
Outcome 4: A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region	A responsive, accountable, efficient and productive metropolitan government	Good Governance; Financial Sustainability	Lead in good governance practices	1. Improve compliance to all applicable procurement legislative prescripts. 2. Improve compliance to MFMA Section 65. 3. Ensuring that the department works towards the attainment of unqualified audit opinion. 4. Provision of asset management 5. Providing legal and procedural support to Council, Section 79 Committees, and the Legislature. 6. Managing litigation. 7. Provide legal support on supply chain processes. 8. Performance Management. 9. HR administration. 10. Managing complaints against Councillors. 11. Monitoring and managing Councillor Arrears

GDS Outcome	GDS Output	City's Strategic priorities	CoJ Legislature Strategic objective	CoJ Legislature implementation Programme
Outcome 4: A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region	A 'Smart' City of Johannesburg, that is able to deliver quality services to citizens in an efficient and reliable manner	A Smart City	Capacitate & provide effective support to Council, Councillors, and Committees.	1. Holding paperless Council and Committee meetings (agenda shared through google link) 2. Holding virtual Council and Committee meetings 3. Councillors and Officials attending training programmes offered virtually. 4. Virtual Civic education (circulating educational videos through WhatsApp) 5. Virtual public consultation (people could submit inputs online via hubspot; on the Teams conversation box; web application.) 6. ¹E-petition 7. Reskilling Ward Administrators on new innovative smart public participation tools to be able to infuse the smart approach in the public participation initiatives.
Outcome 4: A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region	A responsive, accountable, efficient and productive metropolitan government	Good Governance	Lead in good governance practices.	1. Circulate messages on the commencement of the 16 days of activism for no violence against women and children. 2. Information sharing to employees and Councillors aimed at addressing Gender-Based Violence and Femicide (GBVF) 3. GEYODI Committee to attend to women, youth, and the disadvantaged people issues 4. Women's Caucus to attend to activities related women Councillors

¹ E-petitions is an easy digital way that enable members of the public to submit a petition to the government

Climate Change Plan

The South African Government regards Climate Change as one of the greatest threats to sustainable development. If unmitigated, has potential to undo or undermine many of the positive advances made in meeting South Africa's own development goals and the Millennium Development Goals (DEA 2010). Climate Change is an inter-disciplinary and cross-cutting issue, which will require multi-disciplinary action from all stakeholders including the Legislature.

Legislature can play a key role in the implementation of Climate Change Plan. According to ²Xolile George the Secretary to the Parliament of the Republic of South Africa, in the Daily Maverick article, "A well-functioning and compassionate administration of the legislature has an opportunity to facilitate and translate high-level, often complex, discussions about climate change, into meaningful discussions at a local level."

South Africa is a Party to the Paris Agreement under the UNFCCC and thus ascribes to the global goal of limiting warming to well below 2°C, while making best efforts to meet 1.5°C. At the 28th Conference of the Parties (COP28) meeting in 2023, all Parties affirmed that limiting global warming to 1.5 °C with no or limited overshoot requires deep, rapid, and sustained reductions in global GHG emissions. Specifically, a reduction of 43 percent by 2030 and 60 percent by 2035, relative to the 2019 level, is needed to reach net zero CO₂ emissions by 2050.

Paper is the core component for Council and Section 79 Committee meetings i.e. printing of agenda. Paper made up for 1.3% of global greenhouse gas emissions, or 721 metric tons of carbon dioxide equivalent. Roughly a third of these emissions arise from landfilled paper products. Paper waste constitutes a major segment of the solid waste in landfills and plays a notable role in deforestation, greenhouse gas emissions, and pollution.

Action 1: Waste (paper) reduction

Action 1: Waste (paper) reduction
This action aims to reduce the volume of waste (paper) generated by Council and Section 79 Committee meetings, to limit the need for waste processing and reduce volumes of waste sent to landfill. Waste reduction is a key action in support of other waste management actions and is the most favourable option in the waste hierarchy 'reduce, reuse, recycle'. Action: 1. Ensure all Council and Section 79 Committee meetings are paperless 2. Develop and execute a plan to implement the paperless system for Councillors to access agendas and minutes 3. Use google link to distribute Council and Section 79 Committee meetings agenda Benefits: The reduction or elimination of paper used to print meeting agenda can prevent the release of carbon dioxide, resulting in the profound climate benefits.

² Xolile, G, (2023) 'A transformative parliament in SA is a key instrument to drive climate change action'. Daily Maverick, 17 December. <https://www.dailymaverick.co.za/article/2023-12-17-transformative-parliament-is-necessary-for-just-climate-change-action/>

The aim is to hold paperless Council and Section 79 Committee meetings (agenda shared through google link).
Action 2: Communication and awareness Education is a critical agent in addressing the issue of climate change. Raising awareness and thereby understanding of the effects of climate change will facilitate both behavioural change and societal support for the actions needed to reduce greenhouse gas emissions. Knowing the facts will help eliminate the fear about embracing changes needed to respond and mitigate climate change. It can also help in getting the society to support strategies for mitigation and adaptation. The main aim is to help residents of Johannesburg to understand the impact of global warming today and increase climate literacy. Effective public engagement is therefore key to success in planning for climate change. Action: 1. Collaborate with the relevant City Departments and Entities (Environment and Infrastructure Services; Transport; Metrobus; Pikitup etc) to conduct civic education on climate change. Benefits: Inclusivity and civil society support of Climate Change mitigations and adaptation initiatives. Undertaking educational and public awareness campaigns on climate change will ensure public participation in programmes and information access on the issue.

The Presidential Climate Change Commission produced a report titled "The State of Climate Action in South Africa: Priorities for Action for the Government of National Unity" in 25 July 2024.³ The key finding from this work is that although South Africa has strong commitments and public support for tackling climate change and facilitating a just transition, progress is not happening at the pace and scale required to tackle a crisis of such proportion. Key barriers hindering progress include incoherent policies, weak governance structures, insufficient finance, and inconsistent actions by the government and other stakeholders. There is a need for radical and strong political commitments and administrative actions to implement both mitigation and adaptation interventions.

In conclusion and most importantly, the Legislature, must ensure that commitments made by the City gain traction by holding the Executive accountable to the commitments. The Legislature must be a well-functioning key instrument that monitors and ensures that the City implement the climate change action.

³ https://pccommissionflo.imgix.net/uploads/images/24_REP_State-of-Climate-Action-in-South-Africa_v4.pdf

6. DEPARTMENTAL RESPONSE TO (IDP/CBP community issues; customer satisfaction survey / quality of life survey; perceptions management; and IGR)

6.1 IDP/CBP Community Issues

Departments and Municipal Entities must respond to community issues as raised in 1st round of engagements: community-based planning sessions. Responses must be to the issues raised by the said community and in the manner the communities have raised them. The City of Johannesburg held Community Based Planning (CBP) sessions were held between October and November 2025. All 135 wards consulted against a target of 135 wards. There were no issues raised against the Legislature.

6.2 Polling Satisfaction Survey

City of Johannesburg related findings regarding satisfaction with services:

Service Delivery Areas	QoL 6 2020/21	QoL 7 2023/24	% change
Quality of Life Index	62%	61%	-1

The overall 2023/24 Quality of Life Index mean score of 61% is a decline of one point from the score of 62% in QoL 2020/21.

In response to the 2023/24 Quality of Life Index results the Legislature will ensure that (through oversight) everything that was planned to improve service delivery is implemented.

The participation dimension has been stable with a score of around 70% for the past three periods 2017/18; 2020/21; and 2023/24).



Public engagement with local governance still faces challenges in formal civic participation. Despite higher internet usage, participation in governance activities remains low, indicating potential barriers to civic engagement. Rising dissatisfaction with local government further

reflects growing public frustration with service delivery, infrastructure management, and governance transparency.

In response to the 2023/24 Quality of Life Index results the Legislature will ensure public participation to inform the public about the City's programmes, conduct more civic education, most importantly improve public consultations for both the CBP and IDP.

From the CoJ's Satisfaction Trends Analysis Report 2017- 2024 there were some reasons for dissatisfaction as reported by customers. Below is one (1) reason related to the Legislature:

1. Governance and Public Engagement

The Auditor-General reported that weak financial controls, poor procurement practices, limited oversight, and perceptions of corruption have undermined customer confidence in local government. Customers lack trust that government can manage its resources and deliver. Participation in city affairs is low, as many residents feel unheard in decision-making.

a) Main reasons for customer dissatisfaction.

Low participation because residents are dissatisfied about service delivery.

b) Response planned to respond to / improve the above within in business plan year.

Improve on inclusive consultations i.e. sector-based consultations; Regional consultation; accurately capture submissions and relay submissions to the Executive promptly and the Executive to provide feedback promptly to the residence. The City to share successes of service delivery with residents during public meetings convened by respective ward Councillors.

c) Priority regions to target within in business plan year.

All the City Regions

6.3 Perceptions management

While the City's primary focus is improving service delivery and the reality of its customers' experience, it is important that the Legislature also addresses negative perceptions in order to improve satisfaction levels in the City. In the 2026/7 financial year the Department will implement programmes aimed at managing perceptions about the Department.

a) Communicate the milestones/journey to achievements (not end achievements only)

The Legislature will use the CoJ platforms (CoJ messages and CoJ website) to communicate Legislature achievements. The Legislature Political Leadership will conduct interviews with different radio station to talk about the Legislature. In the 2025/6 financial year, the Legislature consistently used the CoJ message to circulate information about Legislature programmes, and this will be continued in the 2026/7 financial year.

The Legislature will implement a number of outreach events/initiatives (donating school uniforms; supporting Old Aged Homes; supporting vulnerable communities etc). In the 2025/6 financial year, the Legislature held a number outreach events, and this will be continued in the 2026/7 financial year.

b) key action and optics which are critical in changing perception. E.g. low-hanging fruits.

- Supporting the school opening campaign Legislature leadership visiting schools and donating school uniforms.
 - Mandela day events – Legislature assisting Old Age Homes and Schools.
 - Supporting victims of GBV
- c) Anticipated number of proactive messages or communication strategies for improving perceptions e.g. The specific programmes will among others include:

Profiling of the work of the Legislature and the Legislature Political Leadership through CoJ messages; radio interviews; and the City website.

- d) Include a KPI for quarterly monitoring.

In the 2026/7 the Legislature will not be including a KPI that specifically monitor perception. However, Political Offices in the Legislature will be reporting accordingly on the outreach events conducted and conducted radio interviews on a quarterly basis.

6.4 Inter-government Relations (IGR)

The Intergovernmental Relations Framework Act (2005) establishes a framework for national, provincial, and local governments in South Africa to promote and facilitate intergovernmental relations. It aims to address issues such as poverty, underdevelopment, and the settlement of disputes between different levels of government.

The City of Johannesburg's Intergovernmental Relations (IGR) strategy (2024) focuses on positioning the City as a resilient, inclusive, and thriving hub through enhanced collaboration with provincial and national government departments, municipal entities, and stakeholders. It aims to improve service delivery and urban planning by aligning cross-sphere programmes and fostering partnerships

In the 2026/7 financial year the Department will implement programmes aimed at cementing and managing the Department footprint in inter-government relations and thus contributing toward the achievement of the City's IGR strategy objectives. The Legislature IGR activities in 2026/7 will include the following:

- a) Participate in SALGA Task teams.
The CoJ Councillors chair some of the SALGA Task Teams
- b) Hold knowledge sharing sessions with other municipalities on among others, the separation of powers model.
The benchmarking sessions allows the City to share lessons and best practices with other municipalities. Thus contributing towards the attainment of the City's IGR priority that of fostering increased collaboration and knowledge sharing.
- c) CoJ Speaker of Council participate in the Gauteng Speakers Forum.
The Gauteng Speakers Forum (GSF) is a voluntary association whose convenor is the Speaker of the Gauteng Provincial Legislature. The GSF allows for the fostering of the collaboration between The Gauteng Provincial Legislature and Municipal Councils in Gauteng Province.
- d) Commemorative military events in the City of Johannesburg are centered around honoring fallen heroes from various conflicts, often organized in collaboration with the South African National Defence Force (SANDF), military veterans' associations, and city officials through Intergovernmental Relations (IGR) frameworks. Key venues include the Anglo-Boer War Memorial in Saxonwold; National Remembrance Sunday (November); Square Hill Remembrance Service etc

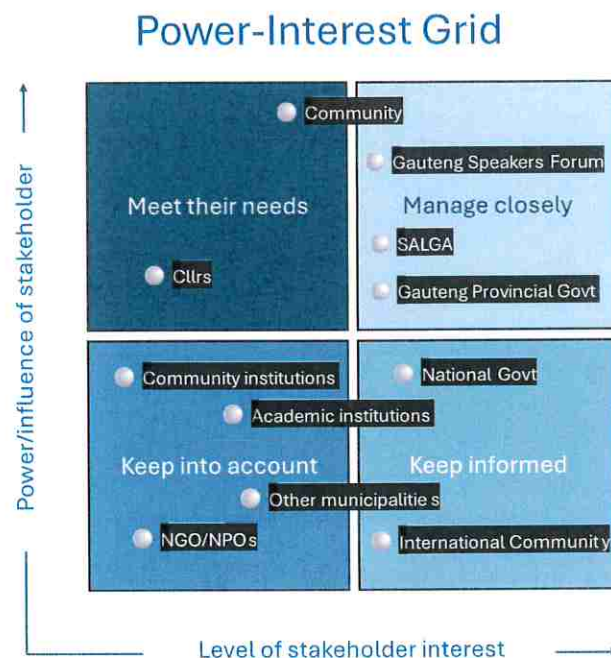
IGR and Organizational Support on the military events commemorations:

- City of Johannesburg (CoJ): The Speaker of Council and Executive Mayor often lead these ceremonies.
- SANDF: Provides support in planning and executing military protocols, such as the "Last Post," "Reveille," and parades.
- Freedom Regiments: Military units with the privilege of marching through the city, who participate in wreath-laying.
- Veterans Associations: Groups such as the SA Legion and Gunners' Association are heavily involved in organizing these, particularly the MOTH (Memorable Order of Tin Hats) "Shadow" parades.

Stakeholder Mapping:

The Power-Interest Grid is a type of stakeholder matrix used to show the level of power/influence and the level of stakeholder interest (this stakeholder mapping model referred to as the Mendelow Stakeholder Matrix).

This stakeholder mapping was used to map a location for each key Legislature stakeholder, based on their relative levels. The quadrant a stakeholder falls in will help to determine how the Legislature engage with them. Those that have high interest and high power will be managed closely. While those with low interest with high power, their needs will be met.



Stakeholder roles:

1. Councillors are elected representatives who serve on local councils. Their primary role is to:
 - Represent their ward or division and the people who live in it.

- Act as a bridge between the community and the council.
 - Advocate for local residents and keep them informed about relevant issues.
2. Community of Johannesburg: A community is a social unit with a shared socially-significant characteristic, such as place, set of norms, culture, religion, values, customs, or identity.
 3. SALGA: is a Schedule 3A Public Entity (PFMA), and as such reports to the Minister for COGTA; A strong and effective SALGA lies at the heart of strengthening the local sphere of government to enable it to pursue a developmental agenda to fulfil the promise of the electoral mandate: to speed up the delivery of free basic services, build sustainable human settlements and viable communities, improve all public services, build infrastructure, create job opportunities and fight poverty.
 4. Gauteng Speakers Forum: Gauteng Speakers Forum (GSF) is a voluntary association whose convenor is the Speaker of the Gauteng Provincial Legislature. It comprises of all speakers of municipalities in Gauteng. It's a platform for sharing experiences on oversight; by-law making and public participation.
 5. National and Provincial Governments: national and provincial governments (through legislation and other measures) to support and strengthen the capacity of municipalities to manage their own affairs, exercise their powers and perform their functions.
 6. NGO/NPOs: They implement advocacy, and social mobilisation programmes aimed at lobbying for policies which advance the interests of marginalized

7. STRATEGIC ANALYSIS

The strategic analysis in the development of the CoJ Legislature 2026/7 business plan considers the local, national and global contexts within which the Department operates. It considers the internal and external environmental issues that may influence the Legislature's performance. These include, among others, slow economic growth, effects of evolving democracies, emerging contestations, increased demands, changing forces and approaches in governance.

