



# CITY OF JOHANNESBURG INTEGRATED DEVELOPMENT PLAN 2018/19 REVIEW

DIPHETOGO: REAL CHANGE

The logo for the City of Johannesburg, featuring the word "Joburg" in a stylized font with a small tower icon above the letter 'o'. The logo is enclosed in a white box with a curved top edge.

Joburg

# Table of Contents

Acronyms and Abbreviations .....	4
Johannesburg today .....	6
Vision, Mission and Values Proposition .....	7
Vision .....	7
Mission .....	7
Five Growth and Development Outcomes.....	7
Nine Strategic Priorities .....	7
Message from the Executive Mayor .....	8
Statement by the City Manager .....	10
Introduction to the 2018/19 IDP Review .....	11
<b>SECTION 1: Contextual Overview .....</b>	<b>13</b>
Johannesburg in the global urban context .....	13
Access to Services, Infrastructure Backlogs & Environmental Challenges.....	19
Access to Basic Services .....	19
Infrastructure backlogs.....	22
Environmental challenges.....	23
<b>SECTION 2: Community-based Planning .....</b>	<b>24</b>
IDP Outreach Process .....	24
Common Issues Raised During the Outreach Process .....	25
Priority Issues per Region .....	27
Customer Perceptions from the 2017 Customer Satisfaction Survey.....	28
<b>SECTION 3: Our strategic response .....</b>	<b>30</b>
Strategic Priorities .....	33
Priority 1: Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021 .....	33
Priority 2: Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress.....	34
Priority 3: Create a culture of enhanced service delivery with pride .....	34
Priority 4: Create a sense of security through improved public safety .....	34
Priority 5: Create an honest and transparent City that fights corruption .....	35
Priority 6: Create a City that responds to the needs of citizens, customers, stakeholders and businesses.....	35
Priority 7: Enhance our financial sustainability.....	35
Priority 8: Encourage innovation and efficiency through the Smart City programme .....	36

Priority 9: Preserve our resources for future generations .....	36
Alignment to national and provincial plans .....	36
<b>SECTION 4: Implementation of our 2018/19 delivery agenda .....</b>	<b>40</b>
Diphetogo – Our over-arching framework to deliver transformational change.....	40
Strategic Alignment.....	41
Linkage to programs .....	42
Outcome 1: A growing, diverse and competitive economy that creates jobs .....	43
Supporting strategies .....	44
Priority Programs .....	46
Outcome 2: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development .....	51
Supporting strategies .....	51
Priority Programs .....	62
Outcome 3: Enhanced, quality services and sustainable environmental practices.....	66
Supporting strategies .....	67
Priority Programs .....	70
Outcome 4: Caring, safe and secure communities.....	76
Supporting strategies .....	76
Priority Programs .....	79
Outcome 5: An honest, transparent and responsive local government that prides itself on service excellence.....	83
Supporting strategies .....	83
Priority Programs .....	84
<b>SECTION 5 Joburg’s fiscal and budgeting outlook .....</b>	<b>88</b>
A summary of the operating and capital budgets.....	91
High level budget of the City is as follows: .....	92
<b>SECTION 6: Our Outcome Indicators .....</b>	<b>94</b>
<b>SECTION 7: Our 5-Year IDP scorecard .....</b>	<b>99</b>
Performance Monitoring, Reporting and Evaluation.....	113
Conclusion: Our future outlook.....	113
<b>ANNEXURE A: City Governance Structures .....</b>	<b>115</b>
<b>ANNEXURE B: Spatial Development Framework – detailed summary .....</b>	<b>122</b>
<b>ANNEXURE C: Service Standards Charter.....</b>	<b>132</b>
<b>ANNEXURE D: 2019/19 Capital Investment Framework.....</b>	<b>149</b>

## Acronyms and Abbreviations

<b>BEPP</b>	Built Environment Performance Plan
<b>BRT</b>	Bus Rapid Transport
<b>CAPEX</b>	Capital Budget
<b>CBD</b>	Central Business District
<b>CBO</b>	Community-based Organisation
<b>CBP</b>	Community-based Planning
<b>CC</b>	Climate Change
<b>CCA</b>	Climate Change Adaptation
<b>CCM</b>	Climate Change Mitigation
<b>CCSF</b>	Climate Change Strategic Framework
<b>CCTV</b>	Closed-circuit Television
<b>CoJ</b>	City of Johannesburg
<b>CPTED</b>	Crime Prevention through Environmental Design
<b>CRM</b>	Customer Relationship Management
<b>CRUM</b>	Customer Relationship and Urban Management
<b>DED</b>	Department of Economic Development
<b>EAC</b>	Executive Adjudication Committee
<b>ECD</b>	Early Childhood Development
<b>EGS</b>	Economic Growth Strategy
<b>EISD</b>	Environment, Infrastructure Services Department
<b>EMS</b>	Emergency Medical Service
<b>EPWP</b>	Expanded Public Work programme
<b>ESKOM</b>	Electrical Supply Commission
<b>ESP</b>	Expanded Social Package
<b>GCAE</b>	Group Chief Audit Executive
<b>GCM</b>	Group Communication and Marketing
<b>GCR</b>	Gauteng City-Region
<b>GCSS</b>	Group Corporate Shared Services
<b>GDS</b>	Growth and Development Strategy
<b>GF</b>	Group Finance
<b>GFIS</b>	Group Forensic Investigation Services
<b>GG</b>	Group Governance
<b>GHG</b>	Greenhouse Gas
<b>GIS</b>	Geographic Information System
<b>GL</b>	Group Legal
<b>GRAS</b>	Group Risk Assurance Services
<b>GSPCR</b>	Group Strategy, Policy Coordination and Relations
<b>GVA</b>	Gross Value Added
<b>GDP</b>	Gross Domestic Product
<b>GDP-R</b>	Gross Domestic Product by Region
<b>HSDS</b>	Human and Social Development Strategy
<b>ICHIP</b>	Inner City Housing Implementation Plan

ICT	Information and Communication Technology
IDP	Integrated Development Plan
IIOC	Integrated Intelligence Operations Centre
IRIS	Interim Reporting Information System
ITN	Integrated Transport Network
JCPZ	Johannesburg City Parks and Zoo
JCSS	Joburg City Safety Strategy
JDA	Johannesburg Development Agency
JFPM	Johannesburg Fresh Produce Market
JMPD	Johannesburg Metro Police Department
Joburg	Johannesburg
JOSHCO	Johannesburg Social Housing Company
JPC	Johannesburg Property Company
JRA	Johannesburg Road Agency
JSIP	Johannesburg Strategic Infrastructure Platform
JTC	Johannesburg Theatre Company
JWA	Johannesburg Water Authority
KPI	Key Performance Indicator
ME	Municipal Entities
MFMA	Municipal Financial Management Act
MISS	Minimum Information Security Standards
MSA	Municipal System Act
MSCOA	Municipal Standard Chart of Accounts
MTC	Metropolitan Trading Company
NDP	National Development Plan
NGO	Non-governmental Organisation
NUSP	National Upgrading Support Programme
OPEX	Operational Budget
PIER	Public Information Emergency Response
PRASA	Passenger Rail Agency of South Africa
PRECA	Prevention of Corrupt Activities Act
POCA	Prevention of Organised Crime Act
RDP	Reconstruction and Development Programme
SDBIP	Services Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SDG	Sustainable Development Goals
SMME	Small, Medium and Micro Enterprises
SPLUMA	Spatial Planning and Land Use Management Act
TB	Tuberculosis
TMR	Transformation, Modernisation and Reindustrialisation
TOD	Transit-oriented Development
UDB	Urban Development Boundary
UISP	Upgrading Informal Settlements Programme
VIP	Ventilated Improved Pit latrine

# Johannesburg today



**GVA GROWTH**  
(last 10 years)  
2.6%

IHS Global Insight, 2016



**UNEMPLOYMENT RATE**  
(Expanded)  
= **32.3%**

Stats SA QLFS Q4, 2017



**YOUTH UNEMPLOYMENT RATE = 40%**

Stats SA QLFS Q4, 2017



**DEMOGRAPHICS**  
5.05 MILLION PEOPLE

Stats SA, 2017



**GINI COEFFICIENT**  
0.63

IHS Global Insight, 2016



**HUMAN DEVELOPMENT INDEX**

0.71  
IHS Global Insight, 2016



**POVERTY RATE**  
= 37%

IHS Global Insight, 2016



**INFORMAL SETTLEMENTS**

= 190+  
2017



**% ACCESS TO BASIC SERVICES**

Dwelling = 79.8%

Refuse = 95.3%

Water = 98.5%

Sanitation = 95.8%

Electricity = 90.0%

Stats SA GHS, 2016



**WATER QUALITY**  
Blue Drop index = 95%  
201



**CUSTOMER SATISFACTION INDEX**  
61 Points  
UNISA BMR, 2017



**QUALITY OF LIFE:**  
QoL Index  
=6.27  
GCRO QOL Survey, 2016

# Vision, Mission and Values Proposition

## Vision<sup>1</sup>

A Joburg that works, is a South Africa that works.

## Mission

To create an enabling economic environment by making Joburg more responsive in the delivery of quality services.

## Five Growth and Development Outcomes

1. A growing, diverse and competitive economy that creates jobs
2. An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development
3. Enhanced, quality services and sustainable environmental practices
4. Caring, safe and secure communities
5. An honest, transparent and responsive local government that prides itself on service excellence

## Nine Strategic Priorities

1. Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021.
2. Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress.
3. Create a culture of enhanced service delivery with pride.
4. Create a sense of security through improved public safety.
5. Create an honest and transparent City that fights corruption.
6. Create a City that responds to the needs of citizens, customers, stakeholders and businesses.
7. Enhance our financial sustainability.
8. Encourage innovation and efficiency through the Smart City programme.
9. Preserve our resources for future generations.

---

<sup>1</sup> The City is currently reviewing the Vision and Mission and will also include a new set of value propositions that will be completed as part of the City's Institutional Review process.

## Message from the Executive Mayor

The 2018/19 Integrated Development Plan (IDP) Review marks a significant shift in the City of Johannesburg. A new era must begin in our City where the plans of government must be based on what our people and communities need, rather than what government believes they need.

For too long the City of Johannesburg has failed to establish clear priorities that are backed by the requisite budget and organisational investments. The result has been successive Budgets and IDPs that have failed to address the bread-and-butter issues of the people and communities.

Consequently, in the past the City of Johannesburg has spent more on active lifestyle programmes than it spent on providing sanitation to residents living in informal settlements. The City allocated more budget to sports and recreation than it did to upgrading informal settlements. It has spent more on swimming pools than it did on pothole repairs, grass cutting or replacing street light bulbs.

As the Executive Mayor, it is my legislated responsibility to provide the direction into budget and IDP process. In the last year, we did this by setting our key values and priorities of the multi-party government. This year we have taken these values and priorities and developed the *Diphetogo Project*. In *SeSotho*, *Diphetogo* means transformational, real change. It is a term that captures the notion that government must identify its non-negotiable areas of impact and place its efforts and resources squarely behind these *Diphetogo*.

The work of government will now begin to focus on infrastructure investment that will improve the reliability of services to those who have them, and take services where they have never been before. We will invest in a rollout of housing opportunities, across all typologies, which will achieve a real impact in our housing backlog.

We will revamp services to small businesses and entrepreneurs through Opportunity Centres that provide the kind of support that can lead to sustained growth. We will provide facilities to informal traders in our City, and advance young people through skills development programmes to drive job creation.

We will carry on extending the operating hours of more clinics and libraries, and ensure that new mobile clinics increase the reach of our primary health care efforts to our informal settlements and the previously forgotten people.

We will improve the conditions of our road network and bridges that are crumbling, and deliver tarred streets to places that have only ever known gravel roads.

We will install more street lights and increase intelligent policing initiatives that will make communities safer, and criminals more wary.

For many, defining something as non-priority that may receive less funding going forward is difficult. However, in our context, bold leadership is required. Our backlogs in infrastructure and **service delivery far exceed the budget's ability to address them.**

Therefore government must make the difficult choices, deemed by our residents. We have to plot a new path and define our priorities as those that address the most fundamental needs of our City.

It is not that the projects and programmes being de-prioritised are without value, but their value is diminished when successive governments have not achieved the most basic conditions under which

people and businesses can prosper. If we carry on with the historical trajectory, we will only manage to achieve small improvements in the lived experiences of our residents facing major problems. This is not the mandate received from the residents of our City, who were unequivocal in their demand for real change, *Diphetogo*.

Through *Diphetogo* the most critical needs of our residents, communities and businesses will, for the first time, begin to receive long-term investment that will drive transformational change in our City. The effect will be a City where basic service delivery, redressing the legacy of our painful past, and growing our economy to create jobs can be realised.

We must embark upon this journey together, so that we can work together to build a City that works, a City where government achieves the conditions for people to prosper, a City of golden opportunities.

Thank you

**Cllr Herman Mashaba**  
**Executive Mayor**

## Statement by the City Manager

It gives me great pleasure to present the revised 2018/19 Integrated Development Plan Review for the City of Johannesburg.

In this IDP, we have reviewed the City of Johannesburg's strategic plan in line with the demands of the City's socio-economic environment, the needs of our residents, as well as the available financial resources. The plan represents a strategic response that will allow the City to respond to its mandate in a sustainable manner.

The City has confirmed its strategic focus areas, specifically five Growth and Development Outcomes and nine Strategic Priorities. These form the basis and focus for interventions that will be implemented in the political term. They are informed by a desire to bring real, transformational change to communities through the *Diphetoogo Project*.

In 2018/19 we are therefore placing significant focus on bringing real change to residents, targeting improving the quality of infrastructure through increased repairs and maintenance of basic infrastructure; provision of housing through the Housing Department and JOSCHO; investing in improving the circumstances in informal settlements through all City entities as part of our new Human and Social Development Strategy; improving the environment to stimulate economic growth and ultimately reducing unemployment through our revised Economic Growth Strategy; creating a safer environment through investments in the Johannesburg Metropolitan Police Department among many other interventions.

We intend to deliver all these interventions in a financially sustainable manner. Therefore the IDP also contains financial projections that are informed by the need to collect as much revenue from the services we provide to enable the City to meet its infrastructure development and service delivery demands and also to provide services to the less privileged in our communities.

The IDP is developed in consultation with our communities and stakeholders. To this end a number of engagements were held to ensure the IDP is informed as far as possible by the residents and stakeholders of the City. We aspire to go beyond merely complying with legislative requirements, to ensuring that the IDP is genuinely informed by communities and stakeholders. The process of consultation for the 2018/19 IDP review commenced in October 2017 with listening sessions where communities in the seven regions informed the City of their expectations. The outcome of those sessions informed the development of the draft IDP.

The 2018/19 IDP Review presents an exciting opportunity for the staff in the City of Johannesburg to collectively demonstrate their commitment to put our residents first, and to deliver the change envisaged in this strategic plan.

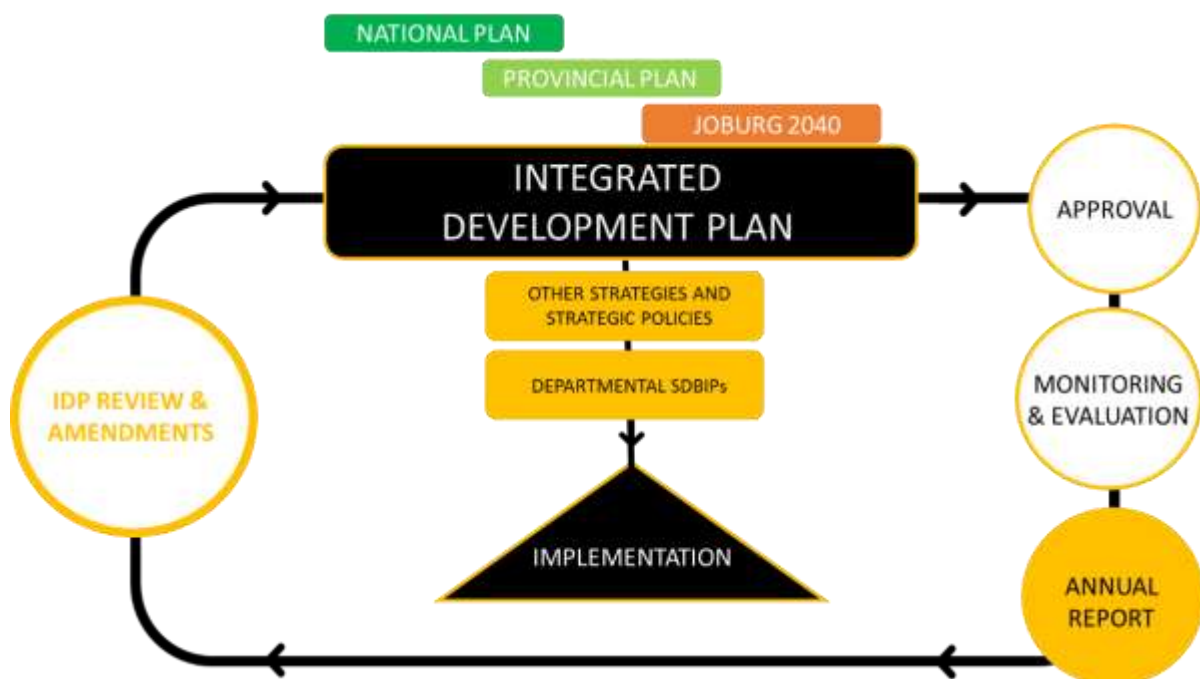
**Dr. Ndivhoniswani Lukhwareni**  
City Manager

## Introduction to the 2018/19 IDP Review

The Integrated Development Plan is our five-year strategic plan required in terms of the Municipal Systems Act, Act 32 of 2000, guiding the City of Johannesburg in executing its constitutional mandate.

The IDP, reviewed on an annual basis, must align with national and provincial strategies. It is operationalised through strategic policies as well departmental and entity business plans which aim to implement the strategic direction of the administration.

The annual IDP Review cycle can be illustrated as follows:



The 2018/19 IDP Review marks the second iteration of the IDP driven by the multi-party government, elected by the residents of Johannesburg in the 2016 Local Government Elections. As the foundation for this strategic direction, the City's **administration** adopted five Growth and Development Outcomes in the 2017/18 IDP Review in order to address the challenges facing the city:

1. A growing, diverse and competitive economy that creates jobs
2. An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development
3. Enhanced, quality services and sustainable environmental practices
4. Caring, safe and secure communities
5. An honest, transparent and responsive local government that prides itself on service excellence

In addition to the five outcomes, the City also adopted nine priorities as focus areas to drive this strategic objective:

1. Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021.
2. Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress.
3. Create a culture of enhanced service delivery with pride.
4. Create a sense of security through improved public safety.
5. Create an honest and transparent City that fights corruption.
6. Create a City that responds to the needs of citizens, customers, stakeholders and businesses.
7. Enhance our financial sustainability.
8. Encourage innovation and efficiency through the Smart City programme.
9. Preserve our resources for future generations.

This IDP lays the foundation for building a city of opportunity that actively addresses the issues of poverty and inequality. It establishes an honest and responsive government – one that listens to the people and prioritises their needs.

This IDP has been developed through consultation, establishing a social contract that allows the community to hold the political leadership and administrative officials to account. It is informed by local government imperatives, the challenges the city faces, the requests by residents and the financial resources available.

## SECTION 1: Contextual Overview

### Johannesburg in the global urban context

The world is changing and cities are at the forefront of massive changes to people, the environment and the economy. South Africa and the City of Johannesburg are no exception and subject to the large scale change happening globally. From the increase in urban poverty, to forced migration, to climate change, cities are at the nexus of change and have to learn to cope, adapt and respond positively to an increasingly volatile and rapidly changing world.

Population growth rates in cities are unprecedented, with recent estimates putting the global population at 7.2 billion people, yet, urban areas account for only 3-4% of the world's land area and hold half of the world's population. Johannesburg adds 5 people to its population every hour and projections show that Johannesburg will reach 9.2 million people by the middle of this century (UN Population Division, 2016). Currently, developing countries experience faster population growth rates than the rest of the world, contributing to massive urban poverty, housing shortages, infrastructure backlogs, environmental degradation and political instability.

On the other hand cities like Johannesburg are also key connective nodes through which global capital flows. However it is difficult to mitigate risk or predict the scale of the impact that global economic fluctuations could have at a city level. Therefore, cities in the 21<sup>st</sup> century have to consider building resilience in response to the risk and opportunities that globalisation and urbanisation presents. This means investing heavily in social and economic infrastructure, services, logistics and mass transit.

However in this ever-connected world the scope of development has also begun to transcend the traditional delivery mandate of cities. Hence, the need to ensure strategic and collective action among key urban actors. Perhaps the opportunity for cities in the future will be further heightened by the United Nations Sustainable Development Goals' (SDG) Goal 11 which for the first time focuses on cities and created a global urban agenda (UN, 2015). SDG Goal 11 aims to "Make cities inclusive, safe, resilient and sustainable" (UN, 2015).

Similarly, the emergence of the New Urban Agenda includes the establishment of strategic partnerships by key urban actors, and is intended to serve as a roadmap to drive the implementation of the SDGs. Cities have to figure out quickly how to plan for change and how to keep pace with the massive changes taking place in their locales and regions. This means local government must be cognisant of the challenges the City faces and strengthen Johannesburg's global role in order to thrive in the urban age.

## State of development in Johannesburg

### *Population growth, migration and urbanisation*

Gauteng is the fastest growing province in the country with Johannesburg contributing an estimated 5.05 million people to the total population of the province. Currently, there are at least 3000 people migrating into the city every month. The influx of migration has contributed to a city population growth rate averaging 3% over the past 10 years. This is double that of the national average, with **Johannesburg's population doubling since 1996**. It is estimated that **Johannesburg's population could reach 5.3 million by 2021**. This requires sufficient plans for the City to deal with the challenges of an increasing city population.

Migration and urbanisation are major growth factors in South African cities. Between 1996 and 2001, the percentage of South Africans living in urban areas increased from 55.1% to 57.5%. Today, almost two-thirds of South Africa is urbanised. Migration continually shapes cities. South Africa in general and Johannesburg in particular, continue to attract migrants seeking political asylum and economic opportunity. The pace and scale of internal migration between provinces and cities is complex, with movements between secondary towns, primary cities, urban core and peripheries. Migration brings cultural, political and social plurality, creating opportunities and challenges as migrants articulate diverse, multiple and complex ways of being in the city.

Cross border migration is small in comparison to domestic migration i.e. people migrating from other provinces in South Africa to Johannesburg. Population mobility defined by the migration of **people within a population will continue to shape Johannesburg's development trajectory** given its economic position in the country and across the continent. The city will continue to attract migrants as long as it ensures successful poverty alleviation and employment opportunities. This also requires strict formal management of immigration.

The city's challenges including **job creation, safety and infrastructure backlogs** are amplified by a continual influx of migrants. People drawn to the city by the prospect of jobs and access to better services has put a strain on infrastructure and on the ability of the City to deliver on its developmental goals.

Johannesburg is a multicultural city. The City must ensure that it builds social cohesion amongst diverse communities and create spaces for multiple expressions and ways of being in the city. This conscious decision to make urbanisation work for Johannesburg is part of our commitment to recognising migrants' rights to the city.

### *Economic growth and development*

The Economic Intelligence Unit (EIU, 2016) confirms that the main challenge facing policymakers in South Africa from 2016 to 2020 will be to expedite faster growth by tackling long-standing structural constraints such as skills shortages, inadequate infrastructure, the lack of competition within certain sectors of the economy and high unemployment (Kibuuka, 2016). Furthermore, **South Africa's economic outlook remains fairly bleak as steady declines in growth are forecast due to an array of domestic and global constraints**. These include perceptions of weak governance and accountability mechanisms, water shortages, a serious drought, rising interest rates, labour unrest, **policy uncertainty and a slowdown in China's performance, which has dented demand and prices for key minerals**.

The current context is one in which future economic growth is uncertain and unpredictable, but is also one in which opportunities arise from the presenting crises. According to Stats SA (2018) the South African economy grew by 3.1% in the fourth quarter of the year (seasonally adjusted and annualised), up from a revised 2.3% in the third quarter. Agriculture, mining and manufacturing were the main drivers of the expansion, while there was a contraction in general government services resulting from low employment numbers in the public sector. As employment fell sharply, attention is drawn to the existing prolonged crisis of jobless growth and the urgent project of transforming both the Johannesburg and national economy.

**Johannesburg is South Africa's largest metropolitan municipality in terms of population, size and diversity of its economy (contributing around 15% of national Gross Domestic Product (GDP) in 2016). The city also provides the highest number of jobs when compared with other cities in the province (2.04 million employed people which is 41.64% of the total employment in Gauteng). The city lying at the centre of South Africa's economic heartland, Gauteng Province, has for much of its history been a magnet for entrepreneurs and work seekers. However, over the past couple of years, growth in crucial job creating industries such as manufacturing and mining has declined significantly. This, compounded with the low economic growth in the city has contributed to the high rate of unemployment. This requires the City to pursue *inter alia* extensive investment in old and new infrastructure to support economic growth and create jobs.**

Johannesburg has an inequality and poverty challenge and the ability of the City of Johannesburg to drive a pro-poor agenda depends primarily on sustainable economic growth and a distribution of the benefits of growth. Given the rate of population growth and high structural unemployment, stronger economic growth is required to deal with the challenge of poverty.

The city needs to grow, in order to create jobs and take care of its social obligations for those who may not be in economically viable situations. The likely effect of high sustained in-migration patterns and population growth is that the growth in demand for jobs and services far outpaces the number of jobs and infrastructure available thereby putting pressure on the service delivery capacity of the City.

### ***Labour dynamics and unemployment***

The City of Johannesburg continues to fight unemployment, which is one of the major problems facing South Africa as a whole. Unemployment is currently at 32.3%<sup>2</sup> and youth unemployment is estimated to be approximately 40% (Stats SA, QLFS 2017 Q3). In Johannesburg, the finance sector is the biggest employer accounting for 26.6% of total employment, followed by the trade sector which employs 21.1% of the formal sector workers. The agricultural sector employs the least share of the formal sector workers with only 0.4% (IHS Markit, 2017). The informal sector employs almost 285 000 people in Johannesburg, with most of these jobs generated in trade.

With a global economy influenced mainly by shifting economic centres, new technology and fiercely competitive markets, the current trend in Johannesburg is low economic growth in many of its **business sectors**. As such, **Joburg's ability to deliver on its social and economic goals** is impacted by the developments in the larger global economic context.

---

<sup>2</sup> Expanded definition (Stats SA QLFS Q4 2017)

The combined effect of slow economic growth and fewer jobs presents the challenge of social instability, which is characterised mainly by high levels of crime. In order to achieve the political target of 5% economic growth in 2021, several bold but pragmatic solutions will need to be adopted. A thriving private sector, and a city that attracts local and foreign investment are key to addressing the triple challenge of unemployment, poverty and inequality thereby paving the way towards the City achieving the 5% growth target.

The city's economic activity is fairly diverse and characterised by a strong services sector, in particular finance, business services and the trade and logistics sector. The dominance of these sectors in the Johannesburg economy arises from the central location of the city in South Africa's geography, amongst other factors. While the location of the city has many advantages for the tertiary sectors (finance and trade), the primary and secondary (agriculture, mining, manufacturing) sectors have diminished in importance in the economy largely because of the lack of natural factor endowments in the city. Thus, there is a need to maximise on the city's economic strengths and competitive advantages by focusing on improving the ease of doing business in the city, exploiting opportunities for prospective investments and enhancing support to Small, Medium and Micro Enterprises (SMMEs) and new businesses.

Importantly, economic growth resulting from such measures should result in meaningful redress by expanding social support, investing in spatial development, addressing issues related to homelessness and landlessness, building safe and inclusive communities, and advancing human capital.

### *Poverty, Food Insecurity and Inequality*

Johannesburg struggles with high levels of poverty and inequality, social exclusion and sub-standard levels of human development. These issues are further exacerbated by unequal development, long and costly commutes, inadequate basic services and policies not focused on ensuring and maintaining sustainable growth. As such, many residents find themselves in a state of deprivation.

Improving conditions for human and social development involves the enhancement of the population's well-being in terms of health, nutrition, education, social capital and safety. It also involves the expansion of social assistance programmes to provide a level of basic 'income security', particularly for those communities without access to economic opportunities. This social safety net is critical to combating poverty.

In 2016, there were 2.06 million people in Johannesburg living in poverty, 46.36% higher than the 1.41 million in 2006<sup>3</sup>. Most of the poor live in the city's most deprived areas experiencing poverty in multiple dimensions – including a lack of education, poor healthcare, poor access to basic services (such as water and electricity), low (to no) levels of income, disempowerment, and social exclusion. This has increased inequality levels leading to Johannesburg being rated amongst the most unequal societies in the world.

Johannesburg has a Gini-coefficient of 0.63. The Gini-coefficient is a statistical measure of income inequality. It varies from 0 to 1. If the Gini-coefficient is equal to zero this means that income is distributed in a perfectly equal manner; if the Gini-coefficient is equal to 1, it means that income is distributed in an unequal manner. In Johannesburg, it has decreased over the period from 2006 to

---

<sup>3</sup> Stats SA. 2017.

2016, indicating that the gap between the rich and poor is slowly narrowing. However, collectively, the city – together with the province (Gini coefficient of 0.63) and the country (Gini coefficient of 0.68) is still rated amongst the most unequal in the world.

Poverty is directly linked to food insecurity and vice versa. This creates a deprivation trap of powerlessness, vulnerability to both internal and external stressors, physical weakness through the lack of food and isolation due to lack of assets which individuals or households can employ to accumulate additional assets and acquire access to different resources. Additionally, food insecurity has remained a developmental challenge that the City's plans to eradicate in the future. Food insecurity affects millions of city dwellers. This contributes to massive social costs in the form of healthcare, loss of productivity and earnings, social tension and compromised educational attainment. The General Household Survey reported that an estimated 18% of city dwellers have inadequate or severely inadequate food access. The combination of the factors associated with the **deprivation cycle further limits peoples' ability to search for other livelihood alternatives, that may not only contribute to food security, but also to building their adaptive capacity and resilience against external and internal stressors.**

Furthermore, those in poverty often experience social exclusion. Social exclusion refers to the destitution or exclusion from adequate income and resources. It also refers to market exclusion, service exclusion and exclusion from social relations. It is the process where people are systematically excluded from opportunities and resources that are normally available to other members of the society. They are therefore unable to fully integrate into society. Specific groups that are socially excluded include women, the youth, people with disabilities, migrants and the elderly.

The administration is committed to reducing both poverty and inequality through pro-poor development that provides meaningful redress for the injustices of the past.

### *Spatial development and transportation*

Johannesburg's urban form is a consequence of its history. Apartheid planning contributed to urban sprawl, with race-based townships deliberately developed on the periphery of the city, away from opportunity and resources. Accordingly, our sprawling city is also a divided city, with places of work that are far from where the vast majority of our population lives. The historical north-south divide has contributed considerably to increased travel times and costs given the reality that a large number of people live in the south of the city, commuting to jobs that are located predominantly in the north. The inner city is centrally located, closer to economic activity in the north, with demand for housing steadily increasing and now outpacing supply.

The city faces a number of transport challenges. Key public transport interventions such as the Gautrain (a provincially led project) and the Rea Vaya Bus Rapid Transport (BRT) system (a City-led initiative) have laid the foundation for a new era of mass public transport, but the use of these interventions is still relatively low when compared to other modes of transport such as minibus taxis. 44%<sup>4</sup> of Johannesburg residents commute with mini bus taxis. However, the mini bus taxi sector is often seen as being unstable and often besieged with violence and crime. This is followed

---

<sup>4</sup> According to the GCRO's 2015 Quality of Life Survey

by 31% who utilise their private cars with only 0.6% and 0.3% who make use of Rea Vaya and the Gautrain respectively. The increased use of private cars and mini bus taxis has resulted in increased traffic congestions. The city's transport sector continues to be the highest (38%) carbon emitter when compared to other sectors such as the industrial (28%) and the residential (26%) sectors.<sup>5</sup>

### *Safety and Security*

Safety and security remains an ongoing concern in the City, compounded by factors such as historical geographical, social and economic inequality. Despite this, evidence suggests that overall crime in the city of Johannesburg has decreased at an average annual rate of 4.9% between the period 2005/06 to 2015/16 (IHS Markit, 2017). The reduction in reported crimes may be attributed to the heightened level of enforcement, visible policing, multi-agency operations, and improved community relations. The Johannesburg Metro Police Department (JMPD) has almost doubled the number of priority bylaws infringements attended to, in line with the Department's strategic objectives of increased bylaw compliance. The number of priority by-law infringements attended to in 2016/17 was 16 546 (6 567 illegal street trading; 4085 illegal advertising; 5 894 illegal dumping).

The City's role in crime prevention is limited, but the City interprets its mandate to include investment in public safety through community development, urban design and management, the protection of vulnerable groups, infrastructure upgrades, improvements to by-law compliance and enforcement, and responding to emergency and disaster situations timeously.

The Emergency Medical Safety (EMS) dispatched 60% of its calls in 3 minutes against a target of 80%. This can be attributed to the fact that all calls are received by call takers in the CoJ CRM control centre and then transferred to EMS dispatchers. In addition, the ESS 2000 system used by the control centre is old and obsolete, hence calls are dispatched manually. There is also a need to appoint additional call dispatchers.

There was a reduction in the year-to-year number of fires attended to. However, more than double the total number of incidents were attended to. The average turnout time in urban areas dropped from an 88% response within 9 minutes, to 53% (City of Johannesburg, Annual Report 2016/17). The City has made strides in bylaw compliance. 74% of buildings inspected were compliant, outperforming the target of 68%. In terms of commercial outlets, 78% were compliant against the target of 75%. However, inspections of places of entertainment such as liquor outlets, night clubs and taverns translated to 74% compliance against the target of 85%.

Inadequate fleet capacity due to frequent breakdown of the aged ambulances and fire engines has resulted in the Department not responding adequately to fire and medical emergencies. The procurement of new fire engines and the planned repairs of old fire engines will go a long way in improving the emergency response times.

The introduction of more JMPD recruits, combined with a clamp down on by-law infringements, will promote order, compliance and increase and public safety.

### *Public health*

The demands that rapid urbanisation places on the provision of health services are huge. Critical in improving the health of Johannesburg citizens is reducing the number of HIV/AIDS cases, managing

---

<sup>5</sup> Sustainable Energy Africa 2015, State of Energy in South African Cities p22

tuberculosis (TB) infections, and ensuring healthy lifestyles. It is estimated that 521 000 people in the city are HIV positive (IHS Markit, 2017). Attention to the burden of disease will improve life expectancy and thus reduce other indirect impacts such as the number of child headed households. **A key focus area of the City's health thrust is ensuring that all the residents of the city have access to adequate primary health care, including access to safe and affordable medicines and vaccines as well as environmental health.**

Of particular relevance to the health sector is the amplified risk of communicable diseases outbreaks (e.g. the outbreaks of H1N1 influenza, Rift Valley Fever, cholera, and measles despite the high immunisation coverage) and the social problems that come with unemployment: trauma and violence (xenophobia), alcohol related illnesses. It is difficult for mobile populations who are also at risk of acquiring diseases such as TB, to comply with the long-term treatment it requires. Poor treatment compliance contributes to the problems of emerging and re-emerging diseases like multidrug resistant TB.

In recent years, Johannesburg has witnessed an increase in injuries or deaths from fire, especially in crowded inner city slums and informal settlements. Another trend that has become discernible in recent years is drowning at streams due to flash floods in both suburban and township areas, coupled with flooding of houses due to inadequate storm water drainage systems.

## Access to Services, Infrastructure Backlogs & Environmental Challenges

### *Access to Basic Services*

It is a constitutional mandate for the City to ensure that all households have adequate access to basic services. Provision of basic services to the community of Johannesburg is comparatively high with the majority of households (both formal and informal) enjoying access to piped water (98.5%), sanitation (95.8%), and electricity (90%). However, there continues to be a deficit, particularly in informal settlements where less than half of the households have access to basic sanitation. This backlog is exacerbated by high population growth and in-migration referred to in the previous section. The number of households in the city has increased by an average annual rate of 3% from 2006 to 2016. As the number of households increase, extra strain is put on the existing infrastructure. In the short to medium term this can make delivery of services difficult because the provision and maintenance of formal household infrastructure takes time. In order to avoid this situation the City needs to be keenly aware of backlogs and work to neutralise these.

There are a total of 1.6 million households in the city. Of these, the following service<sup>6</sup> backlogs have been noted:

Service	Households Serviced %	Approximate Backlog in Housholds	Backlog %
Housing (formal dwellings)	78.5%	344000	21.5 %
Water	99.1%	14400	0.9%

<sup>6</sup> Serviced figures sourced from StatsSA General Household Survey 2016, target figures sourced from City of Johannesburg Annual Report 2016/17

Sanitation	95.5%	72000	4.5%
Electricity <sup>7</sup>	89.80%	163200	10.20%
Refuse removal	95.9%	65600	4.1%

## Housing

Approximately 1.26 million (78.5%) of all households in the city live in formal dwellings.

The housing backlog is a major concern for the City. The formal dwelling backlog (number of households not living in a formal dwelling) is currently at 21.5%. To add to this, not only has the number of households living informally increased but the backlog as a proportion of total household dwelling units has been growing at a rate of about 1.81% annually. Improving housing provision is a central driver in the City's plan to delivery basic services, as people residing in formal dwellings generally have better access to water, electricity and waste removal.

The housing backlog is made of informal settlements, overcrowding in the public hostels, the non-regulated backyard rental, inner city overcrowding, the housing waiting list, and homeless people in general. The City is making a concerted effort to meet the housing demand and tackle this backlog. This will require the up scaling of housing delivery, further partnering with the private sector, and meaningful engagement with communities. The City has a number of key projects, such as the upgrading of informal settlements by re-blocking, alignment of shacks and providing basic services; the constructing of mixed income housing opportunities; the construction of social housing and rental accommodation within the inner city and urban core; the construction of housing opportunities along the transport corridors. Additionally, the City also has an obligations to provide temporary accommodation to certain evictees in emergencies and has constructed temporary emergency accommodation and transitional housing units within the inner city.

These supply constraints, together with the rising cost of land, is making the delivery of subsidised housing much more expensive than the actual subsidy that is available in terms of national policy. As a result, the City is being called on to top-up the subsidy amount to afford delivery on well-located land and to a standard that is acceptable.

Another challenge faced by the City is the limited availability of low-cost housing. As Johannesburg continues to attract migrants, with an estimated 25% from outside Gauteng and 10% from outside South Africa, the housing backlog is conservatively estimated at 300 000 units with an average delivery of only 3 500 housing units per year. This shortage has in part led to the development over **180 informal settlements, which further complicates the City's infrastructural challenge**. Coupled with unequal development of the past, the result is that the residents of informal settlements do not enjoy the same service standards received by affluent communities. It is also important to bear in mind that chronically poor households often cannot pay for basic services. Against this background, the City has developed a number of initiatives to address these issues.

## Water and sanitation

1.59 million (99.1%) households in the city have access to pipe or tap water in their dwellings, off-site or on-site. The City has been successful in decreasing the water backlog (represented by the

---

<sup>7</sup>Source: IHS Markit Regional eXplorer version 1277

number of households which do not have piped water within 200 metres of their dwelling) over time. 1.53 million (95.5%) of all households in the city of Johannesburg have access to improved sanitation facilities. The sanitation backlog (number of households without hygienic toilets) has been steadily decreasing since 2006 and currently the backlog stands at 4.5% or 72 000 households.

Water consumption decreased to 287.7 litres per person per day in 2016/17 from 308.95 litres in 2015/16. The City had 100% compliance with sludge disposal requirements. Nevertheless the City's water losses have reached 31% and the number of burst pipes per 100km has increased year on year. This highlights the limited level of infrastructure renewal taking place. Aging infrastructure is one of the key challenges that the City is battling against. This will require an overhaul of the old infrastructure and an improvement in debt collection and revenue optimization.

### Electricity and energy

1.44 million (89.90%) households have electricity which they use for multiple purposes, while 7 000 (1.69%) households have electricity for lighting only. These figures include households that use solar or alternative energy sources. However, 163 396 households (10.2%) have no electrical connection. On average this figure has increased at 1.96% per year since 2006. Although, access to electricity in the city is relatively as high (>90%), the City has not managed to achieve its access target of 97%. The lack of electricity in the city continues to be most prevalent in informal dwellings (households living on formal dwellings in backyard shacks) and informal settlements (households residing on un-proclaimed land zoned for development

Meter reading performance has been showing an increase from 75% in July 2016 to 89.6% as at the end of June 2017. Even though the target of 98% has not been met, the reading performance improvement show that the Metering Services strategy is producing results.

### Waste Management

The City collects and removes 1.53 million (95.3%) households' refuse weekly. An additional 19 200 (1.2%) households have their refuse removed less often than weekly by the City. 30 400 (1.9%) of households make use of communal refuse dumps, while 27 200 (1.7%) of household use their own refuse dump, and 4800 (0.3%) of households reportedly dump rubbish anywhere.

A total of 65 600 (4.1%) of households experienced backlogs (below formal once weekly collection). Over a ten year period this rate has increased.

Cleanliness in the inner city remains a challenge and it is acknowledged that the assistance of all departments and entities, as well as private institutions and the general public would be required to achieve the cleanliness levels proposed. Various initiatives are proposed that will assist in improving the cleanliness level such as increasing the density of bins, installing underground bins, the introduction of extra Pikitup shifts and getting the communities involved. However, there remain insurmountable challenges in achieving a level 1 cleanliness in certain areas given the resources available to Pikitup.

In 2016/17, waste management utility Pikitup achieved 98% in its round collected refuse, having also seen an increase in household service provision from 831 352 to 858 313 formal households. Pikitup provided waste refuse management services to 164 informal settlements consisting of 183 895 structures. The utility was also responsible for clearing illegal dumping sites in order to ensure

a healthy and safe environment for the city's residents. The City's green waste-management strategy is the reduction of waste going to landfills. Pikitup diverted 150 000 tons of waste from landfill sites (49 000 tons of green waste, 62 000 tons of rubble and 39 000 tons of dry waste). The Bulk Commercial unit is responsible for the collection and disposal of Bulk (skips) and Dailies (putrescible) waste from commercial customers. The City has witnessed a slight uptick in total number of Bulk and Dailies.

### *Infrastructure backlogs*

The City's total infrastructure backlog stands at R170 billion composed of collapsing bridges, city pavements that are in a poor condition, potholes, burst water pipes and ailing substations. Finding effective solutions to these basic infrastructural problems is crucial, particularly if the City is to show increased economic growth and cater to the needs of its poorest and most vulnerable citizens.

### **Roads, Storm water and Bridges**

The 100 000 potholes in our City arise from a shocking R11.8 Billion historical backlog in our road network. In 2017, over 3 900 kilometres of our network, or 32%, had fallen into the classification of poor or very poor conditions. This is the equivalent length of road that would take someone from Johannesburg to Nairobi.

In 2016/17, 117 483 potholes were repaired across the city. This is an increase of 22% compared to the previous period in 2015/16. This was in response to a visual condition index assessment of the city's road network that was conducted as part of the City's plans to address these backlogs.

This has been made worse by a R56 Billion backlog in storm water drainage, that results in the increasing structural decline of our roads. This is also seen in the flooding in our communities, including large parts of Soweto where no storm water drainage has been installed.

Lastly, 78% of our 900 bridges in the City are classified as being in either poor or very poor condition. R6.5 Billion is required to address this.

### **Electricity**

Our electrical network is no better. Over 27% of our bulk transformers now operate beyond their useful lifespan, ranging between 48 and 91 years old. The City's oldest transformers were built in 1927 making maintenance a great difficulty. Our electrical infrastructure backlog sits at a staggering R17 Billion. This is experienced by our residents suffering 170 000 low voltage outages in the 2017/18 financial year alone.

Despite these difficulties, City Power has delivered well. 4 850 new houses were electrified in 2016/17, exceeding the target of 4 000. 6 225 ripple relays were installed exceeding the target of 5 000. This achievement in electricity services means that the City is well on its way to increasing and securing energy supply and reducing preventable losses. City Power continued its rollout of solar water heaters to poor households. Over the same period, progress was made to include solar energy generated by the private and business sectors into the distribution grid when regular supply cannot meet demand. Other ongoing projects involving alternative energy include Joburg Water's hydro-conduit power generation project, Pikitup's Waste to Energy project, and City Power's rooftop photovoltaic and utility-scale battery storage plants. City Power successfully rolled out smart electricity meters in households and businesses as part of its Smart Technology Programme.

## Water and Sanitation

The same legacy of neglect and under investment exists in our water and sanitation infrastructure. Despite a requirement to renew approximately 2% of the water network per year, the City has historically renewed only about 0.2% thereof. This decay is reflected in available data from 2016/17 which shows that the water network suffered 45 000 burst for the year. **The city's water losses** have reached 31% and there are currently 371 leaks per kilometre of water pipes. This is despite the fact we know that water will be one of the greatest challenges in our future.

## Housing

The demand for housing in the City far outpaces its financial ability to supply housing to those in need. Our housing list stands at 152 000 people, with a need for 300 000 City produced housing opportunities. **The unofficial backlog, including those in the 'missing-middle' of the housing market,** is far greater. It can be seen in the legacy of back-yard dwelling, landlessness, illegal land occupation and frustration in our communities.

This is the most pressing issue facing the City.

## *Environmental challenges*

### Water Scarcity

Johannesburg is one of the few major cities not located on a major water source, with water scarcity and the increasing cost of water presenting a significant challenge. Water is central to economic production and the well-being of the city's residents, yet **most of the city's water is imported from outside of the metro.**

### Carbon intense Economy and GHG Emissions

Johannesburg's economy is dependent on coal powered generation. Johannesburg is a carbon intense economy delivering 66.7% of total Green House Gas Emissions (GHGs) from electricity. This problem is compounded by the use of dirty fuels such as paraffin, candles and firewood by households in the City that do not have access to Eskom or municipal distributed electricity. Increasing access to energy, as well as the increased usage of clean energy technologies, will enable economic growth and development will mitigating the impact on the environment.

### Waste generation

Johannesburg's resource use intensity is represented in the volume of waste it generates. **The City** collects over 1.8 million tons of garbage each year, with approximately 244,200 tons reflected in the form of illegal dumping, and 1,779 tons collected as litter from the streets. With an increasing population and a few primary sites, the city is running out of landfill space. **An aggregate of 8 years' of landfill space remains, but this varies considerably across the City's regions.**

## SECTION 2: Community-based Planning

The City of Johannesburg annually undertakes its public consultation process as provided for by the legislation (the Constitution of the Republic of South Africa, Chapter 5 of the Municipal Systems Act, Act 32 of 2000 (MSA) and the Municipal Structures Act, Act 117 of 1998.)

### IDP Outreach Process

The City held a total of 38 regional ward-cluster community consultation sessions (Cluster Conversations) across the City's 7 Regions between 31 October 2017 and 27 November 2017. These sessions were aimed at giving feedback on the issues that were raised in the 2017/18 IDP Review cycle, as well as to inform the 2018/19 IDP Review.

City wards were clustered to ensure maximum participation of the communities allowing residents at community level to engage and make valuable inputs in the preparation of the 2018/19 IDP Review. The public engagement sessions presented an opportunity and platform to communities and those who have vested interest in the city to review the service delivery needs and priorities of the ward in which they reside, ultimately shaping the IDP according to their needs and interests.

The target audience for the ward-cluster consultations were community members, NGOs, CBOs, and councillors. Additional sessions were held with target groups including the youth, women, people with disabilities, and the business community. During the sessions the City provided an opportunity to its residents to provide feedback on the 2017/18 planning cycle and give input into the 2018/19 cycle.

In addition to the 38 Cluster Conversations, the City also held 8 Regional IDP Summits in April and May of 2018. The purpose of these summits was to allow the community to engage with the draft 2018/19 Review and to provide feedback on the City was responding to the issues raised during the Cluster Conversations.

The tables below is a reflection of the community participation during the 2018/19 IDP Review process.