7.1. Service delivery and infrastructure backlog and challenges, past performance, and outlook

No service delivery and infrastructure backlog to be reported by the City of Johannesburg Legislature

7.2 Environmental analyses

The section that follows sets out an analysis of CoJ Legislature's internal and external environment – undertaken via SWOT and PESTEL analysis⁴.

The analysis also aids in the assessment of the control environment, in relation to risks (identified and inherent). The risk assessment provided in the subsequent section of this report builds on these factors, while also considering changes in the regulatory and policy environment, operational systems, the broader geopolitical landscape, and market perceptions.

7.2.1 SWOT Analyses

A SWOT analysis is an analytical tool used to assess the internal and external factors that may have an impact on the performance of an organisation. To arrive at a set of strategic objectives stated in this plan, the Legislature assessed the environment so as to take into account the many variables and forces within which the Legislature is operating both in the internal and external environment. This exercise helped to determine the future direction of the Department by considering threats, opportunities, strengths and weaknesses that will have an impact on the current or future plans of the Department.

The table below highlights both internal considerations ('strengths' and 'weaknesses'), and external considerations ('opportunities' and 'threats') that CoJ Legislature needs to consider when determining its priorities and targets, and the requirements for implementation.

⁴ Where the SWOT analysis focuses on strengths, weaknesses, opportunities, and threats, while the PESTEL analysis provides an overview of the wider environment, from a political, economic, social, environmental, and legal perspective.

STRENGTHS	WEAKNESSES
• Adequate support to Sec79 Committee and ward Cllrs (Committee Coordinators; Committee Researchers; Committee Legal Advisors; and Ward Administrators) • Oversight model (SALGA referring other municipalities to learn from CoJ) • Sufficient budget allocation • Institutional knowledge and memory through experienced staff. • Functional oversight structures and systems (Council established Sec79 Committees) • Elected and established ward committees • Administration Leadership stability (Permanent Legislature Executive Management)	• Not specific training for Cllrs • Inadequate communication with stakeholders. • The poor internal flow of communication that may lead to unequal access to organizational information or even misinformation. • Ineffective Petition system • Non-existence of an employee retention strategy • New Cllrs not familiar with the oversight model • Low staff morale • Absence of an M&E system that monitors and evaluates the execution of all three legislative mandates. • Inadequate management of oversight committees' performance. • Poor resolutions tracking in respect of management decisions. • Poor induction of new staff and Councillors • Inadequate office accommodation • Offices not complying with occupational health and safety best policies. • Not all ward committees are 100% functional. • Uncoordinated Cllr protection efforts because of unclear or unfunded expectations.
OPPORTUNITIES	THREATS
• Information, communication technologies offer new opportunities to improve Legislature business such as digital strategies, e-behavior and committee work - Virtual platforms and innovations (E Council/Committees/E-Petition) • Benchmarking providing learning opportunities • New Cllrs bringing new ideas • New strategic partnerships with civil society bodies	• Unengaged citizenry • Increased public protests. • Increased attack on Cllrs (Safety of Councillors) • Unpredictable Political Leadership change because of coalitions governance change and or effects of the upcoming the ⁵2026 local government elections • Lack of office space and big venues for public consultations • Allocated budget reduction because of the current economic outlook.

⁵ Minister in the Presidency Khumbudzo Ntshavheni announced that South Africa's next local government elections are scheduled to be held between November 2, 2026 and February 1, 2027

7.2.1.1 Strategic Reaction to SWOT Analysis

	<u>Internal Strengths</u> • Requisite capabilities and capacity. • Oversight model. • Professional support service. • Sufficient budget allocation.	<u>Internal Weaknesses</u> • Incapacitated oversight committees. • Poor stakeholder communication • Ineffective Petitions System • Non-existence of an employee retention strategy • New Cllrs
<u>External Opportunities</u> • Legislative review • E Council and Innovation • Benchmarking • Learning institutions for skills development • New Cllrs bringing new ideas and energy	<u>SO:</u> 1. Make use of professional support services (Legal) to Legislate the separation of power model. 2. With the professional support services and the budget, an electronic system of conducting council business more efficiently and reduce costs can be designed and implemented.	<u>WO:</u> 1. Benchmark the best practices on effective communication for stakeholder engagements. 2. Benchmark with other countries the most effective system of handling petition. 3. Enrolling each committee to institutions for training on specific skills relevant to their portfolio.
<u>External Treats</u> • Unengaged citizenry. • Public protests. • Safety of Councillors. • Loadshedding/water shedding • Inhabitable Metro Centre • Programmes affected by 2024 National and Provincial Government electioneering.	<u>ST:</u> 1. Use the oversight model to accumulate information of community needs and reasons for poor participation in council business 2. Use the oversight model through ward committees to proactively deal with community issues and avoid public protest	<u>WT:</u> 1. Enhance communication to all stakeholders on the key City's events. 2. Build and make available safe houses for councillors in distress.

7.2.2 PESTEL Analyses

A PESTEL analysis serves as a valuable tool through which to assess the macro-environment and external factors which may have an impact on an organisation, its performance, and the strategic choices it makes. The acronym 'PESTEL' refers to the Political, Economic, Social, Technological, Environmental, and Legal factors that may impact an organisation's performance and its ability to meet its mandate. Each of these areas of analysis are reflected on in the figure below.

Factor	Description
Political	• Government changes
Economic	• Unemployment level • Interest rates • Inflation rate • Taxation changes specific to product/services
Social	• Health • Consumer opinions and attitudes • Views of the media • Law changes affecting social factors • Working attitude of people
Technological	• Technological development • Research and development • Communication
Legal	• Introduction of new Legislation • Amendment of legislation and review • Regulatory bodies and their processes
Environmental	• Climate impact linked to waste (paper) generated from meeting agendas • Water shedding

7.2.2.1 Strategic Reaction to PESTEL Analysis

Factor	Reaction to PESTEL Analysis
Political	There are always political changes in the administration of municipalities, and every change in the political administration comes with new plans and ways of administration. It therefore become quite critical for the Legislature to have versatile and supportive approach that seeks to support the new political administration. That requires a staff compliment that is objective and dedicated in its support existing administration and leadership.

Factor	Reaction to PESTEL Analysis
Economic	In considering economic factors, the City should always consider the communities when reviewing tariffs taking into consideration the level of unemployment, ever changing interest rates and inflation. The need to focus on job creation and support for SMMEs becomes critical. Moreover, ensuring that small businesses doing business with the city are paid in time as most use credit facilities to provide services to the City.
Social	The need to engage with communities on service delivery can never be over emphasized, and this puts the communication at the centre of critical tools used to engage the public. This requires use of effective tools of communication to keep intact with the public views on the service the City delivers to its residents.
Technological	There is a need to keep abreast of ways technology can enhance communication between the City and its residents, and such technology should always be explored such as social media. The city has an opportunity to reach wider stakeholder more efficiently and less costly than the conventional ways.
Legal	There is a need for the City be always mindful of new legislative prescripts that would have an impact to the communities, and plan to manage such impacts to avoid community distress. Some of these legislative changes may be favourable or unfavourable to communities, which is why public participation on by-laws is an important process of maintaining good relationships with the communities.
Environmental	To introduce paperless meetings to minimise the generation of waste paper.

8. RISK ASSESSMENT

The governance of risk is a primary duty and responsibility of the Head of the Department. Thus, the HOD as the Executive Head is responsible and accountable for the implementation and practices of good risk management practices in the Legislature. Group Risk and Audit Services (GRAS) provides advisory support on the development and effective implementation of risk responses/treatments. On a quarterly basis the Department monitor implementation of actions against both the strategic and operational risks, and submits a Risk Management Quarterly report to GRAS.

The Department governs the risk in a way that supports the Department in setting and achieving its strategic objectives. All risk management efforts are focused on supporting the City's Mission and Vision, that's include Mayoral Priorities towards achieving Joburg Strategy 2040. Equally, to ensure compliance with relevant legislation and to fulfil communities and other stakeholders expectations. The Legislature's strategic risk assessment for the 2026/27 financial year was carried out in line with the City's Group Risk Management Policy that commits to the following :

- Enterprise risk management as an integral part of all decision-making processes
- Applying a structured risk management program to minimize reasonably foreseeable disruption to service delivery, harm to people, and damage to the environment and property.
- Identifying and taking advantage of opportunities as well as minimizing adverse effects.
- Training all its employees to implement risk management effectively.
- Striving to continually improve risk management practices.
- Ensuring that the main risks that represent opportunities or hazards to meeting the City's objectives will be explicitly identified, assessed, controlled, monitored and reported.
- Ensuring that risks are prioritized and attention will be focused on these objectives.
- Identifying and implementing a control system to cover the risks.
- Adoption of Group Risk Management Framework as City's official document to be implemented city-wide

The Legislature 2026/7 risk register is attached in annexure B

9. STRATEGIC RESPONSE (IMPLEMENTATION, PERFORMANCE)

9.1. Key performance areas

	Key Performance Area	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
KPA: Community Based Planning	City's Strategic Priority	• Good Governance • Active and Engaged Citizenry			
	GDS Outcome	• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region			
	GDS Output	• A responsive, accountable, efficient and productive metropolitan government • Meaningful citizen participation and empowerment			
	Link to Departmental Strategic Goal	• Ensure meaningful public participation. • Lead in good governance practices.	• Creating a responsive administration focused on delivering service with pride to the City's residents. • Expand participation by introducing more virtual participation approaches to improve the accessibility and inclusivity of public engagement processes for all demographic segments across Johannesburg.	• Number of Community Based Planning session/workshop held per ward. • Ward plans with all the programmes/projects that the community in the ward has identified.	• Logistical support for Community Based Planning sessions/workshops per ward. • Mobilising/inviting relevant stakeholders. • Securing the venue for the sessions. • Provision of Transport for the stakeholders. • Organization of catering, tables, and chairs.

Key Performance Area	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
				- Provision of screens/projectors and audio system. - Ensure that all events are Joint Operational Committee (JOC) compliant.
KPA: Integrated Development Plan Summits	City's Strategic Priority	- Good Governance - Active and Engaged Citizenry		
	GDS Outcome	A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	- A responsive, accountable, efficient and productive metropolitan government - Meaningful citizen participation and empowerment		
	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
	- Enhance accountability, oversight, and scrutiny over the Executive. - Ensure meaningful public participation. - Lead in good governance practices.	Improved accountability. An informed Community, therefore, a better equipped stakeholder in holding the Council to Account. Expand participation by introducing more virtual participation approaches to improve the accessibility and	Draft IDP with recommendation from the residents of the City tabled in Council	- Logistical support for Community Based Planning sessions/workshops per ward. - Mobilising/inviting relevant stakeholders. - Securing the venue for the sessions.

Key Performance Area	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
		inclusivity of public engagement processes for all demographic segments across Johannesburg.		- Provision of transport for the stakeholders. - Organization of catering, tables, and chairs. - Provision of screens/projectors and audio system. - Ensure that all events are Joint Operational Committee (JOC) compliant.
KPA: Support Public Participation process during the by-law and policy review/making process	City's Strategic Priority	- Good Governance - Active and Engaged Citizenry		
	GDS Outcome	A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	- A responsive, accountable, efficient and productive metropolitan government - Meaningful citizen participation and empowerment		
	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
	- Ensure meaningful public participation. - Review policies and drive by-law Making.	- Engaged citizenry - Increased public participation in governance - Communities that are part of the By-law making process of the City on By-laws affecting them.	Close-up report on the by-law public participation process	- Logistical support for public participation on by-law and/or policy making process. - Mobilising/inviting relevant stakeholders. - Securing the venue for the sessions.

Key Performance Area	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
		Expand participation by introducing more virtual participation approaches to improve the accessibility and inclusivity of public engagement processes for all demographic segments across Johannesburg.		Provision of Transport for the stakeholders.
KPA: Ward Councillor Support	City's Strategic Priority	- Good Governance - Active and Engaged Citizenry		
	GDS Outcome	A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	- A responsive, accountable, efficient and productive metropolitan government - Meaningful citizen participation and empowerment		
	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
	Capacitate & provide effective support to Council, Councillors and Committees	Well informed and capacitated Councillors to execute their duties and functional Ward committees	- Ward Councillor Satisfaction Survey report. - Number of public meetings. - Attendance Registers and Minutes of Public meetings.	- Ward Councillor Satisfaction Survey. - Administrative support provided to ward Councillors. - Logistical support provided to Ward Councillors.
City's Strategic Priority	- Good Governance - Active and Engaged Citizenry			

	Key Performance Area	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
KPA: Ward Committee Support	GDS Outcome	• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region • A responsive, accountable, efficient and productive metropolitan government • Meaningful citizen participation and empowerment			
	GDS Output				
	Link to Departmental Strategic Goal	• Enhance accountability, oversight, and scrutiny over the Executive. • Ensure meaningful public participation. • Capacitate & provide effective support to Council, Councillors and Committees.	Intended Outcome of the programme	Intended Output of the programme	Activities
			Functional ward committees.	• Monthly meeting reports. • Ward Committee training report.	• Monthly ward committee meetings. • Provide training to ward committee members to ensure effective public participation and oversight. It is believed that the well capacitated ward committee will strengthen the grassroot oversight role of the ward committees.

Over the years, the Legislature has experience hash responses from the public when facilitating public participation (CBP and or IDP public consultations; ward public meetings etc) resulting in disengagement and poor public participation. Both the Legislature and the Executive are involved in the City's public participation initiatives i.e. CBP and IDP. The role clarification guides all involved stakeholders in the public participation value chain. The Legislature, in the main is responsible for the process and the Executive is responsible for the outcome of public participation. Poor public participation in municipalities—particularly in Integrated Development Planning (IDP)—stems from low community trust, ineffective communication, and resource constraints. Significant barriers include digital divides, language barriers, and a perception that input is disregarded, limited feedback from metropolitan authorities, and the exclusion of the community from policymaking procedures, leading to apathy or violent.

It is imperative that Legislature not only measure the process (to ensure that the public is notified of the planned engagement; and inputs from the public are well recorded and transmitted accordingly to the Executive, in summary) but also measure the outcome of public participation

In measuring the outcome for public participation, the effectiveness, impact, and quality of engagement rather than just the number of participants, the Legislature aims to measure the specific outcome indicators. Key indicators include the extent to which public input influences decision-making, increased public trust in institutions, improved transparency, and higher levels of satisfaction with government services.

Methodologies for Measuring Outcomes

- Citizen and Councillors Satisfaction Surveys: These measure public and Councillors perception of engagement effectiveness.
- Analysis of Input Incorporation: Tracking how many suggestions from public hearings were adopted.
- Review of Council Reports: Analyzing if reports reflect community input. Through Sec79 Committees, the Legislature will analyse if community inputs were incorporated in the Departments and Entities plans.