REGION	NO OF CLUSTER CONVERSATIONS	ATTENDANCE AT CLUSTER CONVERSATIONS	ATTENDANCE AT REGIONAL SUMMITS	VERBAL INPUTS	WRITTEN INPUTS
A	5	1030	220	89	289
B	3	360	101	65	118
C	6	1134	620	47	535
D	7	1413	800	148	1727
E	6	1057	220	52	172

<b>F</b>	4	700	110	110	208
<b>G</b>	7	1193	609	45	554
<b>TOTAL</b>	38	6887	2680	556	3386

102 emailed inputs were received from residents associations and private individuals as well as well as 3000 social media comments.

### *Common Issues Raised During the Outreach Process*

ISSUE RAISED	PROVISION IN THE IDP ( SEE RELEVANT KPI)
Provision of Housing and Upgrading of Informal Settlements	<ul style="list-style-type: none"> <li>• Number of informal settlements upgraded</li> <li>• Number of mixed housing opportunities constructed</li> <li>• Percentage of all COJ proclaimed informal settlement households provided with Integrated waste management services</li> <li>• Number of title deeds issued to beneficiaries</li> <li>• Number of social and affordable housing developed for under privileged beneficiaries City-wide</li> <li>• Number of mixed housing opportunities constructed</li> </ul>
Provision of Electricity	<ul style="list-style-type: none"> <li>• Number of unit (structures) in informal settlements with access to electricity</li> <li>• Number of public lighting installed</li> </ul>
Provision of water, sanitation and waste removal	<ul style="list-style-type: none"> <li>• Percentage informal households with access to water at minimum LoS1</li> <li>• Percentage informal households with access to sanitation at minimum LoS1</li> <li>• Percentage of all COJ proclaimed informal settlement households provided with Integrated waste management services</li> </ul>
State of the City's Road Infrastructure	<ul style="list-style-type: none"> <li>• Number of lane kilometers of roads resurfaced</li> <li>• Number of kilometers of gravel roads upgraded to surfaced roads</li> <li>• Kilometers of open storm water drains converted to underground systems</li> <li>• Percentage of potholes repaired within 7 working days</li> </ul>

<b>Access to Health Facilities</b>	<ul style="list-style-type: none"><li>• Number of CoJ clinics that offer extended service hours in all regions will increase yearly</li><li>• Clinics that are currently under construction and renovations</li></ul>
<b>Employment Opportunities</b>	<ul style="list-style-type: none"><li>• Number of Expanded Public Works programmes (EPWP) work opportunities created City-wide</li><li>• Number of SMMEs supported by the City</li></ul>

## Priority Issues per Region

### Region A

Access to sustainable **Human Settlements** (i.e. Houses, water, Electricity.)

Improved quality of **roads and transport**.

Improved **safety and security**.

Access to **health-care** services (i.e. Clinics)

Improved **public participation** (i.e. public meetings, etc.)

### Region B

Improved quality of **roads and transport**.

Improved **safety and security**.

Access to **public facilities** (i.e. parks, libraries).

Access to sustainable **Human Settlements** (i.e. Houses, water, Electricity.)

**Local Economic Development** (i.e. Jobs, Business)

### Region C

Access to sustainable **Human Settlements** (i.e. Houses, water, Electricity.)

Access to **health-care** services (i.e. Clinics).

Improved **safety and security**.

Improved quality of **roads and transport**.

**Local Economic Development** (i.e. Jobs, Business)

### Region D

Access to sustainable **Human Settlements** (i.e. Houses, water, Electricity.).

**Local Economic Development** (i.e. Jobs, Business).

Improved quality of **roads and transport**.

Improved **safety and security**.

Access to **health-care** services (i.e. Clinics)

### Region E

Access to sustainable **Human Settlements** (i.e. Houses, water, Electricity.).

Improved quality of **roads and transport**.

Improved **safety and security**.

Access to **health-care** services (i.e. Clinics).

Access to **refuse removal**.

### Region F

Access to sustainable **Human Settlements** (i.e. Houses, water, Electricity.).

Improved **safety and security**.

**Local Economic Development** (i.e. Jobs, Business).

Improved quality of **roads and transport**.

Access to **health-care** services (i.e. Clinics).

### Region G

Access to sustainable **Human Settlements** (i.e. Houses, water, Electricity.).

Improved **safety and security**.

Access to **public facilities** (i.e. parks, libraries).

Improved quality of **roads and transport**.

Access to **health-care** services (i.e. Clinics).

## Customer Perceptions from the 2017 Customer Satisfaction Survey

In addition to the community engagement process undertaken in October and November 2017, the 2018/19 IDP review was also guided by the results of the 2017 Household Satisfaction Survey, also referred to as the Customer Satisfaction Survey.

Since its inception in 2005, the CoJ Household Satisfaction Survey offers critical business intelligence which has been crucial for the new CoJ administration to timely and objectively judge its set vision, priorities and service performance standards aimed at building trust and effecting changes desired by the people of Johannesburg. Overall, the analysis emerging from the 2017 Household Satisfaction Survey displays early signs of some optimism among households regarding the new CoJ administration. This survey was undertaken by UNISA's Bureau of Market Research in 2017.

The survey findings show progress regarding early initiatives implemented by the new CoJ administration to, among others, combat corruption and to enhance quality of life by improving services and addressing service backlogs. However, from the 2017 survey analysis, clear challenges remain for the CoJ. These include addressing safety, crime, corruption, social cohesion (inclusiveness) and customer care as key priorities. Addressing these issues and providing decent services are critical in an effort to insert and build trust among households residing in the CoJ.

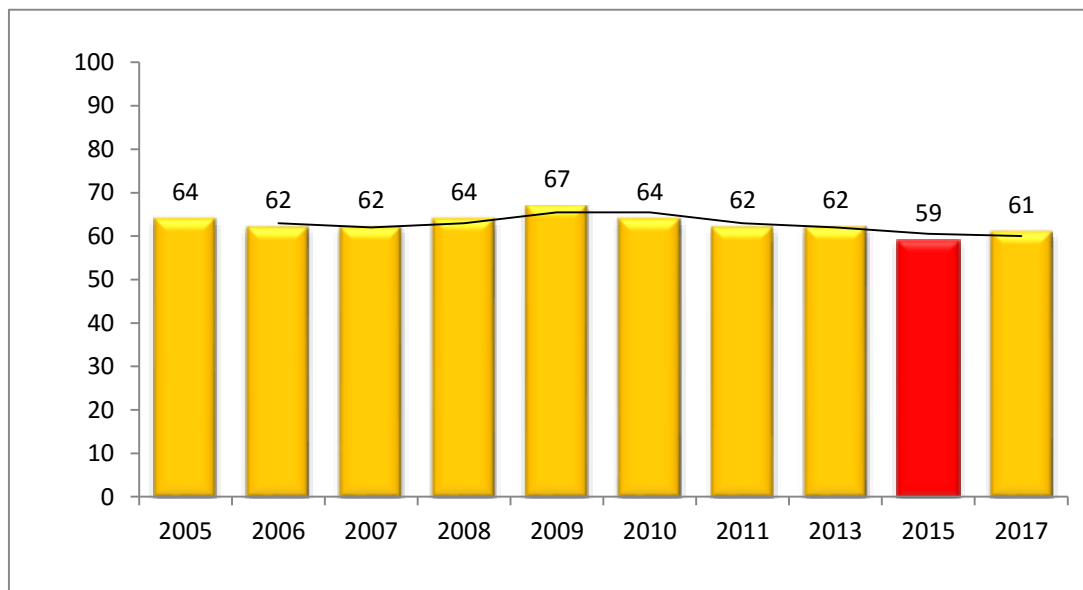


Figure 1: Customer Satisfaction composite index from 2005 to 2017 (UNISA BMR, 2017)

The graph shows that the levels of household satisfaction regarding the overall CoJ service performance dropped from 2005 to 2007. Hereafter, satisfaction improved up to 2009 but gradually dropped ever since. Satisfaction levels reached an all-time low in 2015. Hereafter household satisfaction increased up to 61 index points in 2017.

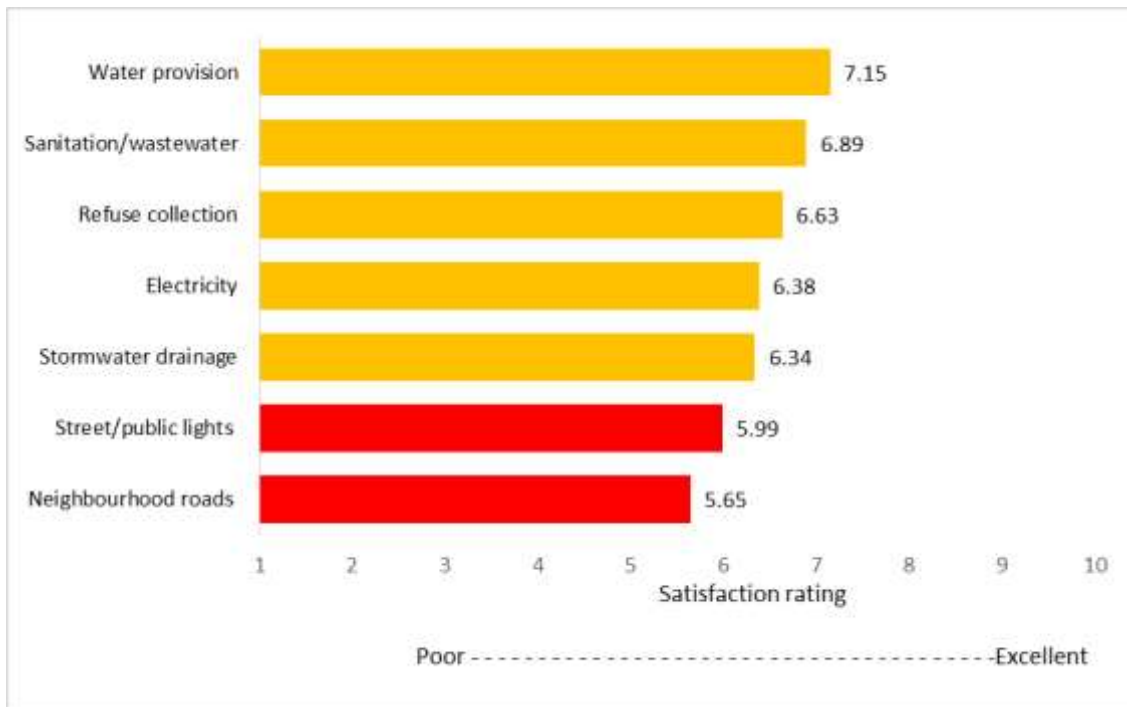


Figure 2 Levels of Satisfaction with core services extracted from the 2017 Customer Satisfaction Survey (UNISA BMR, 2017)

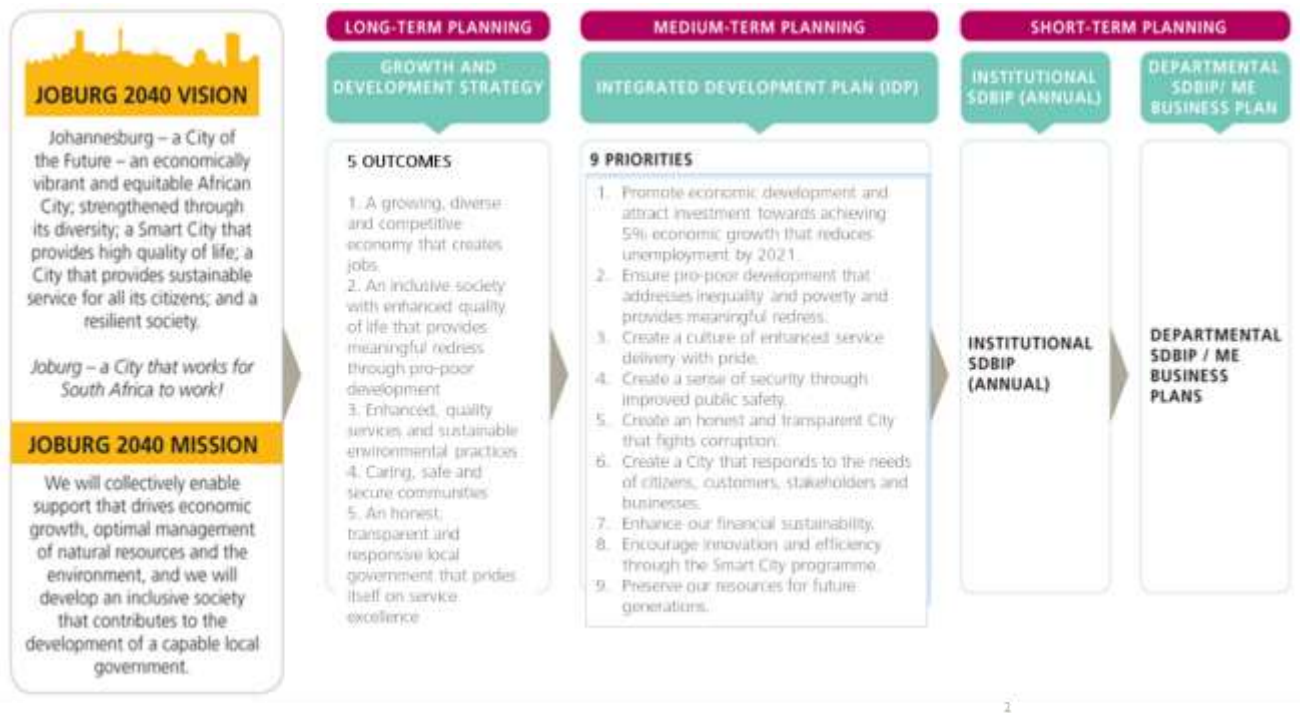
Based on the graph above, overall satisfaction with core services is summed up below:

- Household satisfaction with electricity services improved since 2015. Whereas almost 40% of households showed dissatisfaction with electricity services in 2015, dissatisfaction levels with electricity services dropped to around 25% in 2017.
- Satisfaction ratings with neighbourhood roads and street lights remained low and even deteriorated slightly in 2017.
- Households' dissatisfaction levels remained unchanged in 2017 regarding neighbourhood roads (around 40%) and street lights (around 35%). Poor road maintenance (8.2% of dissatisfied households) and faulty street lights (62.9% of dissatisfied households) were cited as major reasons for disillusionment.
- Satisfaction with refuse collection services also deteriorated from around 15% in 2015 to around 20% in 2017. In 2017, household's ascribed dissatisfaction mainly to refuse not collected on scheduled times.
- Households lacking proper underground storm water drainage (around 15%) remained unchanged with around 25% of households showing disillusionment with storm water drainage in both 2015 and 2017.
- Access to other core services (i.e. electricity, water, refuse, sanitation, roads) showed some slight improvements since 2015.
- Household satisfaction with water pre-paid meters showed slight improvements among households since 2015.
- Finally, household ratings of service tariffs and cost eased slightly since the previous (2015) survey.

## SECTION 3: Our strategic response

Through the five-year IDP, annual Service Delivery and Budget Implementation Plan (SDBIP) as well as Business Plans of City departments and entities, the City has identified a number of strategic interventions and operational plans to address the challenges and address the requirements of its residents.

This approach can be schematically represented as follows:



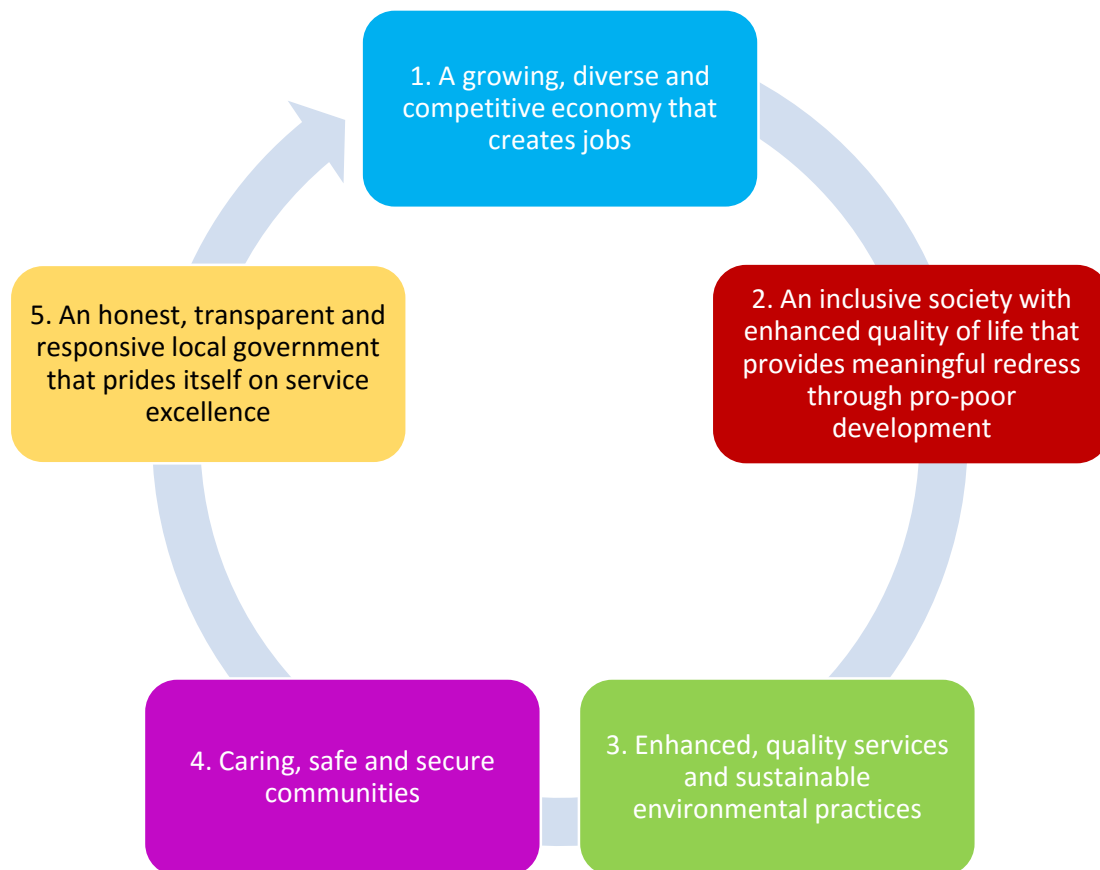
### Growth and Development Strategy: Joburg 2040

The Johannesburg 2040 Growth and Development Strategy (GDS) provides a lens through which we can view this Johannesburg of the future. It is an aspirational document that defines the type of society we want to achieve by 2040. However, as cities evolve and the needs of citizens change, it has become more than just a 'wish list' of the hopes and dreams of Johannesburg's citizens. It has become a fundamental, strategic, decision-making instrument for the City, a long-term thinking model that has been incrementally shaped over time, precisely to ensure that these hopes and dreams are realised.

#### *Growth and Development Outcomes*

The City adopted 5 Growth and Development Outcomes in the 2017/18 IDP Review that it aims to achieve by 2040 through four primary drivers – good governance, economic growth, human and social development, and environment and services.

The five outcomes are:



### **Outcome 1: A growing, diverse and competitive economy that creates jobs**

The City acknowledges that economic growth, which creates jobs, as a central enabler for realising and extending opportunity to all residents. Access to work provides people with a chance to improve their lives. To make this a reality, the City envisions its role as creating an environment where businesses want to invest, where entrepreneurship can thrive and where government is supportive and enabling. Skills development and facilitating access to opportunities for people seeking employment is an important feature role the City can play.

### **Outcome 2: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development**

The residents of Johannesburg still live with the legacy of our country's past, visible in the uneven development of the different communities that make up our City. This necessitates an approach by local government which is both pro-poor and provides redress. Vulnerable and poor residents of our City must be supported to access a better quality of life through key interventions. At the same time, efforts at redress must focus on, among other imperatives, creating more inclusivity. Inclusive communities embrace and welcome diversity and the City must do more to ensure that space is provided where all members of the public can come together.

### **Outcome 3: Enhanced, quality services and sustainable environmental practices**

In a well-run city residents do not have to worry about potholes, broken street lights and crumbling infrastructure. Recognising this, a cornerstone of the City's development plan is to ensure improved access to quality and affordable basic services, safe roads and well-maintained public spaces.

Simultaneously, the City must make bold choices to protect our water, air, waste, and soil. All too often the intrinsic value of ecological goods and services is undervalued. New ways of managing water, energy, waste, transport and housing – and new ways of addressing the risks of climate change are required. The City will manage resources carefully; the preservation and protection of the natural environment for the health and wellness of current and future generations is vital to the City's sustainability.

#### **Outcome 4: Caring, safe and secure communities**

Johannesburg will be an inclusive city offering its residents widened life chances and opportunities. We envision a caring City as one which is close to its residents and ensures that when community members engage with it, they are heard. Residents feel safe when they trust government that is responsive to their concerns and working on innovative interventions which ensure every aspect of **their community's welfare**. Safety means living in environments where crime is not the norm, which are clean and enhance the health of those who live in them. Support from the City will enable people to make independent decisions and take care of themselves and their households.

#### **Outcome 5. An honest, transparent and responsive local government that prides itself on service excellence**

An honest, transparent and responsive government will lead to efficient administration, but also respect for the rule of law, accountability, accessibility, transparency, predictability, inclusivity, equity and participation. The City envisages a future where it will drive a responsive, efficient institution focussing on progressive service delivery.

## Strategic Priorities

The City identified 9 strategic priorities to drive the City's outcomes. The nine priorities for the current IDP cycle are:



The strategic and operational agenda is driven by a focus on the nine priorities described below:

### *Priority 1: Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021*

Johannesburg's prosperity is crucial to the regional and national economy. But Johannesburg's economy features high levels of unemployment mirroring national statistics of over 30%. Over 912 000 people are without work in Johannesburg.

The strategy to promote economic development is built on five targets: retaining and consolidating existing viable businesses and centres of excellence; attracting new businesses and investment, including those in the manufacturing sector; supporting the development and growth of SMMEs; achieving better spatial distribution of economic activity and job opportunities in the city; and delivering greater inclusiveness in the economy, particularly for previously disadvantaged citizens and the youth.

In achieving this imperative, the City will play its part in countering 'jobless growth', through the creation of an enabling environment that supports job creation. In addition, the City will ensure optimally managed job opportunities within its own institutional framework – with an awareness of additional long-term spin-off prospects of these opportunities, into the wider city environment. By 2021, the City aims to have achieved 5% economic growth.

### *Priority 2: Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress*

Many of Johannesburg's residents still live in the legacy of the country's past with no income and rely on social grants, welfare organisations or family and friends. Poverty currently stands at 37%, and the large gaps between affluent and poorer communities and unequal access to services add to the social problems of Johannesburg. In addition, Joburg is one of the most unequal cities in the world. Inequality slows economic growth and makes a given rate of economic growth less effective in reducing poverty.

The City's budget is unapologetically focused on redress, development and the upliftment of poor communities. Pro-poor development means ensuring that the City's resources and funds are focused on addressing spatial and all forms of income inequality – ensuring inclusive and diverse communities. **Spatial and income inequality continues to define the city's landscape with poor communities suffering from inadequate service delivery in comparison to their more affluent counterparts.**

### *Priority 3: Create a culture of enhanced service delivery with pride*

Residents of Johannesburg have, for many years, faced frustrating challenges relating to the quality of services they receive. Improving this requires developing a culture of enhanced service-delivery and instilling a sense of pride in the City's employees, especially with regards to the manner in which they interact with the public on a daily basis. The skills audit and institutional review have identified gaps the City can work towards to raise the level of its service delivery.

A prerequisite is ensuring that all 33 000 employees of the City uphold the motto of 'service with pride'. When our residents engage with our civil servants they must feel that they have been dealt with in a professional and caring manner. A professional, committed and responsive civil service will help to attract investment, which will in turn stimulate economic growth and job creation.