KPA: Council Support	City's Strategic Priority		Good Governance	
	GDS Outcome		• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region	
	GDS Output		• A responsive, accountable, efficient and productive metropolitan government	
	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities

	• Enhance accountability, oversight, and scrutiny over the Executive. • Lead in good governance practices. • Review policies and drive by-law Making. • Capacitate & provide effective support to Council, Councillors and Committees.	• Maintain credible outcomes of all Council resolutions for implementation • Improved accountability and good governance through optimal functional Council business.	• Number of successfully held Council meetings. • Council agenda distributed in time • Records of the decisions taken by Council. • Council minutes compiled in time • Transcription of Council sitting. • Question papers. • Attendance register. • Provide refreshments for Council meeting.	• Put together the agenda for Council. • Record decisions of Council. • Manage the logistics of Council (supply chain; audio recordings; catering). • Facilitate the timeous printing and distribution of Council agendas. • Synchronize questions into a question paper. • Coordinate the motions. • Consolidate the return of attendance. • Track Council resolutions. • Coordinate the Speakers list. • Council papers loaded on the chamber system. • Provide table duty to the presiding officer. • Draw up Council year planner
	City's Strategic Priority	• Good Governance		

KPA: Section 79 Committee support	GDS Outcome	• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region • A responsive, accountable, efficient and productive metropolitan government		
	GDS Output			
	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
	• Enhance accountability, oversight, and scrutiny over the Executive. • Ensure meaningful public participation. • Lead in good governance practices. • Review policies and drive by-law Making. • Capacitate & provide effective support to Council, Councillors and Committees.	• Improved performance of the Executive in redressing the immediate service delivery challenges through Section 79 oversight committees. • Improved accountability and good governance through optimal functional Section 79 Committees business.	• Number of Sec79 Committee meetings held. • Section 79 Committee agenda dispatched • Records of the decisions taken the Committees. • Committee minutes produced. • Attendance register. • Provide refreshments. • Briefing notes produced.	• Put together the agenda for the Section 79 Committee meeting. • Record matters arising from Committees. • Manage the logistics of Committees (supply chain; audio recordings; catering). • Facilitate the timeous printing and distribution of Section 79 Committee agendas. • Consolidate the return of attendance. • Track Committee resolutions. • Committee agendas loaded on the EDMS. • Draw up Section 79 Committee action plans.
KPA: Oversight and scrutiny	City's Strategic Priority	• Good Governance		
	GDS Outcome	• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region • A responsive, accountable, efficient and productive metropolitan government		
	GDS Output			

	Link to Departmental Strategic Goal - Enhance accountability, oversight, and scrutiny over the Executive. - Lead in good governance practices. - Review policies and drive by-law Making. - Capacitate & provide effective support to Council, Councillors and Committees.	Intended Outcome of the programme - Improved accountability. - Improved performance of the Executive in redressing the immediate service delivery challenges through Section 79 oversight committees.	Intended Output of the programme - Number of Quarterly oversight reports compiled by Committees. - Number of Oversight visit conducted by Committees. - Oversight on the City's annual report by MPAC.	Activities - Analyse the Executive (Department and/or Entities) quarterly performance reports. - Production of Committee quarterly reports. - Production of oversight visits reports. - Conduct oversight on the City's annual report.
KPA: By-law making process support	City's Strategic Priority	- Good Governance - Active and Engaged Citizenry		
	GDS Outcome	A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	- Partnerships, intergovernmental & international relations - A responsive, accountable, efficient and productive metropolitan government - Meaningful citizen participation and empowerment		
	Link to Departmental Strategic Goal - Ensure meaningful public participation. - Lead in good governance practices. - Review policies and drive by-law Making.	Intended Outcome of the programme Improved citizen participation in decision-making (by-laws and policies)	Intended Output of the programme - Number of draft by-law notices published to solicit public comments. - An approved by-law within a 12-month period. - Report produced from the public hearings.	Activities - Ensure that the process flow is followed within a 12-month period. - Analyse the inputs received from the stakeholders. - Coordinate a task team to facilitate public hearings. - Complete a report to Section 79 Committees for

KPA: Paperless Council and Committees					discussion and engagement.
	City's Strategic Priority	• Good Governance • Smart City			
	GDS Outcome	• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region			
	GDS Output	• Partnerships, intergovernmental & international relations • A responsive, accountable, efficient and productive metropolitan government • Meaningful citizen participation and empowerment			
	Link to Departmental Strategic Goal	• Enhance accountability, oversight, and scrutiny over the Executive. • Lead in good governance practices. • Capacitate & provide effective support to Council, Councillors and Committees.	Intended Outcome of the programme	Intended Output of the programme	Activities
		Smart Council and Sec79 Committee meetings	Percentage reduction in paper use in both Council and Sec79 Committees. Committee meetings held virtually. All documents/records i.e. Council and Committee meeting reports and approved minutes are digitally managed through a system manned by the Legislative and Oversight Directorate. The information (electronic documents) are available to the public on requests.	As part of digital institutionalisation the ff activities to be implemented:	• Load documentation on EDMS. • Distribute Council and Committee meetings agenda through Google drive link. • virtual meetings (hybrid) and received submissions stored on dedicated applications/systems. • Load Council and Committee documents on the City's website

KPA: Councillor empowerment, development, and training	City's Strategic Priority	• Good Governance		
	GDS Outcome	• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	• Partnerships, intergovernmental & international relations • A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal	Capacitate & provide effective support to Council, Councillors and Committees	Intended Outcome of the programme Well capacitated and supported Councillors effectively and efficiently carrying out their mandate	Intended Output of the programme • No of Councillor training programme reported. • Councillor Workplace Skills Plan.
KPA: Councillor Safety	City's Strategic Priority	• Good Governance • A safe City		
	GDS Outcome	• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	• Partnerships, intergovernmental & international relations • A responsive, accountable, efficient and productive metropolitan government • Guaranteed customer and citizen care and service		
		Activities • Training of Councillors. • Facilitate attendance of Seminars and workshops by Councillors. • Facilitate Workshops for Councillors. • Facilitate attendance of conferences. • Organize briefing sessions for the Councillors. • Pre-orientation of Councillors prior to international Study visit.		

	Link to Departmental Strategic Goal Capacitate & provide effective support to Council, Councillors and Committees	Intended Outcome(s) of the Programme Ensured Councillor Safety and wellbeing	Intended Output(s) of the Programme Councillor safety report	Activities - Protection of Councillors under attack. - Remove Councillors from volatile situations to the safe house. - Allocate temporary accommodation to Councillors in distress.
KPA: Administration of allowances and benefits	City's Strategic Priority	Good Governance		
	GDS Outcome	A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	- Partnerships, intergovernmental & international relations - A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal Capacitate & provide effective support to Council, Councillors and Committees	Intended Outcome(s) of the Programme Accurate implementation of the Upper Limits	Intended Output(s) of the Programme - Quarterly report. - Monthly statistics to COGTA.	Activities - Administer and manage Councillor payroll. - Advise Councillors on benefits. - Process application on medical aid and pension
KPA: Councillor administrative support	City's Strategic Priority	Good Governance		
	GDS Outcome	A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	A responsive, accountable, efficient and productive metropolitan government		

• Guaranteed customer and citizen care and service			
Link to Departmental Strategic Goal	Intended Outcome(s) of the Programme	Intended Output(s) of the Programme	Activities
Capacitate & provide effective support to Council, Councillors and Committees	Accurate implementation of the Upper Limits	Quarterly report	• Process claims with insurance for damaged property and workplace injury. • Procure stationary and distribute to Councillors. • Allocate laptops to Councillors. • Facilitate IT support services for Councillors.
	•		
	•		
	•		
		•	
KPA: Councillor wellness			
City's Strategic Priority			
GDS Outcome	• Good Governance • A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
GDS Output	• Partnerships, intergovernmental & international relations • A responsive, accountable, efficient and productive metropolitan government • Guaranteed customer and citizen care and service		
Link to Departmental Strategic Goal	Intended Outcome(s) of the Programme	Intended Output(s) of the Programme	Activities
Capacitate & provide effective support to Council, Councillors and Committees	To promote healthy living and overall wellbeing of Councillors	Wellness day Report	• Refer Councillors to Employee Assistance Programme and Chaplain services. • Host annual wellness day.

Key Performance Area	Link to Departmental Strategic Goal	Intended Outcome(s) of the Programme	Intended Output(s) of the Programme	Activities
KPA: Profiling of Chairpersons			Meaningful citizen participation and empowerment	
	Link to Departmental Strategic Goal Lead in good governance practices	- Coordinated and well-managed programme of Section 79 Committees. - Guided Section 79 Committees to perform their oversight function. - Improved Chairpersons Committee effectiveness.	- Escalation and resolution of matters arising. - Chairpersons Committee action plan. - Minutes of Chairperson Committee meetings	- Chairpersons Committee monthly meetings. - Annual Strategic Planning session for the Chairpersons Committee. - Conduct survey on the performance of the Chairpersons Committee. - Chairpersons' quarterly reviews.
	City's Strategic Priority	Good Governance		
	GDS Outcome	A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	- Partnerships, intergovernmental & international relations - A responsive, accountable, efficient and productive metropolitan government - Meaningful citizen participation and empowerment		
	Link to Departmental Strategic Goal - Ensure meaningful Public Participation. - Capacitate & provide effective support to Council, Councillors and Committees.	- Improved community involvement and participation in Section 79 Committee activities. - Knowledgeable citizenry about oversight and governance.	Improved community awareness on the Section 79 Committee Chairpersons. Scheduled events.	- Conduct community events with Chairpersons. - Conduct Extended Cluster meetings. - Media briefing.

Key Performance Area		Link to Departmental Strategic Goal	Intended Outcome(s) of the Programme	Intended Output(s) of the Programme	Activities
KPA: Oversight Model Framework	City's Strategic Priority		• Good Governance		
	GDS Outcome		• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output		• Partnerships, intergovernmental & international relations • A responsive, accountable, efficient and productive metropolitan government • Meaningful citizen participation and empowerment		
	Link to Departmental Strategic Goal	• Enhance accountability, oversight, and scrutiny over the Executive. • Lead in good governance practices.	Intended Outcome(s) of the Programme Improved Oversight model	Intended Output(s) of the Programme Reviewed oversight model. Identify bottlenecks and strengthen oversight effectiveness.	Activities • Review of the current oversight model. Assess the effectiveness of the model to identify bottlenecks and strengthen oversight effectiveness. • Workshop with Section 79 Chairpersons.

KPA: Councillor Complaints	City's Strategic Priority	• Good Governance		
	GDS Outcome	• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	• A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal Lead in good governance practices.	Intended Outcome(s) of the Programme Improved Councillor compliance to the Councillor code of conduct	Intended Output(s) of the Programme Councillor Complaints Spreadsheet	Activities Refer Councillor complaints to the Political Party Whip
KPA: Political Party Support	City's Strategic Priority	• Good Governance		
	GDS Outcome	• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	• A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal • Lead in good governance practices. • Capacitate & provide effective support to Council, Councillors and Committees	Intended Outcome(s) of the Programme Effective functioning of Political Party Offices	Intended Output(s) of the Programme • Political Party Strategic Planning session internal report. • Central Adjudication Committee report. • Research Reports. • Media communication. • Party Caucus meetings convened. • Party Caucus events convened.	Activities • Plan and organise Political Party Strategic planning sessions. • Conduct research as required. • Conduct media activities. • Caucus Committee Support.

KPA: Councillor Arrears	City's Strategic Priority	• Good Governance • A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region • A responsive, accountable, efficient and productive metropolitan government		
	GDS Outcome			
	GDS Output			
	Link to Departmental Strategic Goal	Intended Outcome(s) of the Programme	Intended Output(s) of the Programme	Activities
	Lead in good governance practices	Improved Councillor compliance to the Councillor code of conduct	Quarterly Report on Councillors in arrears	Analyse the Revenue Department report on Councillors in arrears. Send letters to Councillors to notify them of non-compliance. Report back to the Whippers on progress.
KPA: Ward Oversight/outreach programmes	City's Strategic Priority	• Good Governance • A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region • A responsive, accountable, efficient and productive metropolitan government		
	GDS Outcome			
	GDS Output			
	Link to Departmental Strategic Goal	Intended Outcome(s) of the Programme	Intended Output(s) of the Programme	Activities
	Enhance accountability, oversight, and scrutiny over the Executive	Increased community awareness of the Office of the Whip of Council	Quarterly reports on attended events	Organise community outreach events conducted Participate in clean-up campaigns Prepare media briefings/statements
KPA: Multiparty Whippers	City's Strategic Priority	• Good Governance • A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Outcome			

	GDS Output	A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal	Intended Outcome(s) of the Programme	Intended Output(s) of the Programme	Activities
	Lead in good governance practices Capacitate & provide effective support to Council, Councillors and Committees	Improved positive working relationship between Political Parties in Council	Minutes of the Multi-party Whippery meetings	Plan and prepare Multi-party Whippery meetings Conduct research on items raised by the Multi-party Whippery Planning and preparation of Multi-party Whippery workshops Conduct benchmarking studies

Improve compliance to all applicable procurement legislative prescripts	City's Strategic Priority	Good Governance		
	GDS Outcome	A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal	Intended Outcome(s) of the Programme	Intended Output(s) of the Programme	Activities
	Lead in good governance practices	Reduced audit findings relating to procurement	- Monthly Financial Reports. - Monthly UIFWE reports. - Acquisition plan signed by the City Manager.	- Provide advice on MFMA, SCM policies and procedures and national treasury regulations. - Adherence to General recognized accounting principles (GRAP).

					• Compilation and monitoring of OPEX acquisition plan.
KPA: Improve compliance to MFMA Section 65	City's Strategic Priority		• Good Governance		
	GDS Outcome		• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output		• A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal	Lead in good governance practices	Intended Outcome(s) of the Programme Improved compliance to MFMA Section 65	Intended Output(s) of the Programme Report on payment of suppliers within 30 days	Activities • Verification of documents for procurement. • Ensuring that there is a Purchase Order. • Receive and verify invoice for the purchased goods or service rendered. • Submission to merchant payment and ensuring payments done within 30 days.
KPA: Ensuring that the department works towards the attainment of unqualified audit opinion	City's Strategic Priority		• Good Governance		
	GDS Outcome		• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output		• A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal	Lead in good governance practices	Intended Outcome(s) of the Programme Improved adherence to financial policies and regulations	Intended Output(s) of the Programme Report on compliance with financial management policies and internal control processes	Activities • Continuous advice to the department on compliance to SCM policies and regulations.

					• Reporting on financial management of the department. • Monitoring of compliance to financial policies and regulations.
KPA: Provision of asset management	CITY'S Strategic Priority			• Good Governance	
	LTS Outcome			• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region	
	GDS Output			• A responsive, accountable, efficient and productive metropolitan government	
	Link to Departmental Strategic Goal			Intended Outcome(s) of the Programme	Intended Output(s) of the Programme
	Lead in good governance practices			Improved asset management	• Up to date Asset register. • 100% spend of the CAPEX budget. • All departmental assets accounted for • Acquisition and capitalization of assets. • Verification of assets. • Revaluation and impairment of assets. • Fully compliant asset register. • Disposal of assets.

Key Performance Area	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
KPA: Providing legal and procedural support to Council, Section 79 Committees, and the Legislature	City's Strategic Priority	• Good Governance		
	GDS Outcome	• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	• A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal	• Improved compliance with legislation and policies	• Procedural and legal advice (verbal or written). • Programming Committee minutes. • Council agenda with motions and questions.	• Interpretation and application of statutes in Council and Committees. • Provide legal advice. • Tabling of items in Section 79 Committee meetings. • Attendance of programming and procedural meetings in preparation for Council meeting. • Check motions and questions submitted by Councillors for admissibility. • Assist the Speaker to maintain consistency with the Council Rulings.
KPA: Litigation	City's Strategic Priority	• Good Governance		
	GDS Outcome	• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		

Key Performance Area	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
	GDS Output	• A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal	Intended Outcome(s) of the Programme	Intended Output(s) of the Programme	Activities
	• Lead in good governance practices. • Capacitate & provide effective support to Council, Councillors and Committees.	• Ensure Council and Councillors are adequately represented in terms of Section 109A of the Systems Act	• Report on the litigation. • Report to finance accompanying the invoice submitted by the external attorney. • Minutes of Council. • Memo from the Speaker requesting assistance.	• Instruct external attorneys to represent Councillors and Council in court in terms of Section 109A of the Systems Act. • Monitor appointed Attorneys and oversee the legal process. • Verification of invoice and facilitation of payment of the appointed external legal representative. • Report back to Council on matters referred by Council.
KPA: By-law making process	City's Strategic Priority	• Good Governance		
	GDS Outcome	• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	• A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal	Intended Outcome(s) of the Programme	Intended Output(s) of the Programme	Activities
	• Ensure meaningful public participation. • Lead in good governance practices.	• By law promulgated within the stipulated time frame (12 months)	• Table progress report on the status quo of each by-law to the programming committee	• Guide the Committee on the process to be followed.