### *Priority 4: Create a sense of security through improved public safety*

The citizens of Johannesburg suffer from high levels of insecurity, with historical geographical, social and economic conditions, together with daily stresses and poor economic opportunities, impacting significantly the quality of life experienced – and often manifesting in high levels of crime and violence. **The City of Johannesburg's role in crime prevention is limited, but the City interprets its mandate to include investment in public safety through community development, urban design and management, the protection of vulnerable groups, infrastructure upgrades, improvements to by-law compliance and enforcement, and responding to emergency and disaster situations.**

A critical need for more visible policing in the city has been identified by the administration. By deploying additional JMPD personnel on the ground to fight crime, the City seeks to improve public safety and develop a greater sense of security for its residents. The City of Johannesburg aims to significantly reduce the crime rate, so that everyone in the city will have equal access to quality police services and safety support, irrespective of where they live.

### *Priority 5: Create an honest and transparent City that fights corruption*

Good institutions and policies, which stand on a firm set of values and ethics, make for successful delivery by local government. Although the City has made significant progress in terms of performance and service orientation, reporting practices, oversight and accountability, more can be done to further enhance organisational efficiencies and eliminate fraud and corruption for improved delivery.

The City has declared corruption as Public Enemy #1. The City's newly appointed corruption-fighting team is engaging in active investigations to identify areas of mismanagement and maladministration with the objective of creating an honest and transparent City that serves the poor and fights corruption.

### *Priority 6: Create a City that responds to the needs of citizens, customers, stakeholders and businesses*

Local government cannot function without an informed view of the realities and needs of all the stakeholders it serves – and it cannot be effective in delivering true value without their participation, and the active use of partnerships. Processes of hearing, and listening to the voices of stakeholders from all parts of society – be they citizens, customers, members of business and community organisations, delivery agents within other spheres of government, colleagues in local government, academics, researchers or fellow employees, helps build a socially inclusive environment, and services that matter.

The City will ensure customers and citizens feel acknowledged, through the operationalisation of a refined, shared and comprehensive customer care charter that puts people first. Customers will see clear evidence of the care the City takes in responding to queries and delivering quality services. They will experience responsiveness and a proactive stance from all who work within the City, regardless of the mechanism or platform through which the City is engaged. All customers will feel equally valued – acknowledged as members, contributors and players in the city of Johannesburg – valuable participants of the city, regardless of their origin, background, class, gender, or race.

The City will build efficiency and productivity with the **demonstration of 'appropriate leadership and delivery by example'** expected of all who those work within and deliver for the City, regardless of level or institutional base. Responsiveness to the needs of the public is a measure of the City's culture of working with its citizens, customers, stakeholders and businesses. To attract investment, specific measures have been identified to boost the City's reputation. The needs of stakeholders are also being prioritised to create a more resilient, responsive city.

### *Priority 7: Enhance our financial sustainability*

Managing the City's financial performance is of crucial importance. The City's ability to generate and collect revenue, and enforce a level of financial accountability, is key to its long-term financial stability and to attracting financing and investment in the future. The City will work to improve investor confidence and mobilise financial resources from public and private partnerships, in order to continue to support service delivery and improve the quality of life.

Residents and businesses will contribute to the financial viability and sustainability of Johannesburg **by paying for the services that they receive and by contributing to Johannesburg's tax base.** Aggressive revenue collections as well realistic capital budget allocations will ensure the City

remains financially stable. The City's ability to manage its financial requirements impacts on its borrowing ability and, in turn, the extent to which it can deliver services to its poorest residents.

### *Priority 8: Encourage innovation and efficiency through the Smart City programme*

The City is on its way to becoming a Smart City, with programmes in place to link its capabilities and create a better-performing government. The City has already begun to forge partnerships with knowledge partners, technology companies, research institutes and universities that are at the forefront of research and development. Improving service delivery will take place through real-time monitoring and information management, and optimal management of resources – including those who work within the City structures.

A Smart City is one that is conducive to the development of innovative small businesses, and the creation of access to market opportunities. Linked to that, the City will build the information technology required to ensure that data are gathered and information is used and shared effectively. Service problems will be tracked immediately. Improved coordination and monitoring of many Smart City projects in the City is a priority.

### *Priority 9: Preserve our resources for future generations*

The preservation of the city's natural resources is essential to preserving the quality of life for future generations. If Johannesburg is able to preserve its resources for future generations, it will foster economic growth, promote social and human development, make sure that there is good governance and do no harm to the environment. Johannesburg will be able to provide a clean, healthy, safe environment to our children's generation and for generations after that.

The City plays an important role in ensuring the preservation of good quality water and clean air, the management of land, and ensuring by-law enforcement regarding the exploitation of natural resources. To this end, a number of waste minimisation initiatives are proposed such the rollout of separation at source throughout the city and the development of waste management infrastructure supportive of waste minimisation and recycling.

## **Alignment to national and provincial plans**

The Integrated Development Plan is prepared in compliance with the requirements of Chapter 5, Section 25 of the Local Government Municipal Systems Act (Act No. 32 of 2000), which obligates municipal council to adopt a single, all inclusive and strategic plan for the development of the municipality, within a prescribed period after the start of its elected term. The City accordingly considers national and provincial policy imperatives of the National Development Plan, the Back to Basics approach and the provincial Ten Pillar Programme. There are also national and provincial pronouncements in terms of which the development of the IDP needs to respond and align. In addition, the City takes careful note of statements made at national and provincial levels that may require resource allocation towards the country's developmental trajectory if it accords with its stated mandate.

The National Development Plan (NDP) 2030 serves as a blueprint to enhance the capability of the State and its leaders to solve the country's complex problems by 2030. The NDP offers a long-term development perspective and serves four broad objectives:

- Providing overarching goals for what South Africa wants to achieve by 2030.
- Building consensus on the key obstacles to achieving these goals and what needs to be done to overcome these obstacles.
- Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP.
- Creating a basis for making choices about how best to use limited resources.

The NDP highlights the need to strengthen the ability of local government to fulfil its developmental role, by focusing attention on critical priorities in the NDP that relate to the mandate of local government, such as spatial planning, infrastructure and basic services.

The NDP seeks to address the following development challenges:

- Poverty and unemployment
- Poor quality of education
- Inadequate and poor infrastructure
- Spatial divide
- Unsustainable and stagnant economy
- Poor public health system
- Poor public services
- High levels of corruption
- South Africa remains a divided society

The execution of these priorities are detailed in the various priority implementation plans which form part of the IDP.

**The Gauteng Province's Transformation, Modernisation and Reindustrialisation (TMR) development vision and agenda is outlined in the Provincial Ten Pillar Programme. The programme is aimed at transformation, modernisation and reindustrialisation through the adoption of 10 pillars. These pillars are outlined as:**

1. Radical economic transformation
2. Decisive spatial transformation
3. Accelerated social transformation
4. Transformation of the State and governance
5. Modernisation of the Public Service
6. Modernisation of the economy
7. Modernisation of human settlements and urban development
8. Modernisation of public transport infrastructure
9. Re-industrialisation of Gauteng
10. **Taking the lead in Africa's new industrial revolution**

The imperatives of transformation, modernisation and re-industrialisation are linked to the broader context of building the Gauteng City-Region (GCR) and the attainment of a common goal; i.e. dealing with the social injustices of the past, repositioning institutions underpinned by a new set of

values (sustainability, social cohesion, economic inclusion and eradication of marginalisation), and building of new industries, in addition to reviving existing ones.

The relationship between the NDP, Provinces' TMR and the City's 9 Strategic Priorities is reflected below:

NDP	PROVINCE'S TMR	COJ'S PRIORITIES
Chapter 4: Economy and Development	Radical economic transformation	Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021.
		Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress.
Chapter 5: Environmental Sustainability	Modernisation of the economy	Preserve our resources for future generations.
Chapter 6: Inclusive rural economy.	Modernisation of the economy	Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress.
Chapter 7: South Africa in the region and the world	Taking the lead in Africa's new industrialisation revolution.	Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021.
Chapter 8: Transforming human settlements	Modernisation of human settlements and urban development	Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress.
Chapter 9: Improving education, training and innovation	Accelerated social transformation	Encourage innovation and efficiency through the Smart City programme.
Chapter 10: Health-care for all	Modernisation of the Public Service	Create a city that responds to the needs of citizens, customers, stakeholders and businesses.
Chapter 11: Social protection	Accelerated social transformation	Create a sense of security through improved public safety.

Chapter 12: Building safer communities	Accelerated social transformation	Create a sense of security through improved public safety.
Chapter 13: Building capable and developmental state	Modernisation of the Public Service	Create a city that responds to the needs of citizens, customers, stakeholders and businesses.
		Encourage innovation and efficiency through the Smart City programme.
Chapter 14: Fighting corruption		Create an honest and transparent city that fights corruption.
Chapter 15: Nation building and social cohesion.		Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress.

## SECTION 4: Implementation of our 2018/19 delivery agenda

### Diphetogo – Our over-arching framework to deliver transformational change

To drive the 2018/19 delivery agenda for the current IDP term, the City's focus is on delivering transformative change and making a real difference for the residents of Johannesburg. The City has identified key non-negotiables that will form the basis of the interventions and programmes the City will pursue for the remainder of the term. *Diphetogo* demands that the City ensures residents and stakeholders of Johannesburg experience exceptional service standards. The key to accelerating change is narrowing focus to the most critical needs of the City. *Diphetogo* is the City's programme to accelerate change aligned to these critical needs.

This approach demands of the City to make tough decisions regarding how it directs its limited resources. Instead of focus on niceties, the City's budget must be directed towards spending on critical areas related to economic growth and job creation; infrastructure development; housing; and public safety. Its objective is to make use of the limited resources for a high impact and prioritise implementation.

Key to driving the *Diphetogo* Project is expanding the City's revenue base. Through its *Revenue Enhancement* Program, the City will rise to meet financial challenges and ensure financial stability. The aggressive application of the City's improved revenue collection strategy and credit control policy will be continued to enable the City to fund its capital and operational budget. There will be a major focus on housing and infrastructure development primarily in marginalised areas as well as the provision of low-cost housing in the inner city through the *Inner City Revitalisation Programme*.

In order to ensure that the budget prioritisation is accompanied by a focus on quality project implementation, the City will also improve the efficiency of its systems. The reduction of red-tape is a priority, as well as the review of the institutional model to improve efficiencies are central to this. The development of a professional civil service requires appropriate systems that improve efficiencies on the one hand, and a city-wide adherence to by-laws and respect for the rule of law on the other.

The City's anti-corruption message and drive for an ethical, clean and professional civil service will continue to be embodied through *Operation Buya Mthetho*. To enhance public safety, the City has introduced 1 500 new recruits to bolster the JMPD. These and other *Diphetogo* interventions are targeted at bringing about transformational change to communities and stakeholders of Johannesburg.

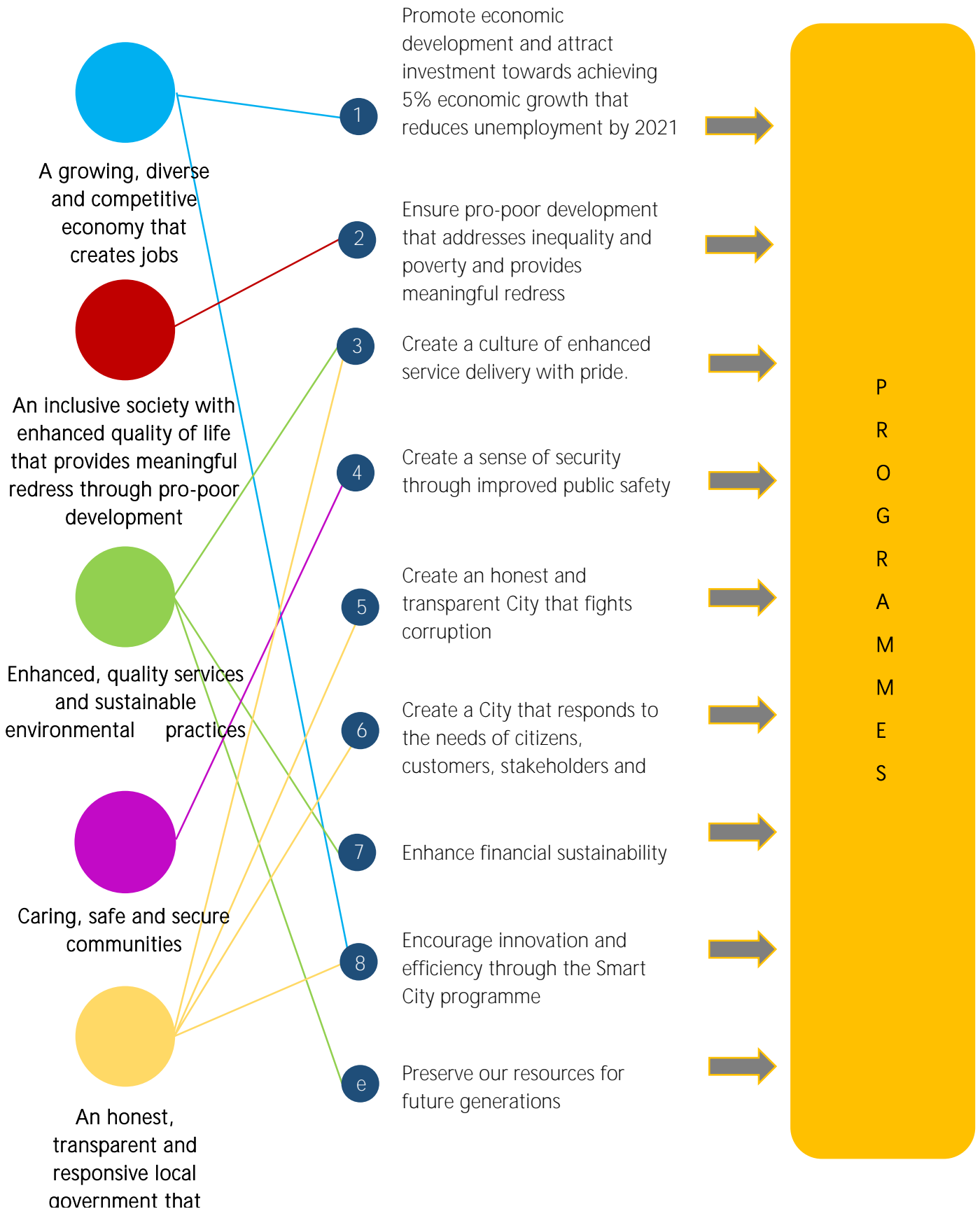
Finally, there is a keen awareness that *Diphetogo* will only be possible through the City partnering with its residents to drive a culture of change. To this end the City will continue to promote community ownership and responsibility through *A Re Sebetseng*, a city-wide volunteer campaign, aimed at cleaning up the city.

The interventions that form part of the *Diphetogo* project are captured in a range of sector strategies which can be represented as follows:

# Strategic Alignment



### Linkage to programs



## Outcome 1: A growing, diverse and competitive economy that creates jobs

The greatest challenges facing South Africa today are unequal access to opportunities, the slow pace of economic growth and high rates of unemployment. The latest unemployment figures show that in the fourth quarter of 2017, 9.2 million South Africans were without work. Unemployment in the city currently stands at 32.3% according to the expanded definition. This translates to 912 000 residents without work in the City of Johannesburg (QLFS, 2017).

Since 2010, the country and city have fallen increasingly short of the economic growth and job creation rates necessary to make inroads into unemployment, poverty and inequality. Unfavourable global economic conditions, and complex domestic factors impacted business and investor confidence. Some of these include, *inter alia*, political and leadership tensions in the ruling party; economic policy uncertainty; governance lapses in State institutions, and, deterioration in the state of public finances. The result of these challenges has been deteriorating economic growth, both on a national and local level.

The diagram below illustrates that weak economic growth led to less jobs being created in the city, particularly since 2013. With a continued high rate of population growth in the city, the unemployment rate remained stubbornly high and consequently, poverty levels remain elevated.

### Recent economic growth, job creation, population and unemployment trends in Johannesburg – the source of the City’s economic development challenge .....

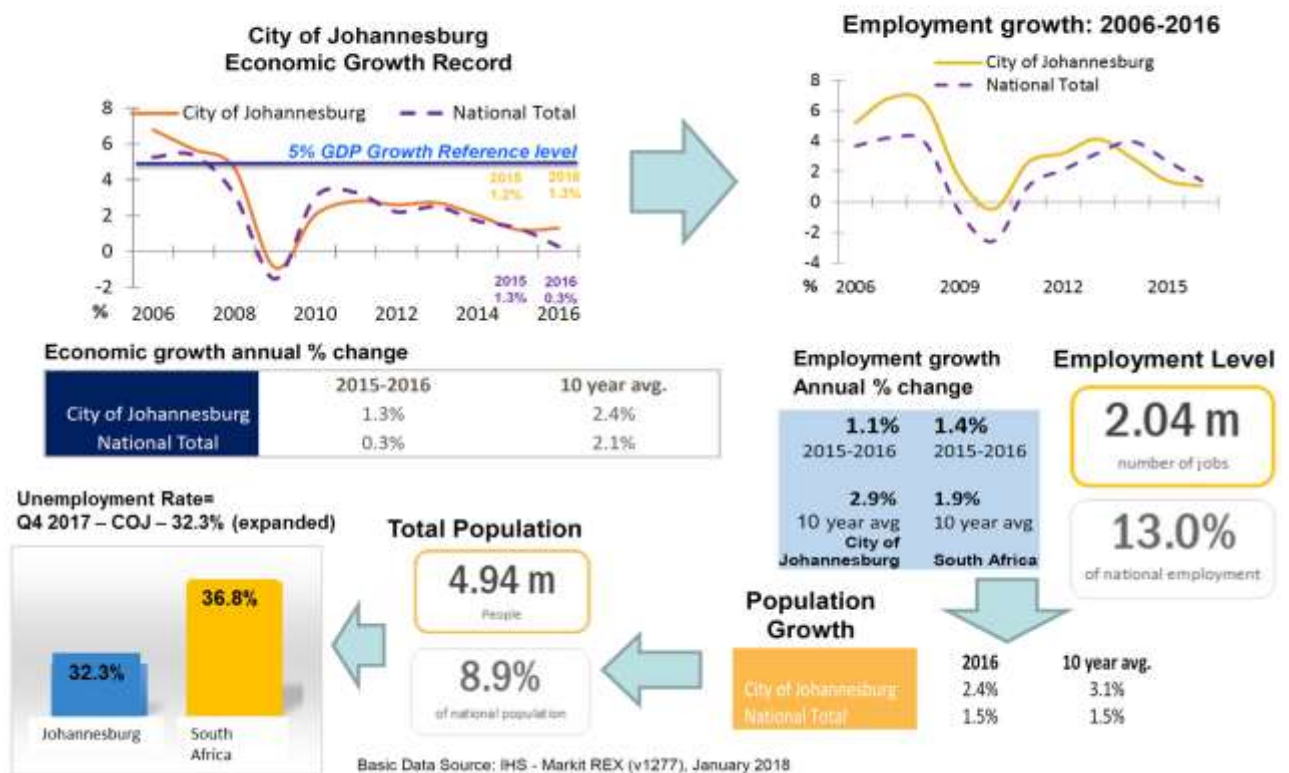


Figure 3 The State of the Joburg’s economy (Data Source: IHS-Markit Regional Explorer March 2018)

The City administration’s focus on elevating Johannesburg’s economic growth rate to at least 5% by 2021 reflects the understanding that it is only through more rapid economic growth that the

wellbeing of Johannesburg's citizens can be significantly improved. A growing economy will: generate more incomes and jobs in the formal sector; improve livelihood opportunities in the informal sector; and, provide a stronger revenue base for government and the City administration to invest in infrastructure, deliver services and improve urban management. The City administration recognises, however, that the private sector needs to play a more active role in creating the bulk of the sustainable jobs and revenue base the city needs. The City of Johannesburg Metropolitan Municipality's focus must therefore be largely on creating an enabling environment that is conducive to private sector-driven economic growth.

Efficient urban management and investment in infrastructure required to deliver municipal services to businesses and households, play a key role in attracting and retaining businesses and investment in the city. The City administration must therefore strive to ensure Johannesburg's locational offering is competitive in the global and national marketplace for corporate location.

Furthermore, the City must encourage entrepreneurship and innovation at all levels of enterprise (micro, small and medium-sized businesses as well as large corporations), encourage business re-investment in more productive plant and equipment and in upgrading workforce skills, and, attract direct investment into the city from both foreign and local sources.

In recognition of this challenge, the first outcome of the administration is: A growing, diverse and competitive economy that creates jobs, further defined in the following three Strategic Priorities:

Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021; and

Encourage innovation and efficiency through the Smart City programme

Create a sense of security through improved public safety

These priorities are cross-cutting extend beyond creating short-term employment opportunities in the city, instead focussing on creating an enabling environment for long-term economic growth and job creation. Jobs provide more than just a source of income, they also empower residents to live a life of value and dignity.

### *Supporting strategies*

The following sector strategies are outlined below:

- Economic Growth Strategy
- Smart City Strategy

### **Economic Growth Strategy (EGS)**

The EGS, currently under review, is a key strategy which closely aligns with City's mission of creating an enabling economic environment. Facilitating economic growth that creates jobs is the core objective, as a thriving private sector is understood to be a means of decisively and sustainably addressing unemployment, poverty and inequality.

At the heart of the Strategy is the need to increase the ease of doing business in Johannesburg. This is necessary to promote the attractiveness of Johannesburg as a preferred investment and business location for both local and foreign businesses. In order to attract more private sector investment, it is essential that the City begins streamlining bureaucratic processes, improving service

delivery, and amending restrictive by-laws to be more business-friendly. Furthermore, the Strategy aims to:

- **Improve the livelihoods of the City's residents through creation of job opportunities** in the formal and informal sectors and absorbing and up-skilling the unemployed. The unemployed often either lack the skills needed in a competitive modern economy or are young and lack experience in the workplace.
- Build on existing economic strengths to grow the competitiveness of the city and further integrate its economy into national, regional and global value chains.
- Target new markets and technologies for development in the city to future-proof the economy - enhancing its growth prospects and, economic resilience and environmental sustainability in a rapidly changing world.

The proposed focus-areas of this strategy include:

1. Investment Attraction, Expansion and Retention: re-establish Johannesburg as the leading African destination for regional corporate head offices, foreign direct investment and local investment. Furthermore existing businesses need to be retained and re-investment and expansion should be encouraged.
2. Space-Economy Synergy: address the spatial inequalities prevalent in Johannesburg through developing mixed-use corridors that provide employment and residential opportunities for previously marginalised communities.
3. Strategic Sector Targeting: unblocking challenges that are being experienced in strategic sectors.
4. Entrepreneurial City: foster a culture of entrepreneurship through City support for SMMEs and reform of the **City's approach to the informal sector**.
5. Leveraging the City of Johannesburg: use the constitutional mandate and competency of the City administration to encourage economic growth.
6. Environmental and Resource Sustainability: focus on economic growth that contributes to **reducing Johannesburg's carbon footprint and water supply security**.

## Smart City Strategy

In 2013, the City of Johannesburg developed its first Smart City strategy which was adopted by the Mayoral Committee. The Strategy is aimed at improving service delivery with the mantra that we must do more with less, do it better, and do new things. The overall target for the city is to become **substantially 'smarter' in 2021 compared to the benchmark in 2014. By 2021 the city needs to have established a fully-fledged smart city that will provide services that are easy to access and use (using technology as an enabler), while being efficient, responsive in an open and transparent way and ensuring financial, environmental and quality service delivery sustainability.**

The Smart City Strategy applies to and guides all urban development and planning to implement more efficient use of resources and more intelligent systems of decision-making and innovation. A Smart city of Johannesburg will enable urban communities to improve the economy of the city, infrastructure and utilities, the environment, as well as living conditions.

The existing definition of the Smart city of Johannesburg remains still valid: Smart city of Johannesburg is a city that makes decisions and governs through technologically enhanced

engagement with its citizens who have universal access to services and information where socio economic development and efficient service delivery is at its core.

The Smart city of Johannesburg is envisaged to achieve the following outcomes:

- Enhanced institutionalised technological competency
- Increased service delivery efficiency and productivity
- Reinforced smart and effective service delivery which is maintained as a norm
- Augmented quality of the City of Johannesburg's **Information and Communication (ICT) systems and services to support and enhance citizens' active involvement and engagement**
- Sustained provision of Municipal services to households utilising the broadband infrastructure.