Key Performance Area	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
	Review policies and drive by-law Making.			Participate in the by-law task team.
KPA: Comments on the draft/review of policies	City's Strategic Priority	Good Governance		
	GDS Outcome	A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal	Intended Outcome(s) of the Programme	Intended Output(s) of the Programme	Activities
	- Enhance accountability, oversight, and scrutiny over the Executive. - Lead in good governance practices. - Review policies and drive by-law Making. - Capacitate & provide effective support to Council, Councillors and Committees.	Ensure that all policies comply to the legal prescripts	- Report on the legal inputs. - Table progress report on the status quo of each policy to the programming committee.	- Peruse draft/review policy and provide legal inputs. - Present inputs to the relevant section 79 committee.
KPA: Provide legal support on supply chain processes	City's Strategic Priority	Good Governance		
	GDS Outcome	A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	A responsive, accountable, efficient and productive metropolitan government		

Key Performance Area	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
	Link to Departmental Strategic Goal Lead in good governance practices	Intended Outcome(s) of the Programme Ensure adherence with supply chain policies and regulations	Intended Output(s) of the Programme Minutes of BSC and BEC	Activities • Advise directorates on compliance with Supply Chain policies and regulations. • Peruse and vet SLAs for compliance with the applicable legislation.

Key Performance Area	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
KPA: Recruitment and selection	City's Strategic Priority	• Good Governance • A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region • A responsive, accountable, efficient and productive metropolitan government		
	GDS Outcome			
	GDS Output			
	Link to Departmental Strategic Goal Lead in good governance practices	Intended Outcome(s) of the Programme Well capacitated Legislature to deliver on its mandate	Intended Output(s) of the Programme Populated organizational structure of the legislature. Report on the recruitment.	Activities • Receive request from line managers to fill vacant positions. • Check if the vacant position is in the approved structure. • Ensure that the position is graded, funded and the grading results are available. • Circularise/advertise the position. • Longlisting and shortlisting followed by interviews. • Job offered to successful candidates.
KPA: HR administration	City's Strategic Priority	• Good Governance		

Key Performance Area	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
	GDS Outcome	A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal	Intended Outcome(s) of the Programme	Intended Output(s) of the Programme	Activities
	Lead in good governance practices	- A well-functioning Human resource. - Effective HR administrative support to Legislature staff.	Full compliance with HR Policies	- Leave administration. - Compensation and benefits.
KPA: Employee development	City's Strategic Priority	Good Governance		
	GDS Outcome	A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal	Intended Outcome(s) of the Programme	Intended Output(s) of the Programme	Activities

Key Performance Area	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
	Lead in good governance practices	Skilled and competent staff	• Approved Workplace skills plan. • Training implemented. • Conferences attended. • Enrolment of staff for academic programmes.	• Identification of training needs (ILP Process). • Sourcing of training service providers. • Implementation of training programmes. • Coordination of the attendance of conferences and seminars. • Conduct induction.
KPA: Performance Management	City's Strategic Priority	• Good Governance		
	GDS Outcome	• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	• A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal	Intended Outcome(s) of the Programme	Intended Output(s) of the Programme	Activities
	Lead in good governance practices	High performance culture achieved in the Legislature	Employee's performance managed, coached and developed by Line Managers	• Training on performance management for all staff. • Training on coaching and management for line managers. • Facilitate and coordinate the performance recognition and rewards for outstanding performance. • Provision of Ongoing advice and guidance on Performance

Key Performance Area	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
Employment Equity	City's Strategic Priority	• Good Governance		
	GDS Outcome	• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	• A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal Lead in good governance practices	Intended Outcome(s) of the Programme Improved employment equity	Intended Output(s) of the Programme Approved Employment Equity Plan. Minutes of EE forum. EE compliance quarterly report.	Activities • Consultation of all Legislature stakeholders. • Establishment of the EE Forum. • Capacitation of the EE Forum. • Development of the EE plan. • Implementation of the EE Plan.
Health and safety	City's Strategic Priority	• Good Governance		
	GDS Outcome	• A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	• A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal Lead in good governance practices	Intended Outcome(s) of the Programme Improved work environment safety free from health hazards	Intended Output(s) of the Programme Implementation of monthly health hazards and safety inspections	Activities • Establishment of a Legislature H&S Committee. • Capacitation of the H&S Committee. • H&S Committee meets quarterly. • Implementation of a biannual evacuation drill for the Legislature. • Ongoing monitoring and reporting of potential health and safety risks.
KPA: Labour relations	City's Strategic Priority	• Good Governance		

Key Performance Area	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
	GDS Outcome	A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal Lead in good governance practices	Improved employer-employee relations	Intended Output(s) of the Programme Effective Implementation of the City's Labour Relations policies	Activities - Advising line management on the LR Policy and procedures. - Facilitation of grievance and disciplinary procedures.

Key Performance Area	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
KPA: Speakers Special Programmes	City's Strategic Priority	Active and Engaged Citizenry		
	GDS Outcome	A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	- A responsive, accountable, efficient and productive metropolitan government - Partnerships, intergovernmental & international relations		
	Link to Departmental Strategic Goal Ensure meaningful public participation. Lead in good governance practices	Intended Outcome(s) of the Programme Improved awareness about the Legislature Improved	Intended Output(s) of the Programme Regiments Programs (SS Mendi; Wreath laying; Councilors Wreath Laying; Annual Parade; Poppy Concert; Remembrance Sunday; Battle of the Square Hill; Devilwood Memorial Service; SA Flags & Frames; and Protocol Uniform.) Moral Regeneration Movement.	Activities - Arrange events - Attend events - Represent the City in Regiments events
KPA: Civic Education	City's Strategic Priority	- Good Governance - Active and Engaged Citizenry - A smart City		
	GDS Outcome	A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		

Key Performance Area	Link to Departmental Strategic Goal	Intended Outcome of the programme	Intended Output of the programme	Activities
KPA: Commemorative Events	GDS Output	A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal Ensure meaningful public participation Lead in good governance practices	Intended Outcome(s) of the Programme Informed society	Intended Output(s) of the Programme Robust Civic Education	Activities Use different approaches of civic educating
	City's Strategic Priority	Good Governance		
	GDS Outcome	A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region		
	GDS Output	A responsive, accountable, efficient and productive metropolitan government		
	Link to Departmental Strategic Goal Ensure meaningful public participation	Intended Outcome(s) of the Programme Improved Legislature footprint in the society. Legislature positively contributing to efforts to address social challenges.	Intended Output(s) of the Programme - Celebrating Mandela Day - Heritage Month Celebration 16 days of Activism for Violence against women and children - International Human Rights Day - Celebrating Freedom Month - Youth Month Celebration - Military events	Activities Arrange Speakers events (logistics; SCM; Protocol etc)

KPA: Inter government Relations	City's Strategic Priority	• Good Governance • Active and Engaged Citizenry • A high performing smart metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region			
	GDS Outcome	• Partnerships, intergovernmental & international relations • A responsive, accountable, efficient and productive metropolitan government • Meaningful citizen participation and empowerment			
	GDS Output				
	Link to Departmental Strategic Goal	• Ensure meaningful public participation. • Lead in good governance practices.	Intended Outcome of the programme Improved citizen participation in decision-making (national and provincial government bills and policies)	Intended Output of the programme • Number of provincial and or national government public hearings held together with the CoJ to solicit public comments. • Report produced from the public hearings. •	Activities • Participate in the Coordination task team to facilitate public hearings. • Complete a report to Section 79 Committees for discussion and engagement.
	• Lead in good governance practices	Improved collaboration. To improve and manage communication and cooperation between the City and other government agencies at various levels, such as provincial or national authorities.	• Number of IGR meetings held between CoJ Speaker and others spheres of government	• Hold vertical meetings between Council and other spheres of government in order to consider a matter of mutual interest	
• Lead in good governance practices	Improved collaboration	• Number of Gauteng Speakers Forum meetings/workshops attended (Gauteng	• Participate in activities of the Gauteng Speakers Forum		

			Speakers Forum is voluntary association of Speakers of Councils in Gauteng convened by the Speaker of the Gauteng Legislature.	
	Lead in good governance practices	Comply with protocol policies	Report on protocol services provided during official visits and events	Manage all protocol matters for official visits, engagements, and events involving representatives from other levels of government or external stakeholders.
	Lead in good governance practices	Abide by the Cllr code of conduct	Report on the alleged breach of Code of Conduct by a Cllr	- investigate and make a finding on any alleged breach - If the council or a special committee finds that councillor has breached a provision of the Code, the MEC must be informed to reprimand the Cllr.

- A. Enhance accountability, oversight, and scrutiny over the Executive
- B. Ensure meaningful public participation
- C. Lead in good governance practices
- D. Review policies and drive by-law Making
- E. Capacitate & provide effective support to Council, Councillors and Committees.

9.2. Past performance

Business Unit	Core mandate	Achievements	Challenges
COUNCILLOR AFFAIRS AND SUPPORT SERVICES DIRECTORATE	Ensure that the legislative arm of council & its role players is fully capacitated to ensure their effective & qualitative participation in the legislative processes	- An annual Workplace Skills Plan was developed and implemented during the period under review as per the SDA (1998) regulations. The WSP details all training and development interventions planned for implementation. Rolling-out Cllr wellness programme. - Finalising POE's for LGLDP - Training Cllrs on Microsoft Teams in preparation for virtual Council and Sec79 Committee meetings. - Finance committee & MPAC training - MSCOA training - POE's for MSEP - Facilitating Cllr online training on ethics - Facilitating for Cllr to attend the CIGFARO conference - PMA & NMA - Facilitated the registering of Cllrs for SALGA PMS - Ensure the application of upper limits on time, and management of Cllrs payroll. During the 2023/4 financial year 17 Cllrs resigned. - Implementation compliance report (COGTA) & monthly reports	- Limitations posed by upper limits - CoJ training panel (time frame for finalisation) - SCM processes and inconsistencies - Level of commitment of Cllrs in training. Councillors not adhering to submission dates of POE's and this delays finalization of assessment. - Service providers specialising in Local Government training not registered with LGSETA - Limitations of tools of trade for staff (data card) - Capacity in Cllr affairs vs scope of work to be carried out - Value chain of clearing Cllr & over payment of allowances - Moral support of the Legislature - Principals during site visits (attacks on Cllrs) including ward governance staff - Heightened violent attack on Cllrs, their families, and their damage to their properties. A total of 8 attacks were recorded from June 2023 to July 2024. Most of the Cllrs attacks were related to ESKOM electricity supply issues.

Business Unit	Core mandate	Achievements	Challenges
LEGISLATIVE AND OVERSIGHT DIRECTORATE	The Directorate consists of two business units: - Council & Committees, and Research Services responsible for the following: • Secretariat support to Council & Committees which includes: - Coordination, printing, and distribution of the Council & Committees agenda to Councillors and senior officials. - Coordinate the speakers list for distribution at the Council meetings; - Record Council & Committees decisions; - Source language interpretation & transcription services; - Manage logistics (i.e., catering, venue booking etc.); and - Provide administrative support to Council & Committees. • Council & Committees resolutions tracking. • Coordinate motions.	• Reduction of paper use: Implementation of electronic document management system - use of google drive for Council & Committees agendas. • Various Sec79 Committees conducted a number of oversight visits. • Successfully convened Section 79 Strategic Planning Sessions. • Section 79 Committees analysed all Departments and Entities quarterly reports and produce Committee Quarterly oversight reports.	• The Directorate is on call 24/7 and there is no incentives or recognitions.
			• IT-related during Council & Committee meetings; • Late submission of reports; • Supply Chain Management; • Lack of office space; • Lack of staff retention & succession policies; • Delayed finalisation of the e-Petitions System; • Growing petitions backlog and slow closure thereof; • Non-adherence to the petitions thirty days turn-around time by departments & MOE's. • Non-attendance of Petitions Committee Meetings by some departments' Petitions liaising officers.

Business Unit	Core mandate	Achievements	Challenges
	• Synchronize questions into a question paper. • Coordinate annual Council & Committees schedule of meetings. • Document management which includes: – Formatting, editing & proofreading of documents; – Documents archiving/safekeeping; and – Updating of Council & Committees information on the Committees System. • Provide research services to the Section 79 Committees which includes: – Technical content support; – Stakeholder sourcing and management; – Information sourcing; – Develop background papers on proposed study tours and benchmarking exercise of Committees; – Analyse & produce oversight reports on the Annual report and quarterly performance reports of the departments & MOEs; – Develop background papers on oversight visits and produce oversight visit reports.		

Business Unit	Core mandate	Achievements	Challenges
	- Receive petitions from petitioners/community members & coordinate such for consideration by the Petitions Committee and referral to respective departments & MOEs; - Work closely with the Office of the Leader of Executive Business to enforce compliance by departments & MOEs; - Work closely with upper spheres of Government on the City's petitions escalated by petitioners (i.e., GPL PSC & NPC). - Liaise with several SOEs on cross-cutting issues.		
COMMUNITY PARTICIPATION AND WARD GOVERNANCE DIRECTORATE	- Ward Committee Meetings - Ward Committee Training - Ward Committee Policy Review - Public Meetings - Community Based Planning (CBP) - Integrated Development Planning (IDP) - Civic Education - Ward Based War Rooms (WBWR) - Dissolution of Council (Councillor offices and Ward Committees)	- A total of 2668 public meetings were convened during the 2016 to 2021 term of office against a revised target of 2615. - IDP consultation sessions were conducted, - Legislature established and maintenance of Ward Committees in the City of Johannesburg for the political term, 2021 – 2026. One hundred and thirty-five (135) Ward committees were established by end of 2023.	- CPB sessions did not take place as planned due to many dependencies - There is no sufficient capacity to develop Civic education and Outreach material - Councillors are reluctant to convene public / ward committee meetings. Although the target was met, some Ward Councillors were not consistent in convening public meetings as required by the legislation.
PRIVATE OFFICE OF THE SPEAKER (POOS)	Support political and administrative work of the Speaker of Council	- Councillor Support: - Councillor Safety Framework on Security of	Communications: Lack of infrastructure has forced Private Office to intrude in the space

Business Unit	Core mandate	Achievements	Challenges
	• Communication – work of the Speaker • Stakeholder management and partnerships and IGR • Protocol and Ceremonial Services and Security • Performance Monitoring and Evaluation • Speakers Special Programs and Community Liaison/ Engagement	• Councillors – approved by Council. • Public Participation: – Civic Education • Responsive Public Representatives – Meetings with complainants – Follow with Whip of Council • Office on complaints • Speakers Special Programmes – Meetings with complainants – Follow with Whip of Council • Office on complaints – Regiments programme-extended partnerships – Moral Regeneration Programme	• Lack of identification with the programs of the Speaker- • Lack of urgency – e.g., Procurement: Safe Houses Furniture and Security Surveillance equipment • Lack of support to implement Speaker's initiatives • Branding of Legislature and Speaker of Council not synchronised • Budget Spent – Finding New Ways of Spending.
Business Unit	Core mandate	Achievements	Challenges
OFFICE OF THE CHAIR OF CHAIRS (COC)	High level functions: • Ensuring executive support for oversight and scrutiny. • Provide Monitoring and evaluation work of Section 79 Chairpersons, Cluster Committees and The Office. • Provide Management and Administrative Support to The Chairpersons Committee and The Office. • Provide the management of cluster research services for effective monitoring.	• Filling of vacant positions in the office structure. • Political strategic session-planning directives. • Functional Chairpersons committee. • Cluster oversights.	1. Alignment with the office of the LoEB. 2. Alignment with Legislative & Oversight Directorate. 3. Supply Chain Management. 4. New Chairpersons of committees. 5. New office staff. 6. Limited office space

Business Unit	Core mandate	Achievements	Challenges
	governance, and Section 79 Committee oversight. Key Focus Areas: 1. Tracking of Council Resolutions. 2. Taking Committees to the People. 3. Oversight Model. 4. Chairpersons Committee. 5. Legislature Cluster Committees. 6. Bua Le Sechaba Programme.		
Business Unit OFFICE OF THE WHIP OF COUNCIL	Core mandate • Effective and efficient functioning of the whips committee and whipper system. • Discipline of Councilors • Managing allocation of membership of Cllrs to respective Committees.	Achievements • Filling of most vacant positions. • Structure amended. • Outreach program, community involvement • OCOL and GPL reports • Number of complaints resolved • Queries, account challenges regarding arrears resolved for Councilors • Caucus meetings held • Whipper meetings held	Challenges • Monotonous Supply Chain Management processes delaying goods and services procurement • Insufficient Office space to accommodate the growing Unit • Insufficient Budget • Insufficient refreshments for caucuses • Salary issues (Mid-point and parity)
HUMAN RESOURCES MANAGEMENT & DEVELOPMENT DIRECTORATE	• Recruitment and Selection • HR Administration • Training and Development • Workplace Skills Planning • Performance Management • Occupational Health and Safety & Employee Wellness • Employment Equity • Organisational Development & Employee relations	• Legislature's Annual Workplace Skills Plan for 2020/2021 was developed • Capacitation of Political Offices at 99,9 % completion • Legislature Employment Equity Plan was developed and is being implemented. • An Occupational Health & Safety Committee for the legislature has	Challenges with regard to training and development -Some employees show no interest in participating in training and development opportunities made available by the department; -Lack of participation in Individual Learning Plan development and coaching by line management;

Business Unit	Core mandate	Achievements	Challenges
		been established and they are currently undergoing training • An annual Training plan for officials was developed and is being implemented.	-Some of the requested training is not aligned to employees' job requirements. Challenges with regard to Employment Equity -Non- attendance of EE meetings by some Forum members. Challenges with regard to Occupational Health and Safety Inhabitable Metro Centre building. Challenges with regard to skills planning -Not all employees are keen to develop Individual Learning Plans (ILPs); -Poor attendance at some training sessions by employees; -Limitations to access training by employees who do not have tools of trade to access virtual training sessions. Challenges with regard to Performance Management -Lack of sufficient buy-in and support in the implementation of PMS in the Legislature; -Lack of sufficient participation of line management and employees in Quarterly coaching interventions; -PMS is done for the sake of compliance and not genuinely

Business Unit	Core mandate	Achievements	Challenges
			embraced as a management and development tool to support and enhance performance. Challenges with regard to subsidised education -Delay in the processing and finalisation of Sub-Ed applications due to administrative glitches; -Lack of understanding of the Sub-Ed policy leading to incorrect interpretation of the policy requirements; -Limitations placed upon pursuance of senior degrees by employees at particular occupational levels which creates conflicts with applicants.
LEGAL AND PROCEDURAL DIRECTORATE	The Legal and Procedural Services Directorate oversee the provision, development and management of comprehensive legal and procedural support to the Speaker of Council, Council, the Chief Whip of Council, the Chairperson of Chairpersons (Chair of Chairs), Section 79 Committees, the Secretary to Council and all Directorates within the Legislature.	- Between 2018 and 2021 Council considered 9 draft and or amended by-laws, and 3 by-laws approved by Council. - Legal Directorate provided procedural support to both Council and Sec79 Committees.	Delay in the approval of by-laws by Council.
FINANCE DIRECTORATE	- Financial Management: - Effective and efficient use of public funds through budget planning, programme alignment, resourcing and	- Improvement on Procurement irregularities due to SCM compliance - Under spending on Opex.	- Insufficient office space - Failure to comply with 100% payment of suppliers within the 30 days (Section 65 compliance). The overall rate of paying suppliers

Business Unit	Core mandate	Achievements	Challenges
	monitoring of plans; This includes management of assets - Procurement: - Implementing Financial controls that will ensure effective use and management of public funds while ensuring compliance with regulations, policies, and any other applicable legislative requirements - Financial Accounting and Reporting: - Annual financial statements are accurately presented and free of errors and misstatements.	- No material audit findings for the period. - Improved spending on Repairs and Maintenance budget because of the SLA with JOSHCO	within 30 days is 88,4%, based on the annual average between 2017 and 2021. - Spending not in line with the Acquisition Plan - Low spending on the category of General Expenditure. - Less spending on Capex. On average between 2017 to 2021 only 52,6% of the allocated budget was spent. Some reasons for underspending are City's IT Department contract that had expired.

9.3. Corporate scorecard

The Legislature corporate scorecard has been developed in line with the circular 88 indicators and guidelines that outlines the quarterly targets and the quarterly budget. The Legislature corporate scorecard only covers both the Circular 88 Output and Outcome Indicators. The Department ensured that indicators in the corporate scorecard and the service delivery and budget implementation plan (SDBIP) are well thought out. KPI s were developed using the SMART approach.

S = Specific

Target a specific objective. Define exactly what it means to have reached a milestone.

M = Measurable

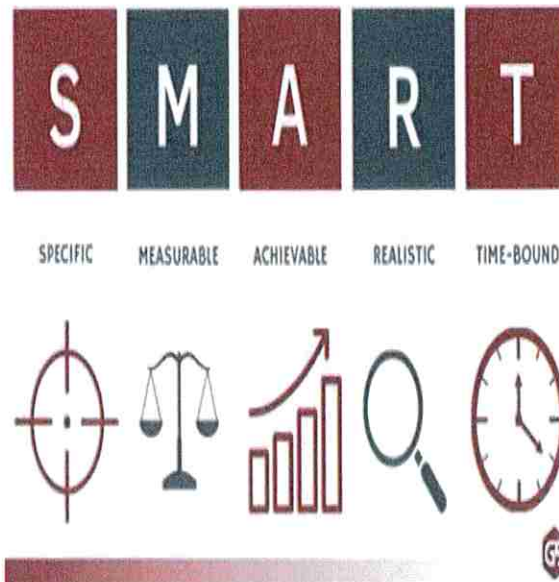
The progress toward a goal must be quantifiable and correlate with the objectives. It should be tracked on a measurable scale using appropriate KPIs and metrics.

A = Achievable

Goals are likely to be achieved if they are realistic, practically possible, and viable based on available resources.

R = Relevant

Goals that are most impactful and require immediate attention—both in the short- and long term. Goals that are relevant to vision, strategy, and long-term organisational growth.



See the table below the Legislature corporate scorecard (Table1: Circular 88 indicators; and Table2: Departmental SDBIP)

2026/27 CIRCULAR 88 OUTPUT INDICATORS

No	National Treasury Proposed Indicators	Ref No	2023/24 Baseline	2026/27 Targets	Quarterly Targets				Total Budget R 000		Quarterly budget R 000				Lead Department/Entity
					Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4	
46	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)	GG2.11	100%	100%	100%	100%	100%	100%	Nil	600k	150k	150k	150k	150k	legislature
47	Percentage of wards that have held at least one councilor-convened community meeting	GG2.12	New indicator	100%	100%	100%	100%	100%	Nil	800k	200k	200k	200k	200k	Legislature
50	Percentage of councilors who have declared their financial interests	GG3.12	100%	100%	100%	100%	100%	100%	Nil	Day to day	Day to day	Day to day	Day to day	Day to day	Legislature

TABLE2: LEGISLATURE 2026/27 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN ⁷(SDBIP)

NATIONAL OUTCOME: A responsive, accountable, effective & efficient local government system.																		
MAYORAL PRIORITIES: Priority 8: Active and Engaged Citizenry																		
Department Strategic Objective: Ensure meaningful public participation																		
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2026/27 TARGET	27/28 TARGET	2028/29 TARGET	2026/27 QUARTERLY PERFORMANCE TARGETS				2026/27 BUDGET PER PROJECTS R 000				MEANS OF VERIFICATION	LEAD DEPARTMENT	SUPPORT	CLUSTER	
						Q1	Q2	Q3	Q4	Cap ex	Opex	Q 1	Q 2					Q 3
1	Number of citizens participated in the city events or engagements ⁸	14048	250000	250000	250000	30000	72000	180000	250000		R3,3 M			Quarterly report. Reports. Attendance register. Received submissions.	Legislature	GSPCR,CRUM	Governance	

⁷ SDBIP details the implementation of service delivery and budget for the financial year in compliance with the Municipal Finance Management Act

⁸ All City public engagements must be accounted for instead of only focusing on the Legislature public participation activities (Community Based Planning sessions; IDP public consultation sessions; By-laws public consultation sessions; Civic education and outreach sessions; and ward public meetings)

3	Number of wards consulted as part of Community Based Planning	135	wards consulted	135	135	135	135	135	135	65	wards	70	wards	Consolidation of inputs	Final report on received inputs	R2,7m	Report on conducted Community Based Planning sessions	Legislature	GSPCR, CRUM	Governance
4	Number of public meetings held by a Ward Cllr provided with administrative support	592	wards consulted	540	540	540	540	540	540	135	wards	135	wards	135	135	R800k	Report on all ward Councilor public meetings supported	Legislature	GSPCR, CRUM	Governance

5	Number of Ward Committee meetings held by a Ward Cllr provided with administrative support	402	1620	1620	1620	405	405	405	405	405	405	R60 Ok	Report on all ward committee meetings supported	Legislature	GSPCR, CRUM	Governance
NATIONAL OUTCOME: A responsive, accountable, effective & efficient local government system. MAYORAL PRIORITIES: Priority 1: Good Governance Department Strategic Goal: Capacitate & provide effective support to Council, Councillors and Committees																

8	Percentage implementation of the Legislature oversight program	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	R2,7m	Minutes of Sec79 Committee meetings ; Sec79 Committee oversight visits reports; Sec79 Committee Quarterly Oversight reports; MPAC Oversight Report on the Annual Report	Legislature	All Depts and MEs	Governance
NATIONAL OUTCOME: A responsive, accountable, effective & efficient local government system.																

MAYORAL PRIORITIES: Priority 1: Good Governance											
Department Strategic Goal: Review policies and drive by-law Making											
9	¹² Percent age of by-laws advertise d for public consultati on incomplia nce with Rule 140 (1) of the Standing Rules and Orders of Council, 2006	100%	100%	100%	100%	100%	100%	100%	100%	R1,2 m	Advertise ment of the by- law. Section 79 Committe e report on by-law making public consultati on outcome. Reports on public hearings held draft by-laws.
Governance											
All Depts and MEs											
Legislature											
NATIONAL OUTCOME: A responsive, accountable, effective & efficient local government system.											
MAYORAL PRIORITIES: Priority 1: Good Governance											

¹² In compliance with the following:

- Section 160(4) of the Constitution of the Republic of South Africa of 1996
- Section 16(1) of the Municipal Systems Act, No. 32 of 2000
- Section 7 (2) (a); (c); and (d) Rationalisation of Local Government Affairs Act, No. 10 of 1998

Gate keeper Indicators

These KPIs against these gatekeepers KPIs to be reported but they don't count for Legislature's overall performance

NATIONAL OUTCOME: A responsive, accountable, effective & efficient local government system.																						
MAYORAL PRIORITIES: Priority 1: Good Governance																						
Department Strategic Goal: Lead in good governance practices																						
NO	KEY PERFORMANCE INDICATOR	BASELINE		2025/26	2026/27	2027/28	2025/26				2025/26				MEANS OF VERIFICATION	LEAD	DEPT/ME	SUPPORT	CLUSTER			
		2024/25	TARGE T	TARGE T	TARGE T	QUARTERLY PERFORMANCE TARGETS	Q1	Q2	Q3	Q4	Capex	Opex	Q 1	Q 2						Q 3	Q 4	
1.	Percentage operating budget spent against approved budget	85%	95%	95%	95%	95%	25%	50%	75%	95%		R566 m							SAP report. Approved Department quarterly report	Legislature	Group Finance	Governance
2.	Percentage capital budget spent against approved capital budget	71%	95%	95%	95%	95%	25%	50%	75%	95%		R1,7 m							SAP report. Approved Department quarterly report	Legislature	Group Finance	Governance

NATIONAL OUTCOME: A responsive, accountable, effective & efficient local government system.																			
MAYORAL PRIORITIES: Priority 1: Good Governance																			
Department Strategic Goal: Lead in good governance practices																			
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2025/26 TARGET	2026/27 TARGET	2027/28 TARGET	2025/26 QUARTERLY PERFORMANCE TARGETS				2025/26 BUDGET PER PROJECTS R 000					MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER	
						Q1	Q2	Q3	Q4	Capex	Opex	Q 1	Q 2	Q 3					Q 4
3.	Percentage resolution of AGSA audit findings	95%	95%	95%	95%	95% ¹⁷	95% ¹⁸	95% ¹⁹	95% ²⁰	0	0					Department quarterly report.	Legislature	Group Finance	Governance
4.	Percentage resolution of internal audit findings	95%	95%	95%	95%	10%	30%	70%	95%	0	0					Department quarterly report.	Legislature	Group Finance	Governance

¹⁷Quarter 1: 95% of the previous AG letter must be resolved

¹⁸ Quarter 2: 95% of the previous AG findings must be resolved as we only getting a new AG letter in November every year while tracking the previous AG letter

¹⁹ Quarter 3: 50% of the Current/NEW AG letter finding must be resolved.

²⁰ Quarter 4: 95% of the AG findings must be resolved as the new AG letter would have been with management for period of + 6 months.