In the immediate period, the Smart city approach will also support and enable many of the recently defined game changers of the city:

- Finance: use of technology to help address some of the factors that lead to revenue leakage through the identification of water leaks, electricity theft, and areas not billed;
- Infrastructure: proactive maintenance, enhancing the quality of services;
- Public safety: rapid deployment of the Integrated Intelligence Operations Centre (IIOC) will improve service delivery coordination, surveillance, enhance monitoring, analytics, law enforcements, and coordinated response of emergencies/incidents;
- Transport: expanding smart mobility solutions such as the smart traffic management system, reduce congestion, improved uptime traffic lights and improved response time on incidents;
- Social services: provides affordable universal access - free public Wi-Fi in internet underserved areas, and increased usage in libraries, offer free e-learning opportunities, easy e-identification for citizens, e-Health improving access and take up of health services;
- Economic Development: stimulating the digital economy- SMMEs, entrepreneurs and start-ups, and job seekers through public portals, expand access to services and convenience, including queue management solutions;
- Institution: **common (SAP) architecture proving easy access to all city's data, providing one-shop e-services to citizens (Maru-a-Jozi), enable electronic payments through e-Government and citizen engagement platforms, implementation of customer identification verification system to help in eradication of fraud and corruption, and stimulate free basic e-services.**

### *Priority Programs*

#### **PRIORITY 1.1: Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021**

The City aims to achieve a minimum of 5% economic growth by 2021, in order to create job opportunities and reduce the city's unemployment rate. Johannesburg faces a myriad of challenges relating to economic growth, including high levels of inward migration to the city, lack of skilled labour, high levels of youth unemployment and spatial inequality. Because of these challenges, 5% economic growth will only be possible through an integrated effort from various stakeholders.

The City's approach to facilitating economic growth is informed by a set of basic principles as captured in the Economic Growth Strategy: creating an enabling economic environment by making

Johannesburg more responsive and pro-active in the delivery of quality services, encouraging and supporting an entrepreneurial ecosystem by enhancing the ease of doing business, developing the City's youth, and creating opportunities and jobs in a sustainable manner.

Furthermore, the City will: focus on getting basic service delivery right, facilitate the growth of the informal sector, foster a responsive policy environment, create a city of opportunities, facilitate cooperative governance and promote environmental and resource sustainability. The key factor for achieving economic growth is improving the ease of doing business in Johannesburg, a factor that must be incorporated in all attempts at stimulating economic growth.

#### **Programme 1.1.1: Improving ease of doing business**

Johannesburg must be seen as a city that is open for business, through promoting the ease of doing business in the city. This involves reducing as many obstacles to efficient business practices as possible and restoring business confidence.

In order to improve the ease of doing business, the City must review, repeal and replace restrictive policies and by-laws, improve service delivery to internationally-competitive levels, ensure that all key strategic positions within the City are staffed by competent officials, monitor all key services, implement online business support tools and promote data-driven economic development.

#### **Programme 1.1.2: Attracting, expanding and retaining investment**

Johannesburg's economy requires significant investment, both in the form of foreign direct investment and investment by local firms, in order to grow. In addition to improving ease of doing business in the city, specific interventions must be developed to facilitate and promote inwards investment. The City must also ensure that existing investments are retained and expanded through after-care services.

#### **Programme 1.1.3: Address spatial inequality within the city**

Johannesburg still suffers from the legacy of apartheid spatial planning, a condition affecting the quality of life and employment prospects of the most disadvantaged residents of the city. To address this challenge, the City must attempt to reduce the effects of the spatial inequality through improving access to employment opportunities and basic services for the marginalised communities of Johannesburg.

Densification projects alongside major transport networks, regenerating the inner city, an inclusive transport plan and expansion of priority economic development zones are some of the efforts required to address spatial inequality.

#### **Programme 1.1.4: Target sectors with high job-growth potential**

There are well-established sectors within the Johannesburg economy that have significant competitive advantages compared to similar sectors in other parts of South Africa and the

surrounding region.<sup>8</sup> These sectors are significant contributors to the city's economy, and growth in these sector must be encouraged.

However, economic contribution does not necessarily equate to high job-growth potential. There are sectors other than those listed in footnote 9 that have more potential for job-intensive growth, and the City must develop mechanisms to provide these sectors with the opportunity to develop and grow, as such sectors have the potential to decrease unemployment.

#### **Programme 1.1.5: Empower the residents of Johannesburg**

The State's primary role in economic development is to create an enabling environment for growth. Economic growth is dependent on private citizens taking initiative and pursuing economic opportunities, but due to the legacy of Apartheid-era discriminatory practices, many residents of Johannesburg do not have the requisite skills to exploit economic opportunities. As entrepreneurs and small businesses are key drivers of economic growth and sustainable job creation, the City must implement measures that empower its residents to pursue economic opportunities through facilitating skills development, increasing access to opportunities, reducing the cost of seeking employment and providing business support tools to entrepreneurs and small businesses.

Central to City of Johannesburg's attempts at empowering its residents, and in effect addressing unemployment, is expanding the Opportunity Centres network, finalising the City's new work-seekers database, launching artisan training programmes, promoting learnerships and internships, providing bursaries to qualifying candidates, and developing plans for mobile community engagement units and subsidised transport for work-seekers. The City will further champion the implementation of the sharing/collaborative economy as a measure of addressing the resource-ownership inequality prevalent in Johannesburg.

#### **Programme 1.1.6: Build a city that works for its residents**

The City of Johannesburg and its officials' primary duty is to serve the residents of the city. Through the eradication of corruption, targeted recruitment and skills development, capital expenditure on economic infrastructure, capitalisation on City-owned assets and strategic partnerships with other cities, spheres of government and the private sector, the City can improve its service delivery capabilities. The City's procurement spend must focus on procuring from local SMMEs whenever feasible, for the city to become a catalyst of local economic growth.

### **PRIORITY 1.2: Encourage innovation and efficiency through the Smart City programme**

A key requirement in the City of Johannesburg's efforts of achieving 5% economic growth is that Johannesburg must solidify itself as an internationally competitive destination for business, investments and talent, i.e. it must provide an attractive locational offering. For this reason, it is essential that innovation and efficiency is allowed to thrive within the city, but also that the City's

---

<sup>8</sup> According to the Department of Economic Development, these sectors include finance and insurance; electrical machinery and apparatus; electric, sound/vision & other appliances; real estate activities, post and telecommunications; furniture and other items; metal products, machinery and household appliances; air transport and transport supporting activities; other business activities; fuel, petroleum, chemical and rubber products; wood and wood products; wholesale and commission trade; sale and repairs of motor vehicles, sale of fuel and hotels and restaurants.

administrative processes are aligned with international technological standards that allows innovative approaches to service delivery.

However, Johannesburg faces the challenge that many of its residents' access to technology is limited. The City must achieve a balance between using technology to improve service delivery, while ensuring that residents with limited access to technology are not prejudiced in the process. **This requires implementing smart systems within the City's administration**, while at the same time expanding access to information technology systems and maintaining more traditional methods of interaction between the City and residents where necessary.

#### **Programme 1.2.1: Smart access**

In order to address inequality in access to technology, the City will continue its efforts of providing free Wi-Fi access at all City-owned and managed facilities, transport hubs, economic nodes, townships and informal settlements.

The City must also continue with the roll-out of Maru-a-Jozi, which provides a platform for online citizen interaction between residents and the City. The proposed roll-out includes a mobile application that can be accessed from all entry-level smart phones.

#### **Programme 1.2.2: A smart institution delivering smart services**

The first stage release of a consolidated and state-of-the-art SAP-system across core City Departments must be completed by March, 2019, whilst all City Departments and entities must run off the same SAP-system by March, 2020. The system will create a central depository of all City-related data, allow for smart bureaucratic processes, enable standard accounting practices and improve internal administrative procedures.

City decision-makers will be able to utilise the efficient information dissemination built into the SAP-system to make more informed decisions. Accountability will increase and the City will be managed in a more coherent manner. The SAP-system will also improve the ease of interacting with the City, as residents will be able to conduct a wider range of activities online, use smart queuing technology and access information from a single online source.

Service delivery will be addressed by a smart institution in the following ways:

- Basic service delivery: smart electricity and water metering infrastructure has been rolled out to enable users and customers to be active participants in energy efficiency, improve billing and subsequently improve the City's revenue-generation efforts.
- Traffic management: smart technology has the potential to address the traffic issues experienced in Johannesburg through remote traffic fault monitoring, seamless integration of traffic monitoring across the entire city, remote monitoring and distribution of public parking, public transport real time routing information and public transport e-ticketing systems.
- Health: the goal is to ensure that the information of all patients visiting City-owned primary health care facilities are captured electronically, to ensure that every patient has an electronic patient record. This will eliminate the risk of loss of patient files, reduce waiting times and ensure that a patient's full medical records are always available to medical practitioners.
- Maintenance: maintenance of City-owned assets and property is improved through the JDA's Smart Assets and Property Management System. The City is further developing

remote monitoring of waste accumulation, collection and disposal. City-wide environmental sensors monitor air quality, wind and humidity, providing the City with data to monitor environmental sustainability.

### **Programme 1.2.3: Smart safety**

The City is in the process of establishing the Public Safety IIOC. When fully operational the IIOC will be able to:

- Gather data from various technological sources such as CCTV cameras, sensors and existing data flows;
- Provide complex analysis of the data gathered, including facial recognition, licence plate recognition and incidence response statistics;
- Deploy response teams faster based on the data analysis; and
- Improve targeted asset management.

By using state-of-the-art technology, the strain on the limited human resources of the City's emergency services will be decreased, allowing for increased on-the-ground presence of first responders.

### **Programme 1.2.4: e-Learning**

The e-learning programme consists of two main aspects that are closely linked with Programme 1.1.5's goal of empowering the residents of Johannesburg:

- **Resident interaction:** the City's online platforms must empower communities to engage with the City on a regular basis, empowering residents to participate more closely in the City's planning efforts. Residents must be able to participate in surveys, file service delivery complaints online, get status updates on complaints and be informed of real-time developments within the city on the City's online platform.
- **Education empowerment:** the City's online platform must include an education portal, which provides access to free e-learning resources (links to free online courses), guides to interacting with the City, current City policies, by-laws and free e-books. Where possible, the City must provide access to academic sources and zero-rate traffic on the City's free Wi-Fi network to e-learning and University-portals for registered users. Registration as a learner will provide additional access above and beyond the free 500mb currently provided to users on a daily basis.

## Outcome 2: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development

“Poverty is more than the lack of income and resources to ensure a sustainable livelihood. Its manifestations include hunger and malnutrition, limited access to education and other basic services, social discrimination and exclusion as well as the lack of participation in decision-making. **Economic growth must be inclusive to provide sustainable jobs and promote equality**” (UN Sustainable Development Goals 2030).

Johannesburg continues to have high levels of poverty. The latest statistics indicate that 37% (IHS Markit, 2017) of people live below the poverty line. The City has a responsibility to ensure that these residents – the most vulnerable in our society – are empowered through quality services with an opportunity to pursue a life of dignity and are not forgotten.

The poor constitute a broad category that includes people working and living on the streets; unemployed; indigent households; youth; new and internal migrants; those in hostels, informal settlements; food insecure households. The daily realities confronting the poor includes surviving without adequate water, sewerage and electricity, living in overcrowded and hazardously dilapidated buildings, contending with high unemployment rates especially among the youth, food insecurity and challenges of migration.

The City will make every effort to include the poor, vulnerable and excluded by taking the necessary measures to address the conditions or circumstances in which they find themselves. Doing this will enable the poor to access basic livelihoods, start to build a core of assets, gear up for participation in the urban economy, master the demands of urban life and negotiate urban costs of living, and ultimately get onto the first rungs of the ladder of prosperity. This is critical as the people are the **City’s biggest asset and they need to be supported and encouraged to realise their full potential** to become fully-fledged urban residents.

The **City’s pro-poor** development agenda (as verbalised in the Human and Social Development Strategy (HSDS)) provides a framework within which City policies can address conditions of poverty, inequality and social exclusion on a city-scale.

This responsibility, reflected in the third outcome as the need for *an inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development*, was additionally captured under the Strategic Priority dedicated to:

Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress

The ‘Pro-Poor’ concept is one that promotes growth that benefits the poor through policies that aim to improve their general quality of life. The City can achieve this both directly, by increasing assets earmarked for the poor, and indirectly, by channelling an increasing share of the benefits of economy-wide growth toward the poor.

### *Supporting strategies*

The following sector strategies are outlined below:

- Human and Social Development Strategy

- Spatial Development Framework
- Inner City Transformation Roadmap
- Housing Strategy
- Integrated Transport Network Plan

## Human and Social Development Strategy

The HSDS, currently being reviewed, dives the objectives of the current IDP term by promoting pro-poor development that addresses inequality and poverty and provides meaningful redress. It is also aimed at creating a City that responds to the needs of citizens (while working towards sustainability and the protection of the environment) through, in part, the creation of a culture of enhanced service delivery with pride. The strategy will ensure human and social development so as to address the triple challenge of poverty, inequality and unemployment in Johannesburg.

In efforts to live up to the vision of an inclusive Johannesburg with enhanced quality of life, the HSDS aims to provide alleviation to the poor, vulnerable and socially excluded. The draft HSDS thus aims to achieve a more equitable and cohesive society through:

1. **Expanded social support:** To contribute towards enhanced quality of life by providing basic services through the effective implementation of the Expanded Social Package (ESP); ensuring adequate access to basic services; the further development of health care services **by expanding hours and services at clinics and advancing the City's efforts** in combating communicable and lifestyle diseases, listeriosis, and substance abuse; and through contributing towards food security and promoting healthy lifestyle choices.
2. **Investing in spatial development:** To implement spatial planning that brings about meaningful redress (while working towards sustainability and protecting the environment). To this end, the City has allocated over 60% in the capital budget to the poor, while continuing to develop an inclusive and integrated transport plan. Spatial development focuses on creating a polycentric, compact, inclusive, connected, resilient and generative city; addressing the issues related to urbanisation and migration, ensuring increased mobility through the development of effective and reliable transport services and nodes; ensuring physical access to opportunities, and focusing on land use diversity.
3. **Addressing homelessness and landlessness:** To ensure liveable communities and shelter for all. This will be done through the increase in the delivery of housing; the speeding up of title deeds; revisiting and updating the allocation of the housing policy; addressing the issue of problem buildings and finding solutions to incorporate these buildings and their residents into the housing plan of the City; upgrading informal settlements and establishing a level of service when it comes to the development and upgrading of these settlements; partnering with the private sector to develop low rental stock; and working on social housing projects.
4. **Building safe and inclusive communities:** To ensure a safe city characterised by social inclusivity and enhanced social cohesion. This will be done through addressing social crime as a cause of poverty, inequality and social exclusion; building inclusive communities by focusing on vulnerable and marginalised groups (including women, children and youth, the disabled, the elderly, and migrants); promoting citizenship participation, diversity awareness and tolerance in order to create a new urban culture; and building a culture where citizens **will take ownership of their own and their communities' development. Additional services**

that promotes an active political culture includes developing and expanding services such as libraries, public open spaces and the roll out of free Wi-Fi.

5. **Advancing human capital:** To provide the residents of Johannesburg with a hand-up through the provision of skills development, training and leadership programmes including empowering children and the youth, as well as developing and integrating the informal economy. These programmes also include the development of and support for Early Childhood Development (ECD) centres, after school centres and adult learning to embed a culture of learning, taking ownership of development, and creating an informed and engaged citizenry.

## Spatial Development Framework (SDF)

The SDF for Johannesburg 2040<sup>9</sup> is a city-wide spatial policy document that identifies the main challenges and opportunities in the city, sets a spatial vision for the future city, and outlines a set of strategies to achieve that vision.

Through the SDF (see annexures) the City is addressing seven major issues in Johannesburg's spatial and social landscape:

- Increasing pressure on the natural environment and green infrastructure.
- Urban sprawl and fragmentation.
- Spatial inequalities and the job-housing mismatch.
- Exclusion and disconnection emanating from:
  - High potential underused areas (the mining belt and the Modderfontein area);
  - Securitisation and gated developments, and disconnected street networks (high cul-de-sac ratios and low intersection densities).
- Inefficient residential densities and land use diversity.

## Transformation Agenda: Towards a spatially just city

The SDF also defines the strategic spatial areas to be used in the City's capital investment prioritisation model (Johannesburg Strategic Infrastructure Platform – JSIP). This ensures that infrastructure investment is directed to areas with the highest potential to positively impact on the development trajectory of the city as defined in this SDF.

The core objective of the SDF 2040 is to create a spatially just city. The SDF 2040 is premised on spatial transformation, defined through the principles of equity, justice, resilience, sustainability and urban efficiency which it seeks to translate into a development policy.

The SDF is a dynamic model of spatial strategic planning that is cyclically reviewed, adjusting its focus and direction based on city transformation that takes place on the ground.

## Spatial Vision: A compact polycentric city

The City is striving for a compact polycentric city as the preferred development model (see figure 4 below) a traditional polycentric city with a strong core, connected to economic sub centres by

---

<sup>9</sup> While SPLUMA dictates that the SDF should indicate a 5 and a 10-20 year vision, this SDF has taken a 25 year view in line with the City's GDS 2040.

efficient public transit, with high housing densities surrounding cores and gradually lower densities further from cores.

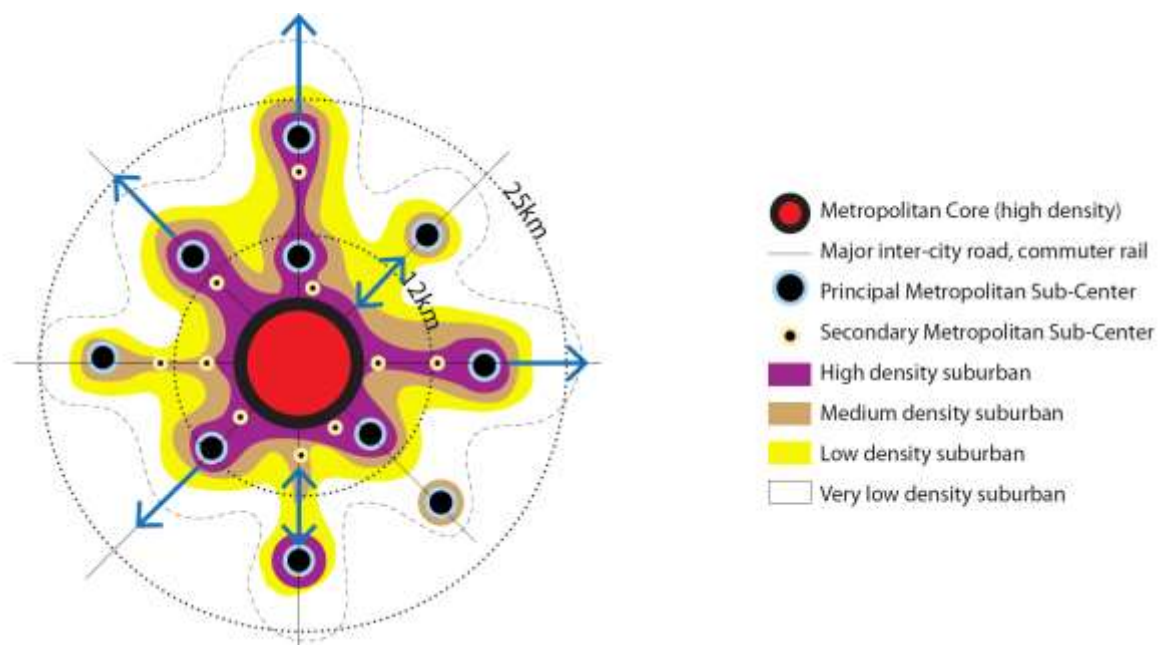


Figure 4 Traditional polycentric city model (Urban Morphology Institute, 2015)

The city of Johannesburg presently displays the inverse of this polycentric urban model with separated land uses and people living far from work opportunities (Figure 5). The metropolitan core does not perform as the strong, structuring centre it should be. High density residential areas (the 'townships') are separated from urban economic centres and movement structures of the city. This pattern of development results in high social, economic and environmental costs.

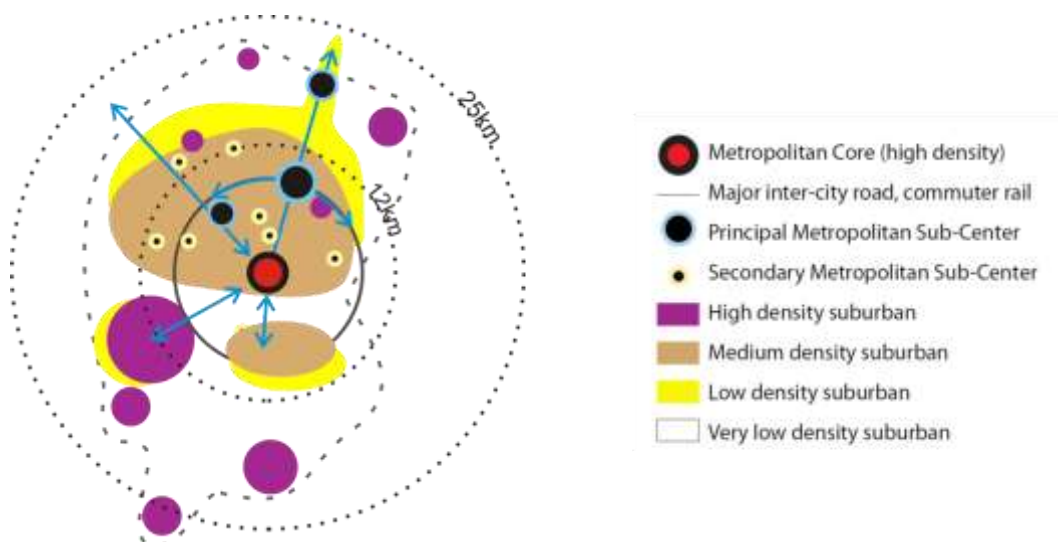


Figure 5 Johannesburg's current metropolitan structure of inverted polycentricity (UMI, 2015)

The Compact Polycentric Urban model looks to adapt the current structural reality of the city into one that is more socially, environmentally and financially sustainable, efficient and equitable. The model seeks to create a well-connected (by public transit and other transport routes) series of dense metropolitan centres and sub-centres, each immediately surrounded by high density residential and mixed use areas, with residential densities declining with distance from these nodes or centres.

Densification should also occur along defined corridors, specifically the Transit Oriented Development and the Randburg – OR Tambo Corridor. The model looks to maximise the potential of the current nodal structure of the city, while addressing the spatial inequalities that exist.

The model is based on five broad strategies, all conceptually depicted in Figure 6 below. In no particular order (as they should happen concurrently) they are: *First*, to strengthen the Inner City as the metropolitan core of Johannesburg. This will be through intensification of housing delivery and strengthening economic activities in and around the Inner City, diversifying land uses and expanding the core south to Turffontein. *Second* is to introduce efficient, safe and affordable public transit systems to effectively connect the city's metropolitan core and sub-centres. *Third* is to densify and diversify development in defined development corridors, such as the Transit Oriented Development and the Randburg - OR Tambo corridor. *Fourth* is to intensify mixed use and high density residential development in and around economic nodes in the city (including mixed use and Transit-oriented Development (TOD) nodes). *Fifth*, is to introduce centres of local economic activity and better services to high density, marginalised residential areas (the 'townships') to allow them to function as more integrated suburban areas in their own right. In these areas, higher intensity development should happen in and around mixed use nodes and public transit stations. The model opposes spatial inequality and long commuting distances and promotes a denser, spatially just city, where people have easy access to jobs and city amenities.