NATIONAL OUTCOME: A responsive, accountable, effective & efficient local government system.																			
MAYORAL PRIORITIES: Priority 1: Good Governance																			
Department Strategic Goal: Lead in good governance practices																			
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2025/26 TARGET	2026/27 TARGET	2027/28 TARGET	2025/26 QUARTERLY PERFORMANCE TARGETS				2025/26 BUDGET PER PROJECTS R 000				MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER		
						Q1	Q2	Q3	Q4	Capex	Opex	Q 1	Q 2					Q 3	Q 4
5.	Percentage reduction in unauthorized, irregular, fruitless and wasteful expenditure incurred citywide (UIFW)	100%	0	0	50%	40%	30%	20%	10%	0	0					UIFWE Report submitted to Group Risk	Legislature	Group Finance	Governance
6.	Percentage of valid invoices paid within 30 days of invoice date	86%	100%	100%	100%	100%	100%	100%	100%	0	0					Approved reconciliation report from the Budget Office	Legislature	Group Finance	Governance

NATIONAL OUTCOME: A responsive, accountable, effective & efficient local government system.																			
MAYORAL PRIORITIES: Priority 1: Good Governance																			
Department Strategic Goal: Lead in good governance practices																			
NO	KEY PERFORMANCE INDICATOR	BASELINE 2024/25	2025/26 TARGET	2026/27 TARGET	2027/28 TARGET	2025/26 QUARTERLY PERFORMANCE TARGETS				2025/26 BUDGET PER PROJECTS R 000				MEANS OF VERIFICATION	LEAD DEPT/ME	SUPPORT	CLUSTER		
						Q1	Q2	Q3	Q4	Capex	Opex	Q 1	Q 2					Q 3	Q 4
														Age analysis report to Group Finance					
7.	Percentage implementation of the strategic risk management action plan	47%	85%	85%	85%	85%	85%	85%	85%	0	0			Legislature quarterly risk management Report; Strategic Risk Register	Legislature	Group Risk	Governance		
8.	Percentage achievement of service level standards	New indicator	100%	100%	100%	100%	100%	100%	100%	0	0			Legislature quarterly Report;	Legislature	Group	Governance		

9.4 Technical Indicators 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	Number of citizens participated in the city events or engagements ²¹	This indicator seeks to measure the number of citizens engaged through various City of Joburg public engagement initiatives	To improve engagement of the City of Johannesburg with the residence of Johannesburg.	Community Participation Unit	Count. X: calculating the number of participants engaged through various City of Joburg public engagement sessions	Participation on apathy	Output	Cumulative	Annual	Yes	Improve engagement of the City of Johannesburg with the residence of Johannesburg. Means of verification: • Quarterly report • Reports • Attendance register • Submissions received	Director: Community Participation and Ward Governance

²¹ All City public engagements must be accounted for instead of only focusing on the Legislature public participation activities (Community Based Planning sessions; IDP public consultation sessions; By-laws public consultation sessions; Civic education and outreach sessions; and ward public meetings)

KP I 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
2	% improvement in the IDP public participation	This indicator measures the percentage improvement in the IDP public participation. Participation against the baseline. The objective is to bridge the gap between the City and its residences	The objective is to improve, accountability and public participation.	Director: CP&WG	Percentage increase: •Subtract final value minus baseline •Divide that amount by the absolute value of the baseline •Multiply by 100 to get percent increase	Poor record keeping	Outcome	Cumulative	Annually	Yes	20% participation improvement. Means verification: •Report on the IDP and Budget Regional Summits. •IDP attendance registers. •135 ward social compacts signed	Director: CP&WG

KPI NO	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
3	Number of wards consulted as part of Community Based Planning	This indicator seeks to measure the number of wards consulted as part of Community Based Planning and Ward Governance Directorate provides logistical support to ensure optimal engagement with stakeholders. Directorate provides logistical support during the CBP sessions	Community Based Planning sessions are facilitated by the Directorate. The Community Participation and Ward Governance Directorate provides logistical support to ensure optimal engagement with stakeholders. Logistical support includes: •Mobilising/invite stakeholders;	Public Participation Coordinators	Count. X: Number of wards consulted as part of Community Based Planning	Unrest in the ward Political instability Stakeholder fatigue Poor attendance	Output	Cumulative	Annual	No	All Community Based Planning sessions provided with Logistical support. Means of verification: •Invitation •Attendance register •Purchase Order (PO) documents •Close-up report	Director: Community Participation and Ward Governance

KP I NO	INDICAT OR TITLE	SHORT DEFINITIO N	PURPOSE / IMPORTANCE	SOURCE / COLLECTI ON OF DATA	METHOD OF CALCULATI ON	DATA LIMITATIO N	TYPE OF INDICAT OR	CALCULATI ON TYPE	REPORTI NG CYCLE	NEW INDICAT OR	DESIRED PERFORMAN CE	INDICATOR RESPONSIBILI TY
			•securing the venue; •provision of Transport; •catering, tables and chairs; •Provision of screens/projectors and audio system •Ensure that all events are Joint Operational Committee (JOC) compliant.									

KP I 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
4	Number of public meetings held by a Ward Cllr provided with administrative support	This indicator seeks to measure the standard of administrative support provided by the Ward Governor and the Ward Councillors in the organisation and arrangement of public meetings. Public meetings are meetings convened by the Ward	Public meetings are one of the ways in which the City of Johannesburg ensures participation of the community in all issues that may affect them in the City of Johannesburg Municipality. The Councillor is required, by law, to hold at least one public meeting per quarter. The Ward Administrator allocated for each ward is expected to provide the Ward Councillor with administrative support.	Ward Administrator	Count. X: Number of public meetings held by a Ward Cllr provided with administrative support	In the event where the Ward Administrators do not attend the public meetings. Failure by the Ward Councillor to convene a meeting. Meetings cancelled due to procurement processes.	Output	Cumulative	Quarterly	No	All public meetings provided with administrative support. Means of verification: • Attendance register • Minutes of the meeting • Meeting notice	Director: Community Participation and Ward Governance

KP I NO	INDIC OR TITLE	SHORT DEFINITI ON	PURPOSE / IMPORTANCE	SOURCE / COLLECT ION OF DATA	METHOD OF CALCULAT ION	DATA LIMITATI ON	TYPE OF INDICAT OR	CALCULAT ION TYPE	REPORTI NG CYCLE	NEW INDIC ATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		Councillor on a quarterly basis to provide feedback to the community on council programmes and projects.	Administrative support includes: •Developing the schedule for public meetings in the ward •Confirmation of the venue •Sending out a meeting notice along with the agenda •Procuring items needed in the meeting such as the sound system, tents, chairs etc •Circulate the attendance register and ensure all stakeholders									

KP I NO	INDICAT OR TITLE	SHORT DEFINITI ON	PURPOSE / IMPORTANCE	SOURCE / COLLECT ION OF DATA	METHOD OF CALCULAT ION	DATA LIMITATI ON	TYPE OF INDICAT OR	CALCULAT ION TYPE	REPORTI NG CYCLE	NEW INDIC ATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
			present sign the register •Take minutes of the meeting and forward the minutes to the Chairperson within 7 days of the meeting •Develop a task list which reflects the commitments as well as service delivery issues to be logged with the call centre. In addition, the Ward Administrator is required to keep a record of reference numbers of logged issues.									

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
5	Number of Ward Committee meetings held by a Ward Cllr provided with administrative support	This indicator seeks to measure the standard of administrative support provided by the Ward Governance staff to the Ward Committee in the organisation and arrangement of Ward Committee meetings. Ward Committee meetings are chaired by	Public participation enables communities to actively participate in how their communities are governed. The Local Government: Municipal Structures Act of 1998 requires that municipalities develop mechanisms to consult communities and community organisations in performing their functions and exercising their powers. Ward Committees provide a link between the communities	Ward Administrator	Count. X: Number of Ward Committee meetings held by a Ward Cllr provided with administrative support	Failure by the Ward Administrator to attend the Ward Committee meetings. Failure by the Ward Councillor to convene a meeting. Failure by the Ward Committee to attend the meetings.	Output	Cumulative	Quarterly	No	All Ward Committee meetings provided with administrative support. Means of verification: • Attendance register • Minutes of the meeting • Meeting notice	Director. Community Participation and Ward Governance

KP I NO	INDICAT OR TITLE	SHORT DEFINITI ON	PURPOSE / IMPORTANCE	SOURCE / COLLECT ION OF DATA	METHOD OF CALCULAT ION	DATA LIMITATI ON	TYPE OF INDICAT OR	CALCULAT ION TYPE	REPORTI NG CYCLE	NEW INDIC ATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		the Ward Councillor with the elected Ward Committee	and the municipality/Councillors by enabling members of the communities to influence municipal planning in a manner which best addresses their needs.									
			The Ward Committee meetings are chaired by the Ward Councillor monthly as prescribed by the Ward Committee Policy.									
			The Ward Administrator allocated for each ward is expected to									

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
			provide the Ward Councillor and the Ward Committee with administrative support. Administrative support includes: •Developing the schedule for ward committee meetings •Confirmation of the venue •Send out a meeting notice along with the agenda •Circulate the attendance register and ensure all members present sign the register									

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
			•Take minutes of the meeting and forward the minutes to the Chairperson within 7 working days									

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
6	Percentage compliance with Sec 18 (2) of the Municipal Structures Act must meet at least once per quarter)	This indicator percentage compliance with Sec 18 (2) of the Municipal Structures Act (Council must meet at least once per quarter).	Ensure compliance with Sec 18 (2) of the Municipal Structures Act (Council must meet at least once per quarter).	Director: L&O AD: Council Business	Percentage: $[X/Y] * 100$ X: Total number of Council meetings held. Y: Total number of Council meeting schedule.	• None	Output	Cumulative	Quarterly	New	Council must meet at least once per quarter. Means verification: Council minutes	Director: Legislative and Oversight

KP I NO	INDICAT OR TITLE	SHORT DEFINITI ON	PURPOSE / IMPORTANCE	SOURCE / COLLECT ION OF DATA	METHOD OF CALCULAT ION	DATA LIMITATIO N	TYPE OF INDICA TOR	CALCULAT ION TYPE	REPORTI NG CYCLE	NEW INDIC ATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
KP I NO	INDICAT OR TITLE	SHORT DEFINITI ON	PURPOSE / IMPORTANCE	SOURCE / COLLECT ION OF DATA	METHOD OF CALCULAT ION	DATA LIMITATIO N	TYPE OF INDICA TOR	CALCULAT ION TYPE	REPORTI NG CYCLE	NEW INDIC ATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
7	Percentage of Council and Section 79 meeting agenda distributed within 72 hours of the meeting schedule	This indicator measures the efficiency of the council support function, by measuring the time taken to distribute the agenda.	Ensure compliance with Standing Rule 31(3); 161 and 163.	Director: L&O AD: Council Business	Percentage. [X/Y] *100 X: Total number of Council and Section 79 meetings. Y: Total number of Council and Section 79 meeting agenda distributed within 72 hours of the meeting schedule.	- Challenges with printing - Canceled Council meetings resulting in the reprinting of agenda - Delay in the dispatch of agenda - Late submission of agenda items	Output	Cumulative	Quarterly	New	All Council agendas distributed 3 days before a council sitting. Means of verification: Dispatch book	Director: Legislative and Oversight

Percentage implementation of the Legislature oversight programme

KP I 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
8	Percentage implementation of the	This indicator measures the efficiency of the council oversight function, by measuring the implementation of all planned Legislative oversight programme.	Improve accountability and scrutiny.	Director: L&O AD: Council Business	Percentage. [X/Y] *100 X: Total number of Legislative (Sec79 Committees) planned oversight programme. Y: Total number of Legislative (Sec79 Committees) planned oversight programme implemented within scheduled time.	- Challenges with printing - Canceled Sec79 Committee meetings - Canceled Sec79 Committee oversight visits - Late submission of agenda items to Sec79 Committee for scrutiny. - Late submission of Annual Report to MPAC for scrutiny.	Output	Cumulative	Quarterly	New	All Legislature oversight programme implemented Means of verification: - Minutes of Sec79 Committee meetings; - Sec79 Committee oversight visits reports; - Sec79 Committee Quarterly Oversight reports; - MPAC Oversight Report on the Annual Report	Director: Legislative and Oversight

KP I NO	INDICAT OR TITLE	SHORT DEFINITI ON	PURPOSE / IMPORTANCE	SOURCE / COLLECT ION OF DATA	METHOD OF CALCULAT ION	DATA LIMITATIO N	TYPE OF INDICA TOR	CALCULAT ION TYPE	REPORTI NG CYCLE	NEW INDIC ATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
	²² Legislat ure oversight program me											

²² Legislature oversight programme include Sec79 Committee oversight visits; Chairpersons Committee oversight visits; MPAC oversight report on the Annual Report

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	²³ Percent of by-laws advertised for public consultation on compliance with Rule 140 (1) of the Standing Rules and Orders of Council, 2006	This indicator measures by-laws approved by Council within 12 months of the placement of the advert	Council needs to declare its intention to produce a new by-law or amend an existing by-law. These by-laws that have been declared are then referred to the relevant Section 79 Committee for consideration. The Committee must ensure that public participation is conducted, and the by-law is publicised for public comments. The relevant committee must	Director: Legal and Procedural services.	Percentage. $[X/Y] * 100$ X: Total number of by-laws that council has declared its intention to produce or amend Y: Total number of by-laws that council has declared its intention to produce or amend	SCM processes delaying bylaw advertisement	Output	Non-Cumulative	Quarterly	No	All referred by-laws to be published for public comments and referred by-laws tabled in Council for approval within 12 months of the placement of the advert. Means of verification: Draft bylaw advert. Sec79 public engagement on the draft bylaw report. Sec79 Committee and Council minutes.	Director: Legal and Procedural. Deputy Director: Communication

²³ In compliance with the following:

- Section 160(4) of the Constitution of the Republic of South Africa of 1996
- Section 16(1) of the Municipal Systems Act, No. 32 of 2000

KP I NO	INDICAT OR TITLE	SHORT DEFINITI ON	PURPOSE / IMPORTANCE	SOURCE / COLLECT ION OF DATA	METHOD OF CALCULAT ION	DATA LIMITATIO N	TYPE OF INDICA TOR	CALCULAT ION TYPE	REPORTI NG CYCLE	NEW INDIC ATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
			then recommend to council whether the by-law is to be approved or not approved within 12 months of the placement of the advert in accordance with the Rationalisation of local government affairs Act 10 of 1998									

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- Section 7 (2) (a); (c); and (d) Rationalisation of Local Government Affairs Act, No. 10 of 1998

KP I 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
10	Percentage of Cllr that comply with the Councilors' code of conduct regarding Councilors not being in arrears for rates and service charges for more than 90 days	This indicator measures the monitoring of Councilors' compliance with the Cllr Code of Conduct	To ensure good governance of Councilors by making sure that all Councilors comply with the Cllr Code of Conduct regarding Councilors not being in arrears for rates and service charges for more than 90 days	Directorates: 1. Cllr Affairs 2. CP&WG. 3. Legal Services. 4. Integrity Commissioner. 5. Legislative & Oversight.	Percentage. e. $[X/Y] * 100$ X: Total number of Cllr in arrears for rates and service charges for more than 90 days monitored. Y: Total number of Cllr with CoJ accounts	None	Output	Cumulative	Quarterly	No	All councillors comply with Cllr Code of Conduct. Ensuring that Councilors perform their duties in good faith, honestly, in a transparent manner, in the best interest of the municipality and without compromising the municipality's credibility or integrity Means of verification: 1. Legislature Quarterly reports. 2. A copy of the Councilor code of conduct provided to all Councilors. 3. A report on Councilors in arrears in the payment of their service charges.	Director: 1. Cllr Affairs 2. CP&WG. 3. Legal Services. 4. Integrity Commissioner. 5. Legislative & Oversight

²⁴ Measures to be monitored are: distribution of Cllr Code of Conduct; Sec79 and Council meeting attendance register; compiled Cllr in arrears report; held public meetings report; and Cllr Register of Declaration of Financial Interest

KP I 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
11	% Implementation of smart city initiatives	This indicator measures the level of implementation of smart city initiative by the Legislature	To ensure good governance and improve the level of public participation. The e-petition will improve the reliable recording of petitions and overall management of the petition system. The new online web application featuring an AI-powered component designed to handle large datasets (public submissions) efficiently	Directorates: •Legislative and Oversight; •CP&WG	Percentage. e. $[X/Y] * 100$ X: Total number of Legislature smart city initiative implemented. Y: Total number of Legislature smart city initiatives	None	Output	Cumulative	Quarterly	No	All city implemented Means of verification: 1. Legislature Quarterly reports. 2. A quarterly report on the implementation of Legislature smart city initiatives.	Director: • CP&WG. • Legislative Oversight &

²⁵ 2 smart city initiatives are e-petition; public participation Web application developed with AI

²⁶ Measures to be monitored are: distribution of Cllr Code of Conduct; Sec79 and Council meeting attendance register; compiled Cllr in arrears report; held public meetings report; and Cllr Register of Declaration of Financial Interest

Gate keepers KPIs

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 operating budget spent against approved budget	This indicator measures the operational costs spent by the organization against the allocated budget the organization against the allocated budget. The objective is to improve, stabilize and sustain a positive financial position	The objective is to improve, stabilize and sustain a positive financial position	Director: Finance	Percentage. $[X/Y] * 100$ X: Actual spending on the allocated Opex budget Y: Total allocated Opex budget	Poor record keeping	Output	Cumulative	Monthly	No	95% of the allocated budget appropriately utilised as per the plans (95%). Means verification: SAP report	Director: Finance

KP I NO	INDICAT OR TITLE	SHORT DEFINITI ON	PURPOSE / IMPORTANCE	SOURCE / COLLECT ION OF DATA	METHOD OF CALCULAT ION	DATA LIMITATIO N	TYPE OF INDICA TOR	CALCULAT ION TYPE	REPORTI NG CYCLE	NEW INDIC ATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
2	Percentage capital budget spent against approved capital budget	This indicator measures the Capex spent on projects against the approved budget. The objective is to improve, stabilize and sustain a positive financial position	The objective is to improve, stabilize and sustain a positive financial position	Director: Finance	Percentage: [X/Y] *100 X: Actual spending on the allocated Capex budget Y: Total allocated Capex budget	Poor record keeping	Output	Cumulative	Monthly	No	95% of the allocated budget appropriately utilised as per the plans. Means verification: SAP report of	Director: Finance

KPI NO	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
3	Percentage resolution of AGSA audit findings	This indicator measures the number of audit findings resolved against the total number of audit findings issued by the AGSA	The resolution of audit queries reduces audit findings against the department and auditors are then able to give an opinion on the financials of the department. This will then ensure the attainment of unqualified audit opinion	Internal Audit Reports	Total number of Auditor General findings resolved/total number of Auditor General findings (excluding findings that are less than 60 days)*100	Non-submission of information by relevant units Poor record keeping	Output	Cumulative	Annual	Yes	No audit findings for the department (95%). Means verification: Management Letter	Director: Finance

KP I NO .	INDICAT OR TITLE	SHORT DEFINITI ON	PURPOSE / IMPORTANCE	SOURCE / COLLECT ION OF DATA	METHOD OF CALCULAT ION	DATA LIMITATIO N	TYPE OF INDICA TOR	CALCULAT ION TYPE	REPORTI NG CYCLE	NEW INDIC ATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
4	Percenta ge resolution of internal audit findings	This indicator measures the number of audit findings resolved against the total number of audit findings issued by the internal audit	The resolution of audit queries reduces audit findings against the department and auditors are then able to give an opinion on the financials of the department. This will then ensure the attainment of unqualified audit opinion	Internal Audit Reports	Total number of internal audit findings resolved/tot al number of internal audit findings (excluding findings that are less than 60 days)*100	Non-submission of information by relevant units Poor record keeping	Output	Cumulative	Annual	Yes	No audit findings for the department (95%). Means of verification: Management Letter	Director: Finance

K P I N O.	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
5	Percentage reduction in unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred citywide	This indicator measures the percentage reduction on UIFWE compared to the previous financial year AG finding.	This indicator provides the status of compliance to MFMA regulation 36, to ensure that there are no Unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred for the month	Finance Directorate	The UIFW Expenditure closing balance of the current financial year against (will be compared with) the closing balance of the previous financial year.	None	Output	Non-Cumulative	Quarterly/Annually	No	50%	Director: Finance

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
6	Percentage of valid invoices paid within 30 days of invoice date	This indicator measures the payment of suppliers within 30 days as required by the MFMA section 65	This ensures that there is adherence to a Legislative requirement (Section 65 (2)(e)) of paying creditors in time. This will ensure that the City's credit payment period is short, while ensuring the sustainability of SMMEs in the City	From the SAP system (age analysis report)	Percentage. $[X/Y] * 100$ X: Number of transactions paid after 30 days Y: total number of paid transactions for the month	None	Output	Non-cumulative	Monthly	No	All payments to suppliers made within 30 days (100%). Means of verification: Age analysis report to Group Finance	Director - Finance

KP I 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
7	Percentage implementation of the strategic risk management action plan	This indicator measures the percentage of strategic risk action plans implemented compared to total number of strategic risk action plans.	This ensures that there is proper planning and minimisation of the risk impact	Governance Report; Strategic Risk Plan; Strategic Risk Register and Audit Report	Number of implemented strategic risk action plans divided by total number of strategic risk action plans multiplied by 100	None	Output	Non-cumulative	Monthly	Yes	85%	Director Management support

KP I 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
8	Percentage achievement of service level standards	This indicator measures the percentage of achievement of the service level standards compared to total number of service level standards.	To specify expectations and agreed norms and standards regarding the provided services	Report; Departments Service Level Standards;	Number of achieved services level standards divided by total number of services level standards multiplied by 100	None	Output	Non-cumulative	Monthly	Yes	100%	Director Management support

9.5. Service standards charter

No.	Core Service	Service Level Standards
1.	Coordinating Council and Committee meetings	100% Council and committee meetings calendar approved by Council with notice circulated 3 days before
2.	Minutes of Council and Committees proceedings	100% Minutes presented at the next ordinary meeting for approval.
3.	Distribution of packages for Council and its Committee meetings	3 days before ordinary meeting and 2 days before special meeting
4.	Public Participation programmes	100% implementation every quarter
5.	Ward Public meetings	100% implementation of the planned ward public meetings programme.
6.	Public participation on the City's Annual Report	3 rd quarter of the financial year
7.	Period taken by the Petitions Committee to acknowledge inwriting the receipt of a petition	Within 5 days
8.	Period taken to inform the petitioner inwriting about the outcome of the Petitions Committee on the received and considered petition.	14 days
9.	Oversight programme implementation	100% implementation every quarter
10.	Conduct oversight on the City's Annual Report	3 rd quarter of the financial year
11.	Period afforded for the public to submit comments on the draft by-law	Not be less than one month from the date of the notice

10. FINANCIAL IMPACT

10.1. Operational expenditure

Description	Approved Budget 2025/26 R 000	Changes to Approved Budget R 000	Amended 2025/6 Budget R 000	Draft 2026/7 Budget R 000
Employee related costs	267,236	0	267,236	279,932
Remuneration of councillors	202,121	0	202,121	211,616
Inventory consumed	483	0	483	500
Depreciation and amortisation	30,752	0	30,752	31,859
Contracted services	16,567	(1,000)	15,567	16,044
Operational costs	40,233	(5,021)	35,212	36,875
Direct Expenditure	557,175	(6,021)	551,154	576,826

Maintenance per asset type:

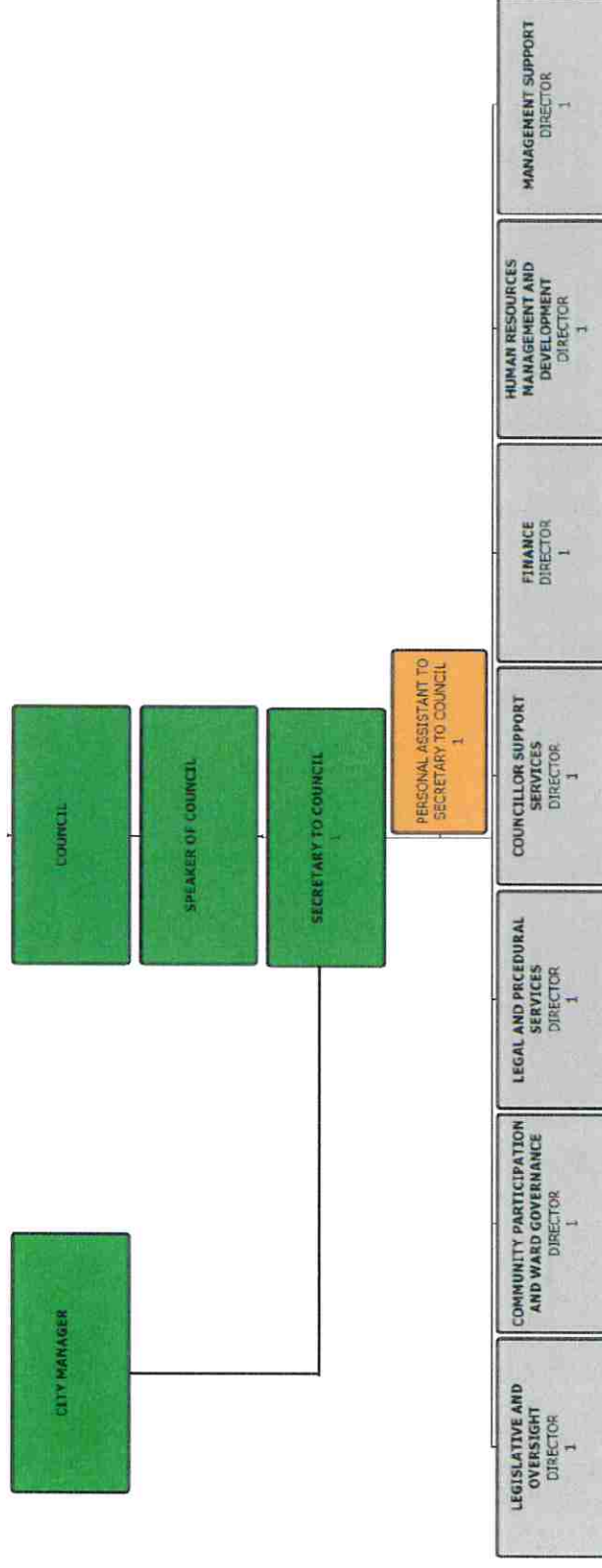
10.2. Capital expenditure

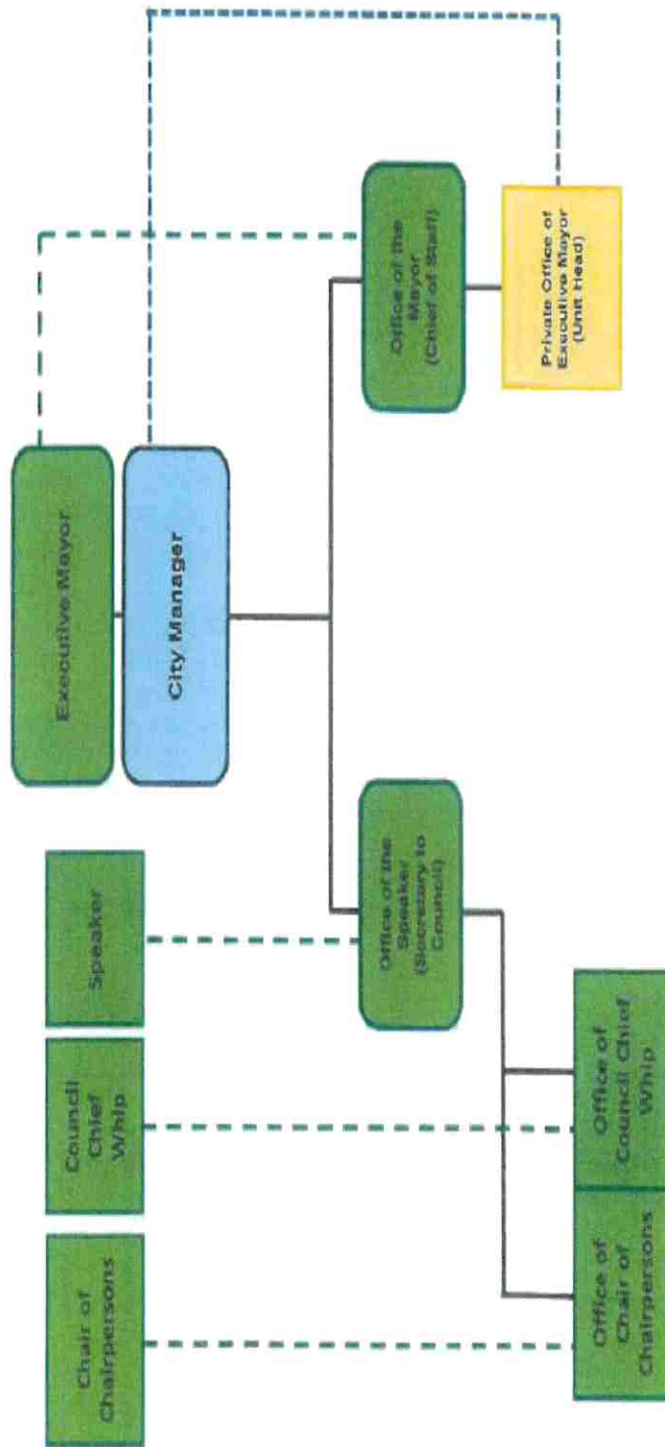
Description	Approved Budget 2025/26 R 000	Changes to Approved Budget R 000	Amended 2025/6 Budget R 000	Draft 2026/7 Budget R 000
Operational assets	1,374	0	1,371	1,500
Multifunctional Glasshouse - Hall				4,000
				1,000
Direct Expenditure	1,374	0	1,371	6,500

11. MANAGEMENT AND ORGANISATIONAL STRUCTURE

11.1. Organisational structure

High level organisational structure: Administration and Political:





11.2. Management team

The political head of the Legislature is the Speaker of Council and the Secretary to Council is the head of the administration both with delegated authority as per section 59 of Municipal System Act, 2000. The administration consists of Office of the Secretary to Council as Head of administration, of which under it has business stream (directorates) steered by a Directors. These administrative directorate include Legislative and Oversight Directorate; Community Participation & Ward Governance Directorate; Councillor Support Directorate; Finance Directorate; Legal & Procedural Services Directorate; and Human Resources Management Directorate.

The Political structure is led by the Speaker of Council, under the political structure there is the Private office of the Speaker; Chair of Chairs (Governance, Oversight, Monitoring and Evaluation, and Reporting); Whip of Council's Office (Political portfolio Administration Support). All these political offices are administratively steered by respective Directors.

11.3. Capacity analysis

The following table provides a summary of staff complement for the Legislature department as informed by the occupational levels. The department has a total staff complement of 253.

	Female					Female Total	Male					Male Total	Grand Total
Occupational Levels	A	C	I	W	PWD		A	C	I	W	PWD		
1). Top Management							1						1
2). Snr Management	7					7 (41%)	7	1	1	1		10 (59%)	17
3). Prof. & Mid Management	33	3	2	3	1	42 (57%)	30	1	1			32 (43%)	74
4). Skilled & Jnr Management	63	5		2		70 (52%)	63	1			1	65 (48%)	135
5). Semi-skilled	10	1				11(42%)	15					15 (58%)	26
6). Unskilled													
Grand Total	113	9	2	5	1	130	116	3	2	1	1	123	253
Total %						51%						49%	

11.4 Employment equity

The following table below provides a summary of race, gender, and people with disabilities in the department

	A	C	I	W	Total	PWD
Male	117	3	2	1	123	2
Female	114	9	2	5	130	1
Total	231	12	4	6	253	3
%	91 %	5 %	2 %	2 %		1%

The below table reflects the EE targets per Occupational Levels during the reporting period:

Occupational Levels	EE Targets
Senior Management: Directors and Deputy Directors	African males and African females
Professional Qualified: Assistant Directors, Managers & Researchers and Senior Researchers	African, White Males and White females
Skilled Technical & Academically Qualified: Ops Managers, Coordinators, and Officers	African, Indian, White males and White females.
Semi- skilled and discretionary decision making: Admin Support, Drivers, Messengers, and Administrators.	African, Indian, White males and White females

12. COMMUNICATIONS AND STAKEHOLDER MANAGEMENT

12.1. Stakeholder Matrix

12.1.1. Background

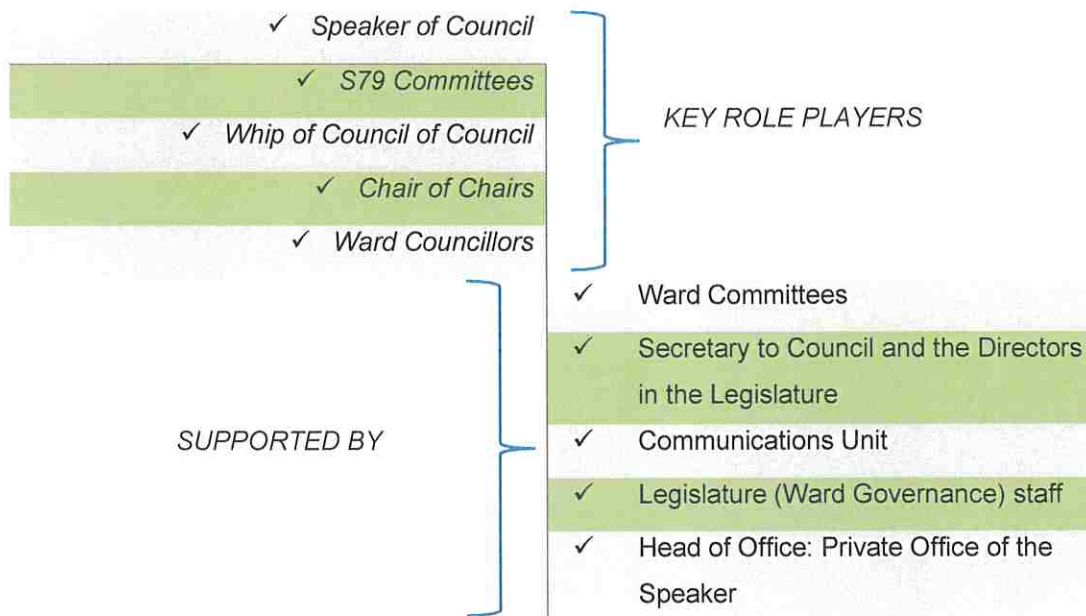
One of the challenges faced by the Legislature is that most community members correctly perceive the government as one entity. Rudimentary understanding of the distinct roles and responsibilities of the legislature is necessary to ensure that the legitimacy of the Legislature and public support are not undermined. This places an even greater challenge for the Legislature to clearly articulate the value of its existence by providing leadership in fulfilling its mandate. To effectively reach all stakeholders for civic education, existing City structures such as Regional Offices, Municipal Entities, CRUM, Recreation Centres, Development Planning, Health and Social Development, and the Revenue Department can serve as crucial pillars of support in terms of distribution of Legislature communication, displays and campaigns to create presence and drive programmes to introduce the legislature to the public.