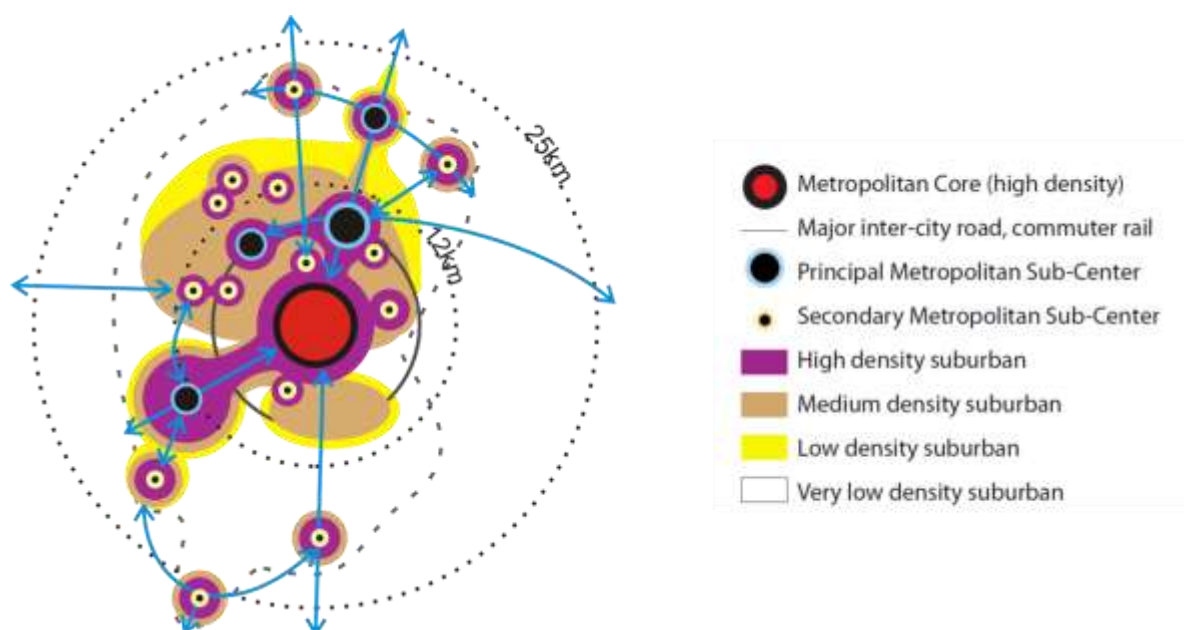


Figure 6 Johannesburg Future City Model: Compact Polycentric urban form

The future polycentric Johannesburg will bring jobs to residential areas and housing opportunities to job centres rather than merely transporting people between the two. It will create complete nodes where people can live, work and play and efficiently connected by public transport. It will bridge spatial and social barriers and build a framework for a spatially just city.

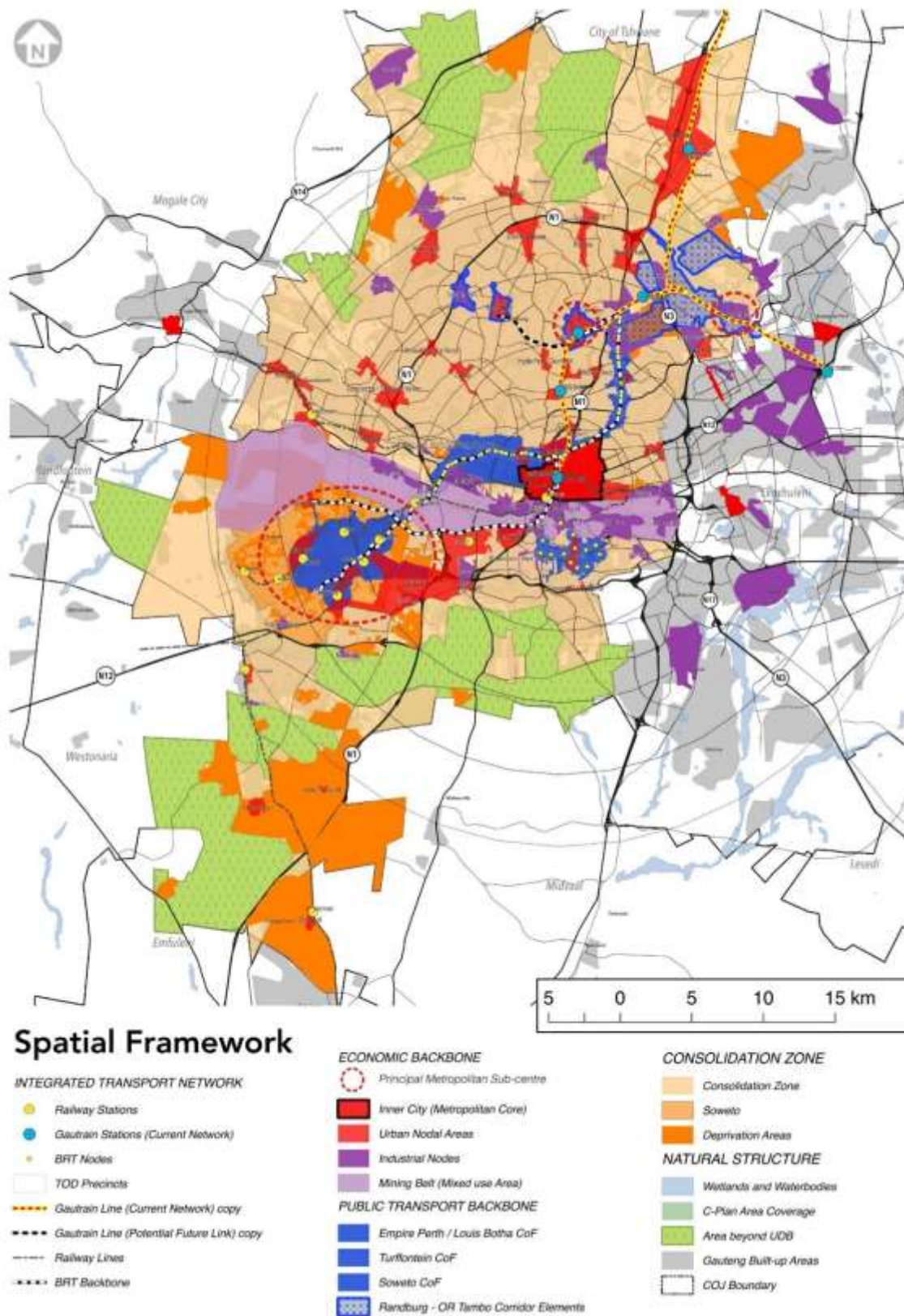


Figure 7 Spatial Development Framework

The Built Environment Performance Plan (BEPP) for the City of Johannesburg is a requirement of National Treasury. The document provides a brief strategic overview of the City's built environment and related capital investment, and provides the framework by which change within the built

environment is to be measured and monitored. The BEPP is a long-term, outcomes based strategic plan to be revised on an annual basis. Its primary purpose is to facilitate the spatial integration of Johannesburg via the SDF through accelerated and inclusive economic growth.

The BEPP indicates how the City applies its capital financing, including grant resources and other sources of finance, fiscal and regulatory instruments and incentives within its jurisdiction, and the intended impact and outcomes of these interventions.

### **The Inner City Transformation Roadmap**

The inner city is the birthplace and historic core of the city. It serves at their first point of entry for those who come to live in the city for short or long periods, making it the most diverse centre in the metropolitan region. It has a dense network of infrastructure and a rich stock of buildings. The inner city is:

- a place of opportunity
- a place of inclusivity
- an important employment node
- an important residential neighbourhood
- a commercial node offering a diversity of office accommodation
- Johannesburg's – and the region's - transportation hub
- a site of intense investment, attracting both private and public sector money and businesses
- an enormous local, regional and sub-continental retail centre
- characterised by a diverse mix of land uses
- an important generator of municipal income
- the cultural hub of the city
- the site of multiple educational amenities
- synonymous with the identity of Johannesburg in the minds of travellers and investors.

### **Vision for the inner city**

**A place of opportunity ...** A well-governed, transformed, safe, clean and sustainable inner city of Johannesburg, which offers high quality, sustainable services; supports vibrant economic activity; and provides a welcoming place for all residents, migrants, commuters, workers, traders, investors and tourists.

### **Strategies towards transformation of the inner city**

The overall impact of this roadmap will be a regenerated and transformed Johannesburg inner city. It will be realised on five pillars. Within each pillar a number of long-term, medium-term and short-term outcomes will be achieved through a series of outputs that will be delivered by the partners.

### **Strategy for a well governed inner city**

Accountable governance structures will provide the political oversight and mechanisms for unblocking deadlocks or delays that hinder delivery. An Inner City Programme Manager, along with associated staff, will lead all the activities and programmes envisaged for the inner city and will coordinate activities of other departments and entities. This unit will also coordinate the Inner City Partnership Forum to ensure close stakeholder involvement in inner city initiatives. The billing system

as well as tariffs and rating systems within the inner city will be improved to ensure correct and efficient billing.

### **Strategy for a clean and safe inner city**

A clean and safe inner city will be achieved through the articulation and roll out of an Urban Management Strategy for the inner city. This strategy will deal with the coordinated enforcement of by-laws and the effective policing of the inner city. It will also ensure coordination of the urban management and maintenance functions undertaken by various departments and MEs.

### **Strategy for a sustainable inner city**

The inner city will offer high quality, effectively functioning infrastructural services, be green and promote sustainable practice in transportation, in building design, in waste management and in energy and land utilisation. The inner city will be well-connected with safe, reliable public transportation, rationalised vehicular routes and pleasant, walkable pedestrian pathways.

### **Strategy for a productive inner city**

A diverse offering of economic activity will be promoted within a mixed economy that caters for a competitive range of retail, manufacturing, commercial and creative industries. A thriving and well-managed cross-border trading sector will be supported. Informal trading will be supported within managed linear and demarcated markets and will be integrated with transportation routes and movement plans for the inner city. Micro trading and informal trading will be appropriately regulated.

Employment, through meaningful work and livelihood opportunities, will be increased and opportunities for employment and innovation will be promoted through improved skills and through networks of job centres.

The inner city will be productive in creating a sustainable income stream through effective municipal revenue collection, enhanced revenue opportunities and the efficient, cost effective delivery of services.

### **Strategy for an inclusive inner city**

An inclusive inner city will be accessible to the broadest range of urban users. Inner city residents will be well-housed in a range of sustainable housing typologies catering for a range of affordability levels and developed within a sound financing, institutional and regulatory framework. Shelter will be provided for indigent people. Housing will be developed in environments that offer shelter as well as the basic infrastructure, social facilities and open space required for sustainable, healthy neighbourhoods. Residents will have access to recreation and sporting facilities within walking distance, and will enjoy a safe, walkable and pleasant public environment.

**Residents' life chances will be widened through investment in health care, health facilities and outreach programmes.** The City will promote a vibrant education cluster with sound, well-supported schools, - networked with public libraries - as well as regulated and supported early childhood development facilities. A social services network of CBOs, NGOS and municipal services will provide support for the poor of the inner city through targeted programmes. Social services will be expanded to cater for the range and scale of need and services will be coordinated. The inner city will be a beacon of diversity, integrating newcomers and migrants through effective support.

The inner city will be a centre for art, culture and events. The inner city will be a democratic political space where all users are well-informed and participate in public affairs. Residents and users of the inner city will be encouraged to adhere to by-laws through training and education.

### The Inner City Roadmap

The Inner City Roadmap is the City of Johannesburg's statement of intent for transforming the inner city of Johannesburg. It provides the framework for the City of Johannesburg in rolling out the GDS 2040 in the inner city. The roadmap takes an area-based management and partnership approach to guide municipal activity in transforming the inner city. This roadmap is a City-led initiative to facilitate development in the inner city by a wide range of stakeholders in planning and implementing programmes and projects that seek to transform the inner city.

The roadmap aims to guide City investments and the full spectrum of urban management activities in the inner city. Accountability will derive from consultative processes while enforceability will rely on existing instruments and institutional arrangements within the City, including the IDP and budgeting processes, as well as existing institutional performance management systems.

The roadmap, which has been developed through consultation with working groups established as part of the Inner City Charter process as well as with departments in the City, aims to take the work of the Inner City Charter forward. As such, the roadmap incorporates the commitments from the previous Inner City Charter which continue to remain relevant to the inner city. It also adds commitments that have arisen as a result of changed circumstances and new City priorities.

This roadmap defines five pillars of inner city transformation to be achieved through City initiatives and partnerships in the inner city. They are:

- A well-governed inner city
- A clean and safe inner city
- A sustainable inner city
- A productive inner city
- An inclusive inner city.

Short, medium and long-term outcomes are defined within each pillar. These are the outcomes to be achieved by establishing programmes and projects in the inner city. Such programmes are to be undertaken in consultation and partnership with stakeholders. Finally, the roadmap identifies key priority interventions - '**big issues**' - that should be tackled first by the task teams proposed in this roadmap.

For example, one of the key priorities for the City is to ensure that people are safe and secure in the inner city at all times. *Buyisi iJozi* is the arm of this strategy that focuses on creating a smooth running, prosperous and inviting Inner City. The City plans to achieve this through increased visible policing and by-law enforcement; more collaboration and coordination with stakeholders; and expanding surveillance coverage with CCTV. Other multi-disciplinary operations to tackle crime and urban management are also being implemented such as dealing with bad buildings and reclaiming hijacked buildings to provide people with safe places to live. In addition to these activities the City will also implement targeted awareness and education campaigns to encourage citizens to keep the city clean and comply with by-laws.

## The strategic importance of the Johannesburg inner city

The inner city of Johannesburg is located within the city's Region F. The inner city encapsulates the identity of Johannesburg in the minds of travellers and investors. The inner city has six very different sectors, Johannesburg Town, the CBD still home to corporates and the main shopping area; Diagonal Street, Braamfontein to the north, home to Wits University, the Nelson Mandela Bridge and an office mecca; Newtown, close to the city is the cultural and musical heartbeat; Fordsburg to the west is home to the Asian quarters; The Fashion District to the east, incorporates Jewel City; Maboneng Precinct which is on the eastern edge, is the art sector and lastly Ellis Park, the famous rugby stadium, is surrounded by the still to be upgraded areas of Hillbrow, Berea, Doornfontein, Bertrams and Troyville.

The inner City also functions as an important residential neighbourhood. It is extremely diverse with areas ranging from severely degraded residential areas such as Bertrams, to the somewhat stable commercial area of Braamfontein.

Covering 7 million m<sup>2</sup> of floor space and 3 million m<sup>2</sup>, the inner city is a just part of the sum of the City of Johannesburg as a whole. Johannesburg has always been at the centre of innovation, dynamism, vibrancy, and cultural exchange. The inner city is a key driver of development in the city. It is therefore an asset that the country cannot afford to let waste.

### Inner City challenges:

The Inner City has faced significant challenges over time. Chief among these are over-crowding and lawlessness, with residents falling victim to property hijackers and slumlords. Other developmental challenges include:

- An uncontrolled influx of people in the Inner City
- Illegal dumping
- A housing backlog
- A rise in illegal occupation in key residential areas
- Urban decay
- Shortage and poor maintenance of social amenities (clinics, recreation centres and sporting facilities)
- Traffic congestion in the CBD
- Rise in hijacking of buildings
- Street trading

The City is however, focused on tackling these challenges and developing the inner city into a centre of economic development and growth through the Inner City Revitalisation Programme.

### Strategic location

The inner city is positioned in an economically valuable part of the city. It is strategically located in an area with high rental apartments, business centres, and major transportation and communication nodes. In addition, the inner city provides marginalised communities – particularly from the south of the inner city - an entry point into the formal economy. It is home to the Gauteng Provincial and Johannesburg Metropolitan governments, and to some of the most established businesses in the country. Johannesburg inner city is a hive of diverse economic activity, close to transport nodes, schools, places of work, entertainment and shopping. It also boasts the biggest

transport node in Africa, with trains, busses and up to 4 000 taxi's bustling through the city on a daily basis culminating at centres such as Park Station and Ghandi Square.

#### Transport

It is the major public and quasi-public transport hub in Johannesburg, with over a million people travelling into the inner city every day to work, trade, conduct government business, and onward travel. **Johannesburg's inland port, the largest in Africa and fifth-largest in the world, handles 30% of the country's exports**

#### Infrastructure

It has a large asset base, with much of its service infrastructure under-utilised and in decline. The inner city is rich in cultural, sporting and heritage assets, including some of Johannesburg's most important facilities and venues, such as the University of the Witwatersrand, the Civic Theatre and Ellis Park stadium amongst many others. The city is an outstanding investment destination, offering the best access to markets across Africa, an investor-friendly environment, a stable democracy as well as excellent telecommunications and road infrastructure.

#### Economic generator

It is the heart of the city, and its image, vitality, success and well-being are representative of the whole of Johannesburg. It is often viewed as being a significant incubator and location for small medium micro enterprises because of its role as an economic generator and vibrant retail and trade center. **Johannesburg's economy has recorded consistently high growth rates and has been a net creator of employment, with all the large banks, insurance companies and many Information and Communications Technology companies located in the inner city.**

### Housing Strategy

The Department of Housing will in 2018 deliver a ten-year housing strategy that will form part of the revised 2018/19 IDP and the next five year IDP. The context has changed significantly and a revised strategy perspective is needed to address the Constitutional obligation of the City of Johannesburg to provide adequate shelter for its citizens as mandated by the law. This requires; a **precise understanding of demand and supply, the City's own housing operating and management model**, and the need to sustainably address supply by improving the performance of the Housing Department by enhancing partnerships for delivery. The key outcomes of the strategy are to increase the quality and supply of housing, transform and address the historical legacy of homelessness and landlessness in our city, improve investor confidence, drive job growth and enhance the lives of all the city residents.

The strategy will aim to:

- Define a model for demand and supply - assisting the City with planning, monitoring and tracking housing delivery
- Identify innovative solutions for upscaling supply through public-private partnerships and streamlined delivery mechanisms
- Explore alternative lower cost models for housing delivery within the existing legislative and policy environment
- Refine and develop a coherent, replicable housing supply system and focus on building a system for implementation around sound business principles and practices.

The Strategy will prescribe a framework that creates multiple delivery systems across ownership and rental in accordance to the National Housing Code, and further explore innovative mechanisms to assist in the delivery of targets.

### **Integrated Transport Network Plan (ITN)**

The ITN plan drives the objectives of the current IDP term by improving mobility and accessibility to **enhance economic growth and development through improving people's access to economic opportunities and services**; improving goods movement supporting economic development and trade and contributing to job creation. It also seeks to provide high quality, safe, accessible, affordable, reliable and environmentally friendly public transport services; and make Johannesburg a Smart city in respect of intelligent transport systems for the road network, bus management, fare collection and passenger information.

The primary objective of the ITN Plan is to define a long-term transport network that incorporates, on an integrated basis, all modes of transport, including public transport, private transport (freight and private cars) and non-motorised transport. The ITN Plan aims to implement in a co-responsible and innovative way transport infrastructure and systems to improve the quality of life for present and future generations of residents of Johannesburg, including a concerted effort to develop transport and land-use plans that support the spatial restructuring and integration of the city. It has sought increased densification of corridors and nodes, and aimed to attract new developments around public transport infrastructure.

The nine strategic thrusts:

1. Restructure and integrate the city;
2. Improve and expand provision of quality public transport and use of non-motorised transport;
3. Maintain, improve, extend and integrate transport infrastructure;
4. Support economic growth through improving freight mobility;
5. Manage congestion, travel demand and parking;
6. Improve transport safety through active, engaged citizenry;
7. Transform the transport sector and encourage new, efficient and profitable transport enterprises and green jobs;
8. Plan and regulate the transport system; and
9. Resource and finance the transport plan.

### ***Priority Programs***

#### **PRIORITY 2.1: Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress**

The City aims to ensure that funds and resources effectively address inequality and poverty. Through a focus on pro-poor development a majority of the capital budget is directed towards uplifting the poor; this includes improved access to economic opportunities, services and security; and addresses inequalities relating to living standards and basic services, primarily to redress socio-economic inequalities entrenched by apartheid.

### Programme 2.1.1: Expanded social support

The ESP is a basket of benefits which the City allocates to citizens based on their level of poverty. It includes property-based benefits, rebates on water and electricity, and expands to include social referrals via social service interventions and skills development.

Review indigent list and associated basket of services project

The policy on indigent support is currently being reviewed to ensure that all those in need of support receive it. **This includes investigating the issue of the “missing middle”** - those that are not poor enough to receive government subsidy and free basic services, but not rich enough to support themselves fully.

The Health and Social Development is also interfacing with other government institutions in order **to verify the City’s indigent register in order to generate a credible** city-wide list that does not exclude anyone in need of support. Linkages with all City departments and the use of a single database will allow targeting and managing of social services to generate maximum impact for beneficiaries. In order to monitor progress there will be improved tracking of the beneficiaries (including band movement, improvement of circumstances, exit from the programme, etc.). **IT infrastructure will be upgraded and registration points added to increase the programme’s footprint.**

Food resilience programme

The Food Resilience Unit assists food-insecure urban residents in Johannesburg to grow their own food. The programme has achieved great success; over 36,000,000 homesteads, 50+ cooperatives, four farms and one agri-zone with an enabling environment for urban farmers have been developed.

Healthy life for all

The City is working to change the face of the Primary Health Care system by making it more accessible. Following the successful implementation of a pilot project at the Princess Clinic in October 2016 to extend clinic hours, the City has embarked on a process to introduce comprehensive health and social services at all clinics in the near future. Currently 13 clinics across Johannesburg have extended operating hours. In addition to this, more staff have also been employed to ensure that the clinics are well capacitated during operating hours. Through this project, the City will aim to ensure that everyone in the city is able to access quality, primary health care and ensure that all have the opportunity to lead healthier lives.

### Programme 2.1.2: Investing in spatial development

As the movement towards a spatially compact city has become inevitable, the City will continue to build economic activity along the transport corridors, to ensure that economic opportunities are closer to where **the majority of Johannesburg’s residents live. This will create access to opportunities** – whether it be for work or education, and decrease the social exclusion felt by the poor. More areas will be connected to the Rea Vaya bus-network to provide residents with more affordable and efficient transport options.

### Programme 2.1.3: Addressing homelessness and landlessness

Backlogs in housing service delivery remain a major challenge, and particularly effect the poor. The City intends to further address homelessness and landlessness by focusing on the issues of housing and land. This will be done by increasing housing stock, speeding up the delivery of title deeds to state subsidised housing, updating housing policies, and finding solutions to incorporate problem buildings (and their residents) into the housing plan for the City. Access to affordable, improved and mixed housing will contribute to reducing social inequalities, improve social integration, and strengthen the drive towards sustainable urbanisation in the City of Johannesburg.

#### Informal settlements upgrade

The City aims to expand free rudimentary service delivery in informal settlements by rolling-out basic water, electricity and sanitation services. Basic services and access to communal standpipes and sanitation in the form of Ventilated Improved Pit (VIPs), waterborne toilets and ablution blocks will be provided. This will ensure that the poor can equally access basic services associated with dignity and health. In addition, Johannesburg Water intends to empower local communities during the project implementation phase through opportunities for job creation. Joburg Water and City Power are working on managing the demand of resources so as to secure the supply of water and electricity respectively and are improving existing infrastructure through upgrading, maintenance and renewal/replacement projects.

In addition to the provision of basic services, other upgrade projects of the City are geared towards creating more sustainable and liveable settlements where resource deprived areas once were, through encouraging in-situ improvements to informal settlements.

#### Expansion of 'site and service'

Given the housing backlog in the City it is clear that the traditional approach to housing based around the Reconstruction and Development Programme (RDP) model is too slow to make a **meaningful inroads**. Where suitable, the City is thus expanding on the 'site and service' model by providing residents who wish to construct their own homes with serviced sites on which to do so.

#### Inner City Housing Implementation Plan (ICHIP)

The ICHIP aims to increase social rental housing and temporary emergency housing within the Inner City. This is a collaborative plan between the City, some spheres of national government, and the private sector. The plan proposes strategies that will extend the reach of commercial landlords as well as social housing institutions, so as to decrease the number of households currently living in risk situations. As part of the *Inner City Revitalisation Programme*, the City is focused on attracting investment and increasing the supply of affordable, quality housing in the Inner City. One aspect of **this programme is aimed at rehabilitating "bad buildings" through their release to the private sector** for conversion into low-cost housing. The City has programmed the release of City owned buildings to develop affordable rental housing and temporary emergency accommodation while social housing projects are also being implemented in the Inner City. Already a pipeline of properties has been identified for release to the Johannesburg Social Housing Company (JOSHCO) for social housing and rental stock.