Internally, the legislature should enhance its communication efforts to all its employees to ensure that they support, champion, and critique the communication strategy from an informed point of view. Many Legislature employees have intimate knowledge and understanding of the separation of powers model, and this will enable them to nurture and exchange knowledge when they are exposed to a supportive internal stakeholder engagement environment. By so doing, the legislature, in its oversight role, will enable its Councillors and employees to adequately hold the Executive accountable as well as engage and support the City's Executive in their management of service delivery to the citizens of the City of Joburg.

The political operative environment of the legislature should be supported by harmonious administrative and operational structures that align the communication strategy with the business plan of the legislature and assist in ridding the institution of silos functioning and mentality of its various directorates. In addition to this, a high-level integration of operations is necessary to provide an indication that the legislature in its entirety is pursuing the same goals.

The communication strategy will equip Councillors and staff to feel more supported and informed to engage in communication activities that enhance their relations with one another and with the public.

12.1.2. Communication Stakeholders



12.1.3. Channels of Communication

Channels of communication used by the legislature are determined by a stakeholder segmentation model that assists the legislature to profile and understand its audience, its information needs as well as their views on the legislature's performance. This segmentation is very crucial for public participation efforts as it allows the legislature to know **WHO** it communicates with **WHAT** it communicates, **HOW** and **WHEN**.

INTERNAL CHANNELS OF COMMUNICATION (City of Joburg)	
Target Audience & Sources	Communication Tools
• Legislature Staff Meetings • Ward & PR Councillors • Legislature Senior Management • City of Joburg departments and regional offices • Group Communications and Marketing • Central Information and Database Centre	• Legislature Newsletter (Online) • E-bulletins (CoJ Messages) • Chief Communicator: Speaker • Internet (Legislature Website)

INTERNAL CHANNELS OF COMMUNICATION (City of Joburg)	
• Research Unit • The Executive • Communication Office • Community Liaison Officers • Designated spokesperson(s) • Media Relations Officers • Municipal Entities • Other Municipalities and Spheres of Government	(www.joburgcouncil.org.za) / www.cojccouncil.org.za or another available URL. • Intranet (Jozinet) • IT/CIO Office • Records Management (KM) and Archiving • Legislature Open Day • Social Media • Staff radio (Long term)

EXTERNAL CHANNELS OF COMMUNICATION	
Target Audience and Sources	Communication sources
• Legislature website • Chief Communicator – Speaker/Secretary to Council addresses press briefings. • Advertising: - Notice boards - Pamphlets at spaza shops • SETAs, • Chapter 9 Institutions • Faith based organisations • Business Organisations • Banking and Financial Institutions • Students' and Children's' Councils • Training Colleges and Academic institutions • Civil Society, CBOs, and NGOs • Press releases • Media coverage • Billboards, Posters and Newsletter • Loudhailers • Social Media – Facebook, Twitter • TV programmes • Local and International audiences • TOURIST INDUSTRY: - Legislature Chamber Tours - Legislature Souvenir Shop (Memorabilia)	• Community newspapers (and newspaper inserts). • Community meetings • Ward Committee meetings • Central Legislature Call Centre • Knock & drop at residences • Legislature App, street polls and school competitions • Writing of opinion pieces in community media. • Health and Security sectors • The Judiciary and legislative sector • Labour organisations • Ratepayers Associations • Business Sector • SALGA and other municipalities • Create a Neighbourhood Forum (Braamfontein, Parktown, Hillbrow and Joburg Central) • MoU with crucial City departments, MEs and units such as JMPD, CRUM, EMS, JIKE, JOC, Metrobus, etc. • Community & Commercial Radio stations

COMMUNICATION INITIATIVES (HOW)	WHY?
6. Devise a staff motivation system for strategy implementation.	This will ensure that the strategy does not remain a plan. All staff members have a public profile and are by default champions and representatives that should live and promote the strategy to realise the goals of the Legislature.

13. AUDIT RESOLUTION

There were no recorded audit findings against the legislature in the previous financial year.

CONCLUSION

The legislative planning structure is informed by a comprehensive framework that delineates the relationships between resources, actions, products, and results. Consequently, the Legislature serves as the representative body for the citizens of Johannesburg, maintaining adherence to constitutional principles, the rule of law, and democratic governance. The populace is represented through the enactment of by-laws and policies, the scrutiny and assessment of executive functions, and the fostering of public engagement, collaborative governance, and international cooperation.

Fundamentally, the Legislature's operations encompass the oversight of the Council and Section 79 Committees, alongside the pivotal and recognized activities undertaken by Ward Committees. These significant assemblies, including Section 79 Committees, the Council, and Ward Committees, furnish the platform for elected officials to articulate the interests of constituents within the local governance sphere. The efficacy of these deliberations is contingent upon adequate council member attendance, access to pertinent information regarding subjects and protocols, a conducive atmosphere, and the provision of suitable office resources.

The Legislature's objectives and achievements are directed towards the establishment of transparent, accountable, responsive, and open administrative practices. The City of Johannesburg Legislature's Business Plan for 2026/27 outlines a medium-term strategy for the objectives and initiatives planned for the fiscal year, as well as those scheduled for execution over the subsequent two fiscal years.

The legislative planning framework was developed with a guiding principle of identifying the interconnections between inputs, activities, outputs, and outcomes. Following its endorsement, this 2026/27 Business Plan will be disseminated publicly to ensure transparency.

ANNEXURE: SERVICE LEVEL STANDARDS

The MFMA's service level standards provide municipalities with guidelines for creating and upholding basic service delivery standards that are in line with their budgets and Integrated Development Plans (IDPs). Although requirements differ each municipality, the MFMA encourages certain principles to guarantee governments prioritize community needs and handle funds responsibly. Using Service Level Agreements (SLAs) to specify service provider expectations and connecting plans, budgets, and performance reports are important components.

The "service level standards" of an Office of the Speaker are not typically defined by standard commercial metrics such as "response time" or "uptime." Instead, they are determined by the office's core functions as a legislative and administrative entity within a government body. These standards are generally outlined in the relevant Constitution, the council Rules and Orders, and the office's own Annual Performance Plans (APPs). While the Office of the Speaker (CoJ Legislature) does not publish formal Service Level Agreements (SLAs) for public services, its performance is governed by constitutional and legislative mandates, as well as the internal standing rules and orders of the Council. Broader public service standards also apply, dictating that the CoJ Legislature must provide accountable, impartial, and efficient support for the functioning of the legislature

Key service standards and principles

The following standards and principles, derived from the Speaker of Council's legal mandate and broader South African public service policy, apply to the CoJ Legislature:

- **Legal and rule adherence:** The Speaker must ensure that the legislature's business is conducted according to the legal framework and the standing rules and orders of Council. This includes presiding over meetings impartially, maintaining order, and protecting the rights and privileges of all Council members. This also include managing meeting frequency implying that the Speaker must ensure that the Council meets at least quarterly or as frequently as mandated by law.
- **Accountability and transparency:** The CoJ Legislature is accountable for the administrative and support functions provided to the Legislature. This is done by overseeing administrative staff and ensuring compliance with financial and other regulatory laws, and producing quarterly reports on compliance with legislative and regulatory requirements and managing public finances according to established laws and policies.
- **Quality support services:** The Speaker of Council is responsible for the provision of quality support services to the Council and its Committees. While the administrative function is often delegated to the Secretary to Council, the Speaker of Council provides ultimate oversight to ensure services are effective and compliant.

- **Facilitation of public participation:** A core function at all levels of government is to facilitate public involvement in the legislature's and municipality's decision-making processes. The Municipal Systems Act (32 of 2000) and the Constitution of the Republic of South Africa, 1996 (Section 152) obliges municipalities to encourage community involvement. The CoJ Legislature is responsible for coordinating public participation forums and civic education.
- **Coordination and management of committees:** The CoJ Legislature plays a central management and coordination role for the legislature's oversight and standing committees, including chairing the programming committee.
- **Timely and courteous communication:** In line with the *Batho Pele* ("People First") principles of the public service, communication with the public and other stakeholders should be prompt, courteous, and transparent. The office ensures that constituent grievances brought to the City in the form of petitions are addressed, though specific response times are generally defined internally rather than as a single, universal public standard.
- **Administrative and logistical support:** The CoJ Legislature must provide efficient administrative and logistical support, including secretariat services for meetings, management of correspondence, and control of the Department's budget.

How service is measured

the Office of the Speaker's performance is measured through political and administrative oversight mechanisms. These include:

- **Oversight committee on the Legislature (OCOL):** The OCOL is responsible for monitoring the performance of administrative functions of the legislature.
- **Accountability reports:** The Secretary to Council, as the accounting officer, reports on administrative performance to the Speaker of Council and relevant Council Section 79 Committees.
- **Audits:** The Internal Audit and other oversight bodies conduct audits to ensure financial and administrative compliance, which provides an external check on the quality of services and resource management.

- **Annual performance plans:** The Speaker's performance, as the political head, is evaluated against the institution's annual performance plans, which outline specific service delivery objectives.
- **Constituent feedback:** Citizen satisfaction, though difficult to measure directly, is a key indicator of whether the office's public-facing duties, such as public participation and outreach, are being performed effectively.

Council and Section 79 Committees				
Full statement	Key service	Target group	Target area	Target
To ensure that all CoJ Council and Committee meetings are timeously coordinated in line with the institutional calendar, and open to the public in line with the legal framework.	Coordinating Council and Committee meetings. All Council and Council Committee meetings are open to the public, with the exception of "closed session" meeting items.	Councillors and public	CoJ	Council and committee meetings calendar approved by Council in or before June. And Council meeting notice advertised in 1 st quarter of each financial year
Ensuring the legislative process functions correctly. This includes Speaker of Council or in case of Committees, the Chairperson presiding over meetings, maintaining order and decorum, and ensuring compliance with the rules and the Code of Conduct for members. Ensuring that administrative and secretariat support services to the legislative body and its committees are of high quality.	Minutes of Council and Committees proceedings taken by the Secretariat and, after perusal by the Speaker or Committee Chairperson, final minutes be printed and delivered to every Councillor as part of the next meeting agenda. (Draft minutes to be produced within 2 weeks post meeting; they must be circulated to all Councillors within a "reasonable period" before the next meeting	Councillors and the public	CoJ	Minutes presented at the next ordinary meeting for approval. Approved minutes availed to the public 3 days after the approval. Approved Council minutes. Approved Committee minutes.

	for review; Minutes are official only once confirmed and signed by the chairperson (Speaker) at the next ordinary meeting).				
Distribution of meeting packages to all Council and Committees of Council to Cllrs and relevant Officials within 3 days before the date of the ordinary meeting, and 2 days before the date of the special meeting.	Distribution of packages for Council and its Committee meetings	Councillors and the public	CoJ	7 days before the date of the meeting	Council and Committee meeting invite and or agenda/link
Public Participation					
Full statement	Key service	Target group	Target area	Target	Evidence
Ensure coordination and implementation of all public participation programmes in the local municipalities within CoJ on a quarterly basis in line with Municipal Systems Act no. 32 of 2000	Public Participation programmes	Councillors and the public	CoJ	Quarterly	Quarterly report. Adverts and/or notices
Ensure that oversight on the Annual Report is conducted in line with the Municipal Systems Act no. 32 of 2000	Conduct oversight on the City's Annual Report	Councillors and the public	CoJ	3 rd quarter of the financial year	MPAC oversight report on the City's Annual Report.

Ensure that Petitions Committee regularly inform the petitioner of the receipt of, progress and decision relating to the said petition and of any other action taken by the Committee, in terms of the Petitions Policy.	Acknowledgement: Upon receipt, a letter of acknowledgement is sent to the petitioner. Referral: The petition is referred to the relevant Ward Councillor and then to the appropriate City department or Municipal Owned Entity (MOE).	Councillors and the public	CoJ	Acknowledgement letter issued 3 days after receipt of the petition. Referral: 5 days after the Petitions Committee	Petitions Committee quarterly report. Acknowledgement letter. Referral letter.
Oversight					
Full statement	Key service	Target group	Target area	Target	Evidence
To ensure monthly implementation of all oversight programmes by all Section 79 Committees in CoJ in line with Section 79 of the Municipal Structures Act	Oversight programme implementation	Councillors and the public	CoJ	Quarterly	Quarterly report
To ensure that oversight visits are conducted in all wards within CoJ on a quarterly basis	Section 79 Committees oversight visits conducted	Councillors and the public	CoJ	Quarterly	Quarterly report. Committees Oversight visits report
Ensure public participation on the Annual Report by issuing a notice for the public to submit comments to MPAC on the Annual Report in line with the	Public participation on the City's Annual Report	Councillors and the public	CoJ	3 rd quarter of the financial year	Notice for the public to submit comments on the Annual Report

Municipal Systems Act no. 32 of 2000					
By-law making					
Full statement	Key service	Target group	Target area	Target	Evidence
Ensure the issuing of the public notice of the draft by-law or reviewed by-law in newspapers; government gazette and city website affording the public 30 days or more days to submit comments	Notice on the draft by-law for public to submit comments. The South African Constitution and the Municipal Systems Act, require municipalities to consult communities, take public input into account, and inform residents of proposed by-laws.	Councillors and the public	CoJ	As and when the draft by-law is approved by Council for public consultation. The notice to be issued within a month after the Council resolution.	By-law notices. Council minutes (resolution). Notices for public hearings.
IGR					
Full statement	Key service	Target group	Target area	Target	Evidence
Coordination of all political IGR meetings in the CoJ on a quarterly basis in line with the corporate calendar and the IGR CoJ Framework	Coordination and implementation of IGR initiatives	Technical and political meetings	CoJ	Quarterly	Quarterly report

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