#### Programme 2.1.4: Advance human capital

In an effort to further integrate society and promote the ideal of taking ownership of development, the City will further advance human capital through, for example, the provision of skills development, training and leadership programmes, the development of opportunity centres, artisan training, and cooperation with academic institutions.

##### Educational development programmes

Although it is not a competency of local government, the City supports the production of knowledge, access to knowledge and education for all residents. The aim is that by 2040 most of Johannesburg's residents will be able access information for their own lifelong learning. By providing citizens with a hand up through education and skills development, the City will be advancing its human capital.

To this effect the City provides educational and developmental programmes through its City library facilities. This includes e-Classroom service provision, online training courses and access to free Wi-Fi for communities. The operating hours of our libraries have also been extended. This has been done in order to provide students with a favourable environment to study in and to give working residents extra time to visit these facilities. Similarly youth development projects present programmes (life skills and vocational training) to young people to enable them to access economic opportunities, thereby attempting to steer them away from a life of unemployment, drug abuse and/or crime. The City is also encouraging the establishment of micro-enterprises that support and run ECD centres across the city so as to better enable access to affordable childcare and promote quality education at an early stage in residents' lives.

### Outcome 3: Enhanced, quality services and sustainable environmental practices

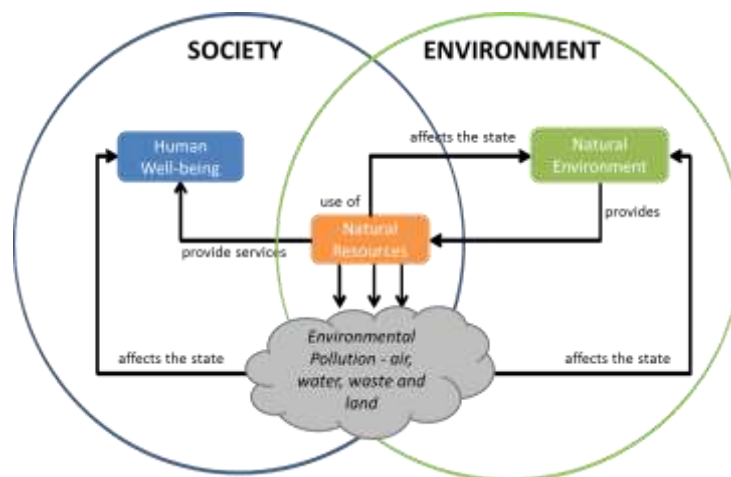
The City's administration is determined to deliver better, high quality services to the people of Joburg. This will make a concrete difference in our residents' quality of life and the opportunities they have open to them.

While the demand for services has grown, the City's revenue generation has not increased proportionally. This financial shortfall places great pressure on the City to do more with less. The City is well aware of its financial challenges which include the need to improve revenue collection, the need to collect outstanding debt, as well as the need to improve credit control processes. Ensuring the financial health of the City means that the City is able to increase rollout services to areas which have not been formally supported before, and that it can meet the pressing demands for higher quality basic infrastructure. This goes hand in hand with ways in which the City deals with service delivery failures and customer care. The City will ensure that the right people are in the right positions to be able to serve our people with pride.

Environmental Sustainability is driving towards a sustainable city with a focus on:

- Reducing consumption of natural resources,
- Reducing carbon emissions and mitigating the impacts of extreme weather events ,
- Minimising environmental pollution – air, water and waste to land
- Protecting the City's natural environment.

Figure 8 Inter-linkages between society and environment in respect of the use of natural resources.



Resource availability and preserving our natural environment are the key elements the City must consider in terms of its approach to service delivery. Problems associated with energy that produces carbon emissions, the scarcity of water, and the availability of landfill space must be factored into a long-term sustainable service delivery strategy that supports both current, and future generations of residents, as well as our environment.

In response to these challenges the City identified three priorities that speak to the second outcome of *enhanced quality of life by improving services and taking care of the environment*.

Create a culture of enhanced service delivery with pride

Enhance our financial sustainability

Preserve our resources for future generations

These priorities represent a holistic approach to improving services that includes financial and resource sustainability.

### *Supporting strategies*

The following sector strategies are outlined below:

- Climate Change Strategic Framework
- Environmental Sustainability Strategy

### **Climate Change Strategic Framework (CCSF)**

Building on the existing Energy and Climate Change Strategy & Action Plan, this CCSF is developed with the objective to further institutionalise and mainstream climate change action, strengthen systems, processes and capacity.

In this regard, the CCSF focusses on the organisational aspects and considerations rather than climate change content and sets out a roadmap gearing the organisation towards increased climate change action in **partnership with business and citizens, mobilising society to realise the City's ambitious climate change goals.**

The **City's commitment to both climate change adaptation and mitigation is entrenched in the GDS 2040**, which envisions a resilient, liveable and adaptive society that provides sustainability for all its citizens. This commitment, substantiated by the Environment and Infrastructure Services Department (EISD) in the Energy and Climate Change Strategy & Action Plan detailing adaptation and mitigation goals, is summarised as follows:

- Reduce GHG emissions: a 43% reduction by 2050;
- Minimise exposure to climate change, identifying risks and inform planning;
- Enhance resilience of communities by adapting infrastructure;
- Understand impact and define measures accordingly; and
- Incorporate climate change in all future actions and service delivery.

Nevertheless, there are areas which can be further strengthened thereby assisting in a more **effective delivery on the City's strong climate change commitments.** In summary, there are three main areas in which it is proposed to strengthen the organisation of climate change action within the city:

- Mainstreaming of climate change
- Institutionalisation of climate change
- Sector approach to engage with citizens and business driven by their Interests
- The framework captures the proposed organisational improvements based on the outcomes of the organisational analysis. The improvements supporting climate change action in the City are of an integrative nature, acknowledging that responding to climate

change effectively and sustainably requires the inclusion of robust organisational components supporting climate change action.

The proposed framework aims to make climate change action an integral part of the organisation, bringing in place the core supporting mechanisms for climate change action and where necessary empowering the City in realising its increased ambitions with regard to responding to climate change. The proposed measures take time to implement and require careful planning.

The roadmap entails the following main items:

- Adopting a more ambitious mitigation aspirational target strengthening the City's positioning;
- Initiation of strategic climate change communication;
- Initiation of stakeholder engagement;
- Indication of value for money screening of Climate Change Adaptation (CCA) / Climate Change Mitigation (CCM) options;
- Institutionalisation of the coordination role of EISD and implementation of a sector approach to climate action;
- Development of a project identification and prioritisation mechanism;
- Determination of Climate Change (CC) budgets based on new priority mechanisms; and
- Finalisation of the Integrated Climate Change Strategy, including budget requirement for approval.
- The proposed framework provides the City of Johannesburg with additional structures and guidelines that will enable it to further strengthen its contribution to the global fight against climate change by mainstreaming and institutionalising climate change throughout the organisation.

## Environmental Sustainability Strategy

Natural resources are materials found in nature which can be used or processed by man for sustaining human life. As the population increases, so does the consumption of resources. This makes it of crucial importance that these resources are correctly managed. If not, the potential for serious scarcity in the future, becomes a serious threat.

It is for these reasons that the new administration confirmed the need to *preserve our natural resources* as one of its priorities. This concept of "preserving our natural resources" goes by many names, such as Resource Sustainability; Environmental Sustainability; Conserving our natural resources. For purpose of narrating this concept, it will be referred to as:

### Environmental Sustainability

The City can no longer manage its natural environment as a pristine resource, due to existing and planned demand for development. Instead the City has an obligation to ensure the impact on its **built and natural environment is minimised, both from the City's own operations, private developments and from communities at large.**

- Environmental Sustainability is in its simplest definition concerned with a focus on:
- Reducing consumption of natural resources;
- Reducing carbon emissions and mitigating the impacts of extreme weather events;
- Minimising environmental pollution – air, water and waste to land; and

- Protecting the city's natural environment.

#### Key Drivers of Environmental Sustainability

In its quest to protect natural resources, the City therefore has to be cognisant of the impact of urban life on the environment. The **key drivers** informing the state of our natural resources can be categorised as follows:

**Impact on natural environment** – concern with the “blue” & “green” natural resources for its ecological integrity (concern with water bodies, biodiversity areas and open spaces).

**Environmental pollution** – environmental pollution consists of five basic types of pollution, namely, air, water, soil, noise and light (concern with air, water and waste pollution).

**Natural resource consumption** – consumption of goods and services that have an impact on the possible depletion of natural resources (water and energy, in particular).

**Carbon emissions and extreme weather events** – emanating from activities relating to transportation; industrial processes (like wastewater works/incineration); energy and waste generation.

The City's response to these drivers are through the following programmes:-

KEY DRIVERS	CITY'S PROGRAMMES
Impact on natural environment	Biodiversity conservation Open space planning
Environmental pollution	Water resource management Air quality management Waste management
Natural resource consumption	Water demand side management Energy diversification
Carbon emissions	Climate change management

In order to understand how the City is implementing these programmes, the City undertakes the following initiatives:

- Biodiversity conservation
- Open space planning
- Water Resource Management
- Air quality management
- Waste management
- Challenges to water and energy demand management
- Climate change management

## *Priority Programs*

### **PRIORITY 3.1: Create a culture of enhanced service delivery with pride**

In an optimally functioning City, residents need not concern themselves over unplanned water supply interruptions, illegal dumping, faulty public lighting, potholes and crumbling infrastructure. **Recognising this, a cornerstone of the City's development plan** is to ensure improved access to quality and affordable basic services, by ensuring the provision of reliable water and sanitation, efficient refuse removal and dependable electricity supply. This is the core driver of the *Diphetogo Project*.

Since the new administration, City of Johannesburg has improved service delivery to the community and the City has made strides in encouraging employees to serve with pride. On a weekly basis the Executive Mayor celebrates those employees who have gone the extra mile and demonstrated outstanding service to the community.

The Executive Mayor also chairs the Visible Service Delivery Committee. The main purpose of the Visible Service Delivery Committee is to: -

- Address key critical service delivery challenges on the ground and take resolutions on critical areas relating to infrastructure gaps and backlogs.
- Ensure that infrastructure and service delivery gaps and backlogs are aligned to the budget process.
- Ensure overall co-ordination and alignment of service delivery between Departments, Entities and Regions.
- Ensure financial management of Opex and Capex spend on service delivery projects.

#### **Program 3.1.1: Water and Sanitation**

The City is focused on providing improved quality of access of drinkable water and adequate sanitation with a targeted 10% of expenditure on repairs and maintenance, and a further 40% expenditure on refurbishment of the city's water infrastructure by 2021. **The outcomes of improved water and wastewater infrastructure replacement** are reduced sewer blockages, improved response time, reduction in sewer spills at wastewater treatment works, reduced losses related to leakages and improved effluent quality. Through the Water Service Authority, Johannesburg Water, the City commits to improve its reliable water services by having water supply interruptions concluded within 12 hours, have sewer blockages cleared within 24 hours of notification and enhance service delivery by having metered connections read on a monthly basis.

In effectively ensuring redress and expanding access to reliable quality bulk services to the forgotten communities within the city, the upgrading of basic water services to informal settlements will be provided and dispersed informal households will continue to receive nominal water services through water tankers. Informal settlements will be provided sanitation at a nominal service level through chemical toilets and will be upgraded to basic service level in subsequent years. During 2018/19, an additional 3 214 households will be upgraded to basic service level which will result in 40.69% informal settlement coverage city-wide.

### Program 3.1.2: Provision of Electricity

Aging infrastructure in the electricity supply sector is a critical challenge the City faces, in addition to facing an energy provision backlog. The City's electricity service utility, City Power needs to provide sustainable, affordable, safe and reliable energy supply and provide prompt and efficient customer services, by reducing outages and minimizing voltage dips and harmonics. The entity plans to ensure the repair of faulty and broken public lights within 2 days of reporting, restoring substantial power supply within 3 hours and ensuring the average repair time for logged traffic signals and streetlight failures is within 24 hours and less than six days respectively. Furthermore, the City continues to clamp down on illegal electrical connections that places further strain on the power supply.

Despite the listed maintenance and supply challenges, delivery of electricity to informal settlements has occurred very well with 4 850 new houses electrified and 6 225 ripple relays installed in the past financial year. An additional rollout of solar water heaters to poor households is targeted and alternative energy solutions and partnerships with Joburg Water's hydro-conduit power generation project, Pikitup's Waste to Energy project, and City Power's rooftop photovoltaic and utility-scale battery storage plants will ensure the provision of electrical services to informal communities without access.

### Program 3.1.3: Waste Management

In ensuring our neighbourhoods and communities foster esteemed environmental health and safety standards, the City's waste management entity, Pikitup, is responsible for the delivery of waste management services. The City commits to the collection of general business and wet business waste daily, the collection of domestic waste within 7 days, the cleaning of illegal dumping spots within 7 days, the delivery of skip bins within 24 hours and the collection of refuse bags on curb sides within 12 hours.

### Programme 3.1.4: Transport

Johannesburg has experienced an increase in residential suburbs and informal townships which has given rise to the need for an improved and expanded transportation system and human settlements infrastructure. To this accord, the Johannesburg Roads Agency (JRA) has committed itself to upgrade all gravel roads to surfaced roads within formalised townships. Gravel roads make up 1,168.53 km of the city's 13,599 km road network. As per the 2017 Roads Condition Study, 72% of gravel roads are in poor or very poor condition and require reshaping and re-graveling. The 2018/19 target for the JRA to upgrade these roads is set at 25km.

JRA will further target the maintenance of the city's bridges by doing detailed inspections of 400 bridges, spend R80 million on the rehabilitation of existing bridges and begin or continue construction of a number of pedestrian and traffic bridges. All traffic signal downtime issues will be resolved within 24 hours, and R50 million has been allocated toward no-joints re-cabling at key intersections to reduce the occurrence of traffic signal downtime.

The City provides safe and reliable public transport through the Rea Vaya BRT system and Metrobus. The City is investing in a transformation process at Metrobus to increase efficiencies and capabilities. It is replacing its current fleet with 'green' buses, as well as implementing a revised Metrobus operational plan and integrating it with other transport services. Further development and

expansion of the Rea Vaya is also underway to connect and integrate routes, communities and people.

### **PRIORITY 3.2: Enhance financial sustainability**

Without the funds required to drive service delivery improvements, the *Diphetogo Project* is bound to fail. For this reason, enhanced financial sustainability is central to this outcome.

In an effort to attain a sustained, clean administration as well as responsive governance and improved service delivery, the City has taken a position to achieve credible, reliable financial processes to attain clean audit outcomes. The City, through the Municipal Standard Chart of Accounts (MSCOA), seeks to gain financial control in the planning and execution of daily operations to accelerate service delivery. The desired outcome is to institutionalise clean administration and consequently for the City to have full accountability of the funds.

#### **Programme 3.2.1: Improved credit control measures**

The City aims for timeous and responsive performance in its commitment to pay service providers within thirty (30) days provided that all supporting documentation is in place. This is particularly important to SMMEs that may not have the financial resources to carry delayed payments. As part of the SMME support and development, the City has made the commitment to pay service providers within 30 days of their issuing an invoice.

The City is determined to collect the revenue from residents on the services rendered. The City has adopted an aggressive approach in collecting revenue from customers whose particular businesses are not paying the City. It was validated that residents take advantage of the City due to lack of intervention. To rectify this, the City will enforce revenue collection aggressively and robustly.

#### **Programme 3.2.2: Financial prudence**

Guardedly, the City manages its financial ratios in keeping with domestic credit ratings to ensure its positive outlook with investors and ratings agencies. Due care is given to repairs and maintenance to safe guard infrastructure investments, solvency and current ratios.

#### **Programme 3.2.3: Improved Supply Chain management processes**

The City has responded to wasteful expenditure through robust implementation of financial controls at group level. The outcome is to institutionalise financial controls to an extent that the organisation is audit conscious at all times.

#### **Programme 3.2.4: Capital spending on infrastructure**

Capital spending on infrastructure will enable the City of Joburg to grow the economy and support economic development. Infrastructure improving capital will unleash the 5% economic growth. The City has developed the process of tracking and monitoring Capital spending through the Interim Reporting Information System (IRIS). The IRIS system tracks the progress of projects and capital spending live in real time. This is an advanced system that demonstrates Joburg as the smart City.

### **PRIORITY 3.3: Preserve our resources for future generations**

The City's long and medium term strategies (GDS and IDP respectively) recognise the importance of conserving natural resources. Natural resources are materials found in nature which can be used or processed by man for sustaining human life. These resources cannot be created; however they

can be modified and used accordingly (consumption of natural resources). There are two types of natural resources: Renewable and non-renewable resources. As the size of the population increases, so does the consumption of natural resources. It is of crucial importance to note that if these resources are not adequately managed and used, there will be serious scarcity of natural resources in the future.

**Programme 3.3.1: Environmental sustainability**

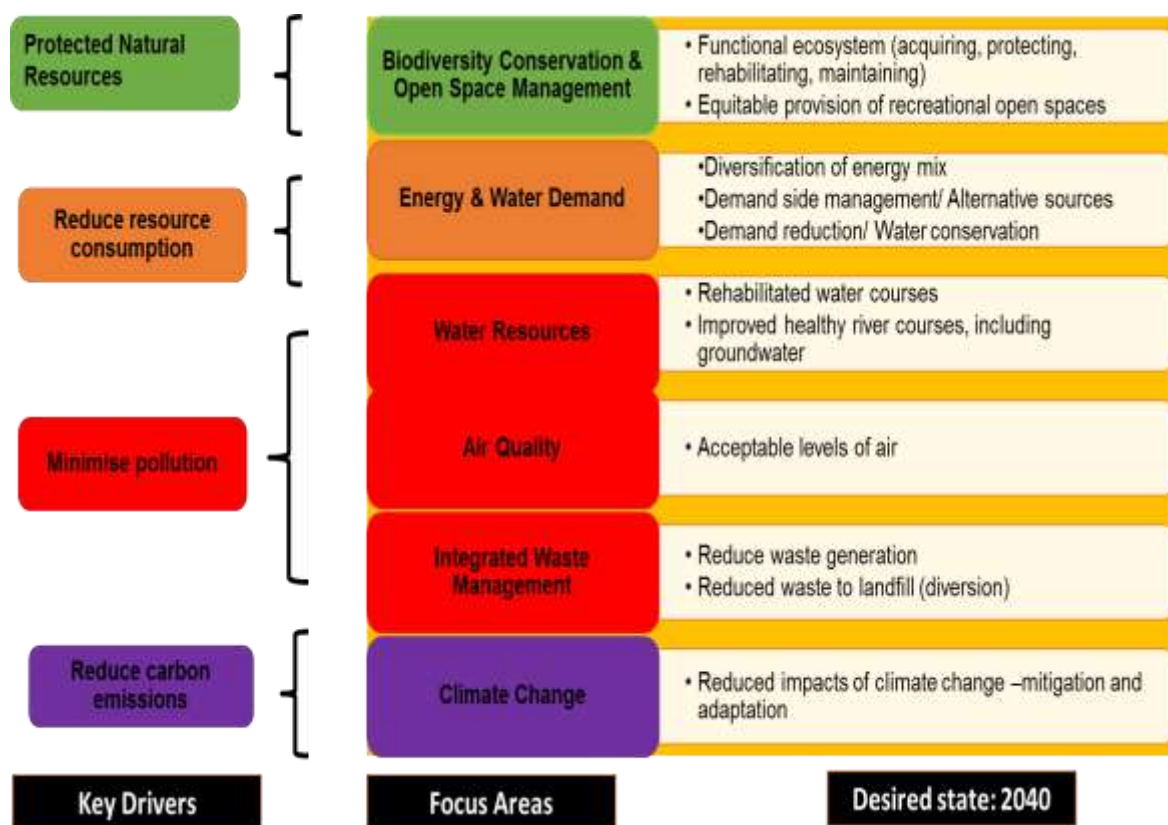
The key drivers informing the state of our natural resources can be categorised as follows:

**Protected natural environment** – concern with the “blue” & “green” natural resources for its ecological integrity (concern with water bodies, biodiversity areas & open spaces)

**Reduced resource consumption** – consumption of goods and services that have an impact on the possible depletion of natural resources (water and energy in particular)

**Minimise environmental pollution** – Environmental pollution consists of five basic types of pollution, namely, air, water, soil, noise and light (concern with air, water & waste pollution)

**Reduce carbon emissions** – emanating from activities relating to transportation; industrial processes (like wastewater works/ incineration); energy & waste generation



## Water Resource Management

The state of all the rivers in the Klip and Jukskei Catchment is of poor quality. Generally most of the rivers may be considered seriously or critically impaired and deviate from their good or natural state. They are degraded from cumulative effects of sewage, acid mine drainage from slime dams, incompatible land use, human activities, urban runoff and increased development, placing ever-increasing stress on the rivers in general. Sewage spills and poor infrastructure maintenance are regarded as being the most significant driver of change in the aquatic systems.

The City is managing its state of rivers through the adoption of managing water management units which considers rehabilitation of the water course in each of the identified water management units in the two catchments.

## Biodiversity Conservation

The City endeavours to continuously establish new Protect Areas on its Critical Biodiversity Areas and feasibility studies will be conducted for this purpose. These interventions allow for the protection of threatened species, ecosystems together with the related goods and service. The Protected Areas Act requires that proclaimed areas are managed in terms of norms and standards which are translated into Ecological Management Plans (EMPs).

## Open Space Planning

Open Space Planning aims to improve the protection and management of the whole landscape and to secure critical natural processes underpinning development, including important habitats and ecological linkages, protection of water catchments, and harnessing the benefits of "Green Infrastructure", both natural and engineered. Hydrogeology studies help to improve planning and design in order to reduce groundwater problems and secure important hydrological processes, both surface and subsurface, while promotion of more sustainable urban drainage systems and the application of water sensitive urban design principles helps to promote water security, reduce environmental degradation, mitigate against flood risks, and build resilience in the face of climate change. Integrated Open Space plans help to ensure the application of findings within spatial planning processes and greening programmes.

## Air Quality Management

In accordance of the National legislation, the City's air quality levels can only exceed national standards four (4) times a year. The data from City's monitoring network indicates that all stations exceeds the national ambient air quality standards for PM10 /PM2.5 – throughout the year.

The City, aims to ensure an air quality that is in compliance with the ambient air quality standards which can be referred to as "Clean Air" by 2040.

## Climate Change Management

The Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC) stated that warming of the climate system is unequivocal, and that global mean surface temperature has increased since the late 19th century. The City of Johannesburg is committed to taking concrete actions to reduce greenhouse gas emissions, adapt and improve resilience to catastrophic climate change impacts, in the years leading to 2020 and beyond.

### Programme 3.2.2: *A Re Sebetseng*

To make Johannesburg a city that works, we need to start with ourselves and take ownership of our communities. By ensuring we live, work, and play in a clean Johannesburg, the City, together with volunteer residents and business, is striving to create a clean city we can be proud of. *A Re Sebetseng* is a monthly city-wide cleaning campaign, which means “let’s work.” The campaign strives to encourage all of Johannesburg’s residents to take care of the environment; and seeks to promote a culture of reducing, re-using, and recycling our waste to ensure that Johannesburg becomes one of the cleanest cities in Africa. The campaign aims to address issues of littering, illegal dumping, overloading of bins, and the dilapidation of open spaces.

In 2018/19, the City intends to expand the *A Re Sebetseng* Programme to include *A Re Sebetseng Schools* and *A Re Sebetseng Health*. This reflects the underlying philosophy of *A Re Sebetseng* – the City and residents working together to improve the lived experience of those who call it home.

*A Re Sebetseng Schools* will see the City partner with other spheres of government, as well as the private sector and the community at large, to ensure that learners at schools within the City’s borders are provided with a safe and secure environment in which they can develop. This will include the provision of basic services to schools, as well as volunteer campaigns to improve school facilities and their surrounding environments.

*A Re Sebetseng Health* will see the City partner with the private sector and private individuals to improve the City’s primary healthcare offering. A good example of this would be private doctors making themselves available on a voluntary basis to work in City clinics after hours or over weekends.

## Outcome 4: Caring, safe and secure communities

It is very important for the City to foster a safe and secure environment for all residents. Nonetheless this is a major challenge: In the past, Johannesburg has had an infamous reputation for crime and violence. Even though there has been some improvement in this regard, many residents do not feel safe in their communities and the rate of crime in the city is high. The City is rising to meet this challenge head on by ensuring that the laws and by-laws which protect our communities and public spaces are upheld, and by expanding the ranks of the JMPD. The City aims to improve safety not only through innovative methods that will tackle the high levels of crime, but also by involving and working with communities and by maintaining public spaces to promote health and wellness for those that use them.

The fourth outcome of the administration, *caring, safe and secure communities*, is further captured under the Strategic Priority to:

Create a sense of security through improved public safety

**Fulfilling the City's law enforcement mandate will require a reinvented, honest and motivated JMPD.** Intelligent policing initiatives will support these officers to be more effective in their work, while installing infrastructure such as public street lights will make communities safer and contribute to creating a holistic safe environment.

While Public Safety is most often associated with fighting crime, it is important to note that the Department's mandate is legislated to provide:

- Road traffic policing
- By law enforcement
- Crime prevention
- Disaster risk mitigation and reduction
- Emergency medical, fire and rescue

The City is conscientiously improving its emergency response capabilities through acquiring more ambulances, building more fire stations and initiating Be Safe Centres geared for community safety education. The City will also maintain safe environments by curbing illegal dumping and preventing environmentally unsafe practices that can negatively impact on the wellness of residents. Appropriate by-laws and regulations, as well as service delivery that keeps environments safe and clean, are other key interventions which create a caring and safe city.

### *Supporting strategies*

The following sector strategies are outlined below:

- Joburg City Safety Strategy
- Disaster and Risk Management Framework

### **Joburg City Safety Strategy (JCSS)**

The JCSS drives the objectives of the current IDP term by focusing on creating a sense of security through improved public safety. In addition, it supports a culture of enhanced service delivery with

pride, and adds to creating a city that responds to the needs of its citizens, customers, stakeholders and businesses, which in turn can aid in attracting investment.

The JCSS aims to foster: a well-regulated, responsive city; a safe and secure urban environment and public spaces; and informed, capacitated and active communities in order to create a city where everyone feels and is safe and where safety is supported by a culture of care and respect.

Objectives underpinning this strategy include:

- Ensure continuity in the CoJ's work in improving city safety;
- Recommit to and strengthen inter-agency initiatives that tackle the underlying causes of 'unsafety' – encouraging joint action by all city role-players;
- Improve the relationship between the Public Safety Department, JMPD, EMS, and Disaster Management, as well as the city's citizens, through consistent demonstration of responsive, community-oriented, effective service delivery;
- Shift the image held of Johannesburg as a city that is not safe, recognising that this is shaped by the impression people hold of the city's public spaces, infrastructure and streets, and by anecdotal stories and real experiences of crime
- Support realisation of a responsive, caring and resilient city; and
- Ensure decisions and interventions are founded on the analysis of real-time data.

### Disaster and risk management framework

The City of Johannesburg is focused on Risk Reduction Strategies to reduce the impact of disasters and to protect communities and the infrastructure. There has been a decline in the number of incidents in the past five years. The main concern, is the impact of severe incidents and loss lives.

The City is faced with increasing weather changes as predicted in the previous IDP (2012 to 2016). This is evident with flash flooding, tornados and severe weather patterns. The poorest of our communities, mostly living in flood-prone areas, are the most affected, prompting for speedy development processes in ensuring a safe and liveable environment.

The City of Johannesburg Disaster Management is the signatory to the Sendai Risk Reduction Conference (2015) adoption of the six global targets which we ascribe to:

- Substantially reduce global disaster mortality by 2030, aiming to lower the average per 100 000 global mortalities between 2020 and 2030, compared to 2005 to 2015
- Substantially reduce the number of affected people globally by 2030, aiming to lower the average figure by 100 000 between 2020-2030 compared to 2005-2015
- Reduce direct disaster economic loss in relation to global Gross Domestic Product (GDP) by 2030
- Substantially reduce disaster damage to critical infrastructure and disruption of basic services, amongst the health and educational facilities, including through developing their resilience by 2030
- Assist countries with Risk Reduction Strategies by 2020
- Substantially increase the availability and access to multi hazard Early Warning Systems and Disaster Risk information and assessment to the Communities by 2030.

Taking into account the experience gained through the implementation of the City of Johannesburg Disaster Management Plan and in pursuance of the expected outcome and goal, there is a need for focused action within and across all City Departments, ME's Parastatals, Businesses, NGO's and other Stakeholders in the following four Priority Areas, namely Understanding Disaster Risk; Strengthening Disaster Risk governance to manage Disaster Risk; Investing in Disaster Risk Reduction for resilience; and Enhancing Disaster Preparedness for effective response and to build back better in recovery, rehabilitation and reconstruction.

In the interest of advancing and understanding of prevalent Disaster Risks within the City of Johannesburg, funding should be available for scientific risk assessments. It is envisaged that the study will reveal all dimensions of vulnerability, capacity, exposure of person and assets, hazard characteristics and the environment. Such knowledge will be leveraged for the purpose of pre-disaster risk assessment for prevention and mitigation and for the development and implementation of appropriate preparedness and effective response for disasters.

To achieve this, it is important to:

- Promote the collection, analysis, management and use of relevant data and practical information. Ensure its dissemination, taking into account the needs of different categories of users, as appropriate;
- Encourage the use of and strengthening of baseline and periodically assess disaster risks, vulnerability, capacity, exposure, hazard characteristics and their possible sequential effects at the relevant social and spatial scale on ecosystems in line with national circumstances;
- Develop, update periodically and disseminate, as appropriate, location-based disaster risk information, including risk maps, to decision makers, the general public and communities at risk to disaster in an appropriate format by using, as applicable, geospatial information technology;
- Systematically evaluate, record, share and publicly account for disaster losses and understand the economic, social, health, education, environmental and cultural heritage impacts, as appropriate, in the context of event-specific hazard-exposure and vulnerability information;
- Make non-sensitive hazard exposure, vulnerability, risk, disasters and loss disaggregated information freely available and accessible, as appropriate;
- Promote real-time access to reliable data, make use of space and geographic information systems (GIS), and use information and communications technology innovations to enhance measurement tools and the collection, analysis and dissemination of data;
- Build the knowledge of government officials at all levels, civil society, communities and volunteers, as well as the private sector, through sharing experiences, lessons learned, good practices and training and education on disaster risk reduction, including the use of existing training and education mechanisms and peer learning;
- Promote and improve dialogue and cooperation among scientific and technological communities, other relevant stakeholders and policymakers in order to facilitate a science-policy interface for effective decision-making in disaster risk management;
- Ensure the use of traditional, indigenous and local knowledge and practices, as appropriate, to complement scientific knowledge in disaster risk assessment and the development and implementation of policies, strategies, plans and programmes of specific sectors, with a cross-sectoral approach, which should be tailored to localities and to the context;

- Strengthen technical and scientific capacity to capitalise on and consolidate existing knowledge, and to develop and apply methodologies and models to assess disaster risks, vulnerabilities and exposure to all hazards;
- Promote investments in innovation and technology development in long-term, multi-hazard and solution- driven research in disaster risk management to address gaps, obstacles, interdependencies and social, economic, educational and environmental challenges and disaster risks;
- Promote the incorporation of disaster risk knowledge, including disaster prevention, mitigation, preparedness, response, recovery and rehabilitation, in formal and non-formal education, as well as in civic education at all levels, as well as in professional education and training;
- Promote national strategies to strengthen public education and awareness in disaster risk reduction, including disaster risk information and knowledge, through campaigns, social media and community mobilisation, taking into account specific audiences and their needs;
- Apply risk information in all its dimensions of vulnerability, capacity and exposure of persons, communities, countries and assets, as well as hazard characteristics, to develop and implement disaster risk reduction policies;
- Enhance collaboration among people at the local level to disseminate disaster risk information through the involvement of community-based organisations and non-governmental organisations.

### *Priority Programs*

#### **PRIORITY 4.1: Create a sense of security through improved public safety**

The Public Safety Department's **primary goal** is ensuring the city's overall safety. The City has three broad objectives that fit with the Joburg City Safety Strategy. These are: A well-regulated and responsive City; safe and secure urban environment and public spaces; and informed, capacitated and active communities.

Under each banner the department has a number of programmes and activities including crime prevention, traffic management, anti-fraud and corruption, by-law management/enforcement; emergency response, seasonal safety campaigns and disaster management. To ensure these responsibilities are effectively met an additional 1 500 members have been recruited to the JMPD.

#### **Programme 4.1.1: A well-regulated, responsive city**

##### **Outcome: A well-regulated, responsive city (Enforcement, disaster & emergency management)**

Key Focus Areas	Activities	Desired Result
Strengthening By-law enforcement for a well-regulated and functional city	Roll out of simpler processes, forms and information to aid and make compliance easier. Roll out reliable and consistent enforcement efforts (proactive and reactive). Strengthen municipal By-law court (including via engagement with prosecutors on the CoJ's By-laws), for consistent application of consequences.	Consistent enforcement of By-laws A progressive reduction in By-law contraventions, leading towards a By-law compliant city. A complete, effective justice system. Integrated By-law enforcement centre.

	Establishment of a Rapid Land Invasion Unit. Joint operations with Group Forensic & investigations unit such as <i>Operation Buya Mthetho</i> .	
Ensuring safe transport and mobility through traffic management, enforcement and education	Build public confidence and awareness through road safety initiatives and media campaigns (education; engineering; environment; emergency care). Improve licensing programme	Safe mobility. Improved confidence in and greater use of public transport – supporting a more sustainable, environmentally sound city.
Crime reduction	Adequately resource JMPD to meet policing challenges through the recruitment, training and resources to conduct more law enforcement operations. <b>Expand the capacity of JMPD's K9 Narcotics and Tactical Unit</b> with high-calibre firearms, officers and dogs to counter drug related crimes. Develop a substance abuse action plan that jointly with other city departments, materialises the citywide Substance Abuse Strategy. Capacitate municipal courts in dealing more robustly with by-law infringements and other City legislation. Develop regional crime reduction plans. Utilise the Joburg 10+ to extrapolate relevant data to target and respond to top 10 crimes per region. Improve police presence, accessibility and response time by launching mobile station commands that operate across Johannesburg communities.	A reduction in crime, and the fear of crime. Visible and accessible policing that meets the required ratio of police to residents. Trusted, consistent, professional and engaged safety role-players.
Improve emergency response	Implementation of fire engines replacement program. Build and revamp fire stations. Enhance Training and development and improve staffing levels. Fire prevention, Code enforcement and Public Awareness (recruit Fire Inspectors, PIER officers and Educators).	Reduced fire incidents, damage to property and economic loss.
	Implementation ambulances replacement program	Enhanced ambulance services.

	Strengthening community education in areas that remain prone to fires and disasters Partnering with private ambulance providers Bringing services closer to the communities by building additional fire stations	Improved stakeholder management
Improving risk and disaster mitigation and management	Develop integrated Disaster Risk Mitigation Plans in geographically-specific high risk areas. Build informed and capacitated citizens through education outreach programmes and disaster readiness training.	Reliable and responsive disaster management services. Resilient communities. Disaster-ready local government.

#### Programme 4.1.2: Safe and secure urban environment and public spaces

##### Outcome: Safe and secure urban environment and public spaces (Environmental prevention)

Key Focus Areas	Activities	Desired Result
Growing safe urban environments through situational crime prevention and social interventions	Undertake major community safety audits and analysis in strategic locations (supporting situational crime prevention through improved holistic design i.e. CPTED (Crime Prevention through Environmental Design).	A clean, hazard-free environment Ongoing management and mitigation of risks. Improved design, planning and development of safe communities.
Tailoring safety initiatives to support transformation projects	Institutionalise safety guidelines at various levels of planning – i.e. Spatial Development Frameworks, Strategic Area Frameworks, Precinct Plans, Settlement and Erf scales.	Consistent application of safe city norms and standards to urban planning, design and management. Targeted safety support for nodes, new developments.

#### Programme 4.1.3: Informed, capacitated and active communities

##### Outcome: Informed, capacitated and active communities (Social crime prevention)

Key Focus Areas	Activities	Desired Result
Building informed and healthy communities through targeting prevention of risk, and rehabilitation of youth and children at risk	Implement targeted social crime prevention programmes for youth and children. Build trust and better co-operation by developing Active Public Engagement plans with communities. Elevate capacity to communicate successes to serve as deterrence to would-be criminals and alert to curb against emergency related activities.	Expanded opportunities for all (education, resources, employment, health, social skills). Proactive support for the vulnerable. Improved social cohesion and a sense of community.

Improved service delivery and perceptions	Put measures in place to address issues of the quality of service provided to the community. Ensure adequate resources, equipment and skills are deployed.	Improved customer perception and satisfaction through the effective and efficient management
Reduce corruption	Encouraging members of the community to report corruption Capacitating ethics and discipline unit to be able to deal with corruption cases Reduce number of cases relating to corruption	Corruption free department. Educated citizenry collaborating with JMPD to build safer communities.

#### Programme 4.1.4: Building safe and inclusive communities

The City will work to build safer communities by addressing crime as a symptom of poverty, inequality and social exclusion through encouraging a culture of engagement and active citizenship. JMPD will work closely with Community Policing Forums and private security companies to improve visible policing and combat criminal activity.

##### Social cohesion

The city is experiencing a breakdown in social cohesion and social capital. The City will embark on efforts to build a city characterised by social inclusivity and enhanced social cohesion by focussing on socially excluded groups, promoting active citizenry, diversity awareness and tolerance, and creating a culture where citizens take ownership of their development. Community amenities will be developed and maintained so as to create inclusive public spaces to be shared by all. These include amenities such as childcare facilities, municipal halls, parks, recreation areas, sports grounds and libraries. There will be an emphasis on ensuring that community centres are multipurpose so as to provide opportunities for child care services, tutoring, studying, sport and cultural activities. Specific efforts will include developing and expanding services such as libraries, public open spaces and the roll out of Wi-Fi in the effort to engage citizens and build towards social connectedness. Furthermore, the City has launched its first community-based substance abuse treatment centre. In this way the City is responding to behaviours that residents have said are destructive for their communities.

#### Programme 4.1.5: Operation Buya Mthetho

*Operation Buya Mthetho* affirms the current administration's commitment to restoring respect for the rule of law in the city. It is a joint operation by all key City departments including Disaster Management, Environmental Health, Social Development, Infrastructure Services, the City's legal department, Development Planning, and JMPD to name a few.

The operation's main focus is to ensure that by-laws are adhered to by all in the city and that the rule of law becomes the order of the day. The City will be working with all law enforcement agencies across all wards of the city and conducting spot "raids" on a daily basis to ensure law breakers are brought to account. This will include an aggressive focus on collecting monies from accounts that are in arrears, preventing illegal connections, guaranteeing residents' safety through upholding by-laws, and ensuring strict financial oversight with regards to credit control policies.

## Outcome 5: An honest, transparent and responsive local government that prides itself on service excellence

The City has established clear priorities, based on the areas our residents identified as their greatest needs. The *Diphetogo Project* demands of the City to ensure that these priorities are backed with requisite budget and organisational resources.

A good government is responsive to the needs of the people it serves. It is committed, accountable, and responds promptly and effectively to the concerns of residents. This requires an efficient administration, but also respect for the rule of law. In order to achieve this, the City's administration is prioritising transparency and accountability, and is committed to an anti-corruption agenda.

This outcome is supported by two of the 9 Strategic Priorities:

Create an honest and transparent City that fights corruption

Create a City that responds to the needs of citizens, customers, stakeholders and businesses

Create a culture of enhanced service delivery with pride

These priorities embody running a functional administration that is not corrupt, optimising City resources, increasing productivity and focusing on service delivery, and extend to include a greater focus on customer service and public participation.

By attending to the needs of our people and communities, life will be better for citizens of the city, more satisfying for the employees and more profitable for the City. This win-win-win is only possible if citizens, employees and the City work together in fighting corruption.

### *Supporting strategies*

The following sector strategies are outlined below:

- Anti-corruption strategy

### **Anti-Corruption Strategy**

Corruption is a cancer which eats away at the fibre of our society. It diverts public funds meant for building communities to the pockets of greedy politicians, dishonest officials and those hell-bent on putting their own interests ahead of those of the city of Johannesburg. Corruption also undermines economic development and growth needed for job creation.

It is for this reason that at the beginning of his term of the office, the Executive Mayor was unambiguous in his declaration of corruption in the City as Public Enemy Number 1 designating the commitment to *creating an honest and transparent City that fights corruption* as one of his nine priorities.

While fighting corruption is the responsibility of all political office bearers and officials, Group Forensic Investigation Services (GFIS) will lead the charge to rid the City of this disease through the **implementation of the City's Anti-Corruption Strategy**.

The primary objectives of the strategy is to:

- Give effect to the administration's commitment to elevate corruption and maladministration to the status of Public Enemy Number 1
- Set a new tone in the fight against corruption and maladministration by adopting a more robust, proactive approach than the norm on the principles of good governance, risk management, effective investigative system in the fight against fraud and corruption with special reference to the following methods:
- Treating corruption as part of organised crime under the Prevention of Organised Crime Act, (POCA) and Prevention of Corrupt Activities Act (PRECA)
- Taking profit out of crime (making sure that crime does not pay)
- Proactively enforcing Minimum Information Security Standards (MISS)
- To intensify anti-corruption awareness programmes
- Promote culture of professional ethics and good governance

#### Pillars of the strategy

The strategy consist of four pillars namely, Prevention, Detection, Investigation and Resolve, illustrated as follows:

Pillar	Associated Activities
Pillar 1: Prevention	Ethical culture, Training and awareness, Policies and procedures, Risk management, Employee vetting, and Physical and information security
Pillar 2: Detection	Assurance services, Management action, and Whistle blowing and reporting mechanisms
Pillar 3: Investigation	Internal capacity, Corruption database, and Co-operation with external agencies
Pillar 4: Resolution / Consequence Management	Disciplinary action, Criminal prosecution, Civil recovery, Improved controls, Municipal courts, and Referring to other agencies

#### *Priority Programs*

##### **PRIORITY 5.1: Create an honest and transparent City that fights corruption**

###### **Programme 5.1.1: Establishment of Group Forensic Investigation Services**

Since the Executive Mayor declared Corruption to be public enemy number one, a new structure has been approved to deal with the scourge of crime against the City. As a result, GFIS was established. GFIS is expected to develop an anti-corruption strategic framework and implement programmes in support of the City's strategic objectives. This will serve as a roadmap to guide and support all Departments (within the City) and municipal entities to deal with issues of fraud, corruption, theft and maladministration on a day to day basis.

The fight against corruption is the responsibility of every employee within the City, including councillors and its residents. We need to work together to contribute to a corruption free city. A consultative approach with all key internal and external stakeholders has been adopted to join

hands to tackle the scourge of corruption and maladministration that has an adverse impact on service delivery.

The unit has successfully established an independent fraud hotline which resulted in the increased number of reported cases, successful arrests and prosecutions, syndicates cracked such as Barlow attorneys who impersonated the City collection attorney. Having realised that fraud and corruption in the City is out of control, additional capacity through the Co-sourcing arrangement was made.

GFIS together with the provincial management of the police and other relevant stakeholders will embark on an operation to deal with hijacked buildings on a long term basis. In dealing with hijacked buildings, the GFIS will adopt the "Shock and Awe" doctrine. Shock and Awe is a military doctrine based on the use of overwhelming power and spectacular display or force to paralyse the perpetrators perception of the battlefield and destroy its will to fight (Ullman and Wade: 1996).

#### **Programme 5.1.2: Fraud, crime and maladministration preventative measures implemented across all departments and entities**

Sensitise City officials on the nature, causes and consequence of corruption, fraud, theft and maladministration through fraud awareness campaigns. Additionally any cases related to fraud and corruption that are reported will be investigated. All cases will be registered and attended to within 24 hours. These investigations will be handled by GFIS.

#### **Programme 5.1.2: Open tender system**

Supply chain is a primary vehicle that gives effect to procurement of goods and services across the City. In the good principle of transparency and accountability, supply chain has started on an open tender system in accordance with City's policy, without compromising on capital budget spending as a major driver of service delivery. Open tender assures the community of Johannesburg that the City is committed to eliminating the scourge of maladministration, fraud and corruption.

#### **PRIORITY 5.2: Create a City that responds to the needs of citizens, customers, stakeholders and businesses**

Residents seek a responsive and productive government to ensure trust in their City's administration. This requires an efficient administration that is accountable and accessible. It also means optimising City resources while simultaneously increasing productivity in order to improve customer service. Last year, the City improved on its key performance indicators, achieving 14% more against targets than the previous year, whilst also achieving a 2% increase in customer satisfaction. The City will be client centric and attend to customer queries promptly and proactively thereby enhancing the customer experience.

#### **Programme 5.2.1: Institutional review**

The City has initiated the process of an institutional review to improve the City's ability to respond to service delivery needs. At the end of this process we will have a leaner and more efficient administrative machinery able to deliver on residents' needs and be in a position to capacitate areas that have been deemed priority by this administration.

#### **Integrating City entities in core administration**

The process of integrating the City's entities, such as City Power, Pikitup, Metrobus and Joburg Water, back into core administration has commenced. Reintegrating these services allows the City

to be responsible and accountable to its residents and enables the City to have control over fast-tracking service delivery. In addition, this move will help save the City money as it will no longer be funding the salaries of non-executive board members.

#### Regionalisation of services

The City has implemented a regional governance model for core departments and municipal entities to deliver quality and integrated services in the seven municipal regions. This on-the-ground approach helps to streamline the delivery process and ensure effective and efficient response. The **City's Citizen Relationship and Urban Management Department** focuses on co-ordination and monitoring integrated service delivery within the different regions. Through an area based management strategy, the City can take the lead in improving citizen experience and target priority nodes and precincts.

#### **Programme 5.2.2: Skills audit**

A competent and professional civil service is the cornerstone of a capable state. A government that seeks to improve service delivery has to equip its workforce with adequate skills and competence to do their job. The first step in this process is to understand the existing competencies, skills mismatch and gaps in order to make adequate interventions. The skills audit is a process for identifying employee skills and comparing them with organisational requirements, now and in the future, so that the skills shortfall or surplus can be determined and addressed accordingly. The main purpose for conducting a skills audit is to identify the skills and knowledge that an organisation requires, as well as the skills and knowledge that the organisation currently has. The audit is done to determine training needs to enable the City to improve its skills and knowledge. The outcome of the skills audit exercise informs a skills gaps analysis. This information will allow the City to improve skills by providing the appropriate training and development to employees.

#### **Programme 5.2.3: Employment Equity**

City of Johannesburg is committed to the elimination of all forms of unfair discrimination, be it direct or indirect, in policies, management practices, and conditions of employment and labour practices, to establish a favourable working environment where opportunities, dealings with people and expectations are based on practices not related to race, religion, gender, convictions or any arbitrary reasons. Employment equity is the fair representation of the designated groups at all post levels and in all categories. This will be obtained through the setting of specific, realistic targets. Targets are determined, as far as possible, with reference to the availability of suitable people in those sections of the labour market used by the City to recruit staff, subject to factors which include the availability of posts.

CoJ acknowledges that the effectiveness of any organisation depends on the effectiveness of its employees. The City must therefore become an institution that reflects the diversity of the South African society, contributing to maximising the human resource potential of all our people for effective service. CoJ believes that employment equity is not just legal compliance, but is a strategic business and social imperative.

#### **Programme 5.2.4: Customer charter**

The City is developing a public service charter so that residents can know what level of service to expect from the City. This will detail new, benchmarked service standards to support transparent

service delivery for customers. As such, the charter will focus on not simply delivering access to services but rather explain the quality of services to be expected. This will build trust with our residents as they will be able to hold us accountable to deliver services within a specified timeframe and to a certain quality. Related to supporting customers, the City is working to have more efficient call centre management that will allow the City to have clear sight of the quality of services the City is delivering.

#### Revision of service standards

The City has developed a service standards charter (Annexure C) for residents to understand what level of service to expect from the City. This will detail new, benchmarked service standards to support transparent service delivery for customers. As such, the charter will focus on not simply delivering access to services but rather explain the quality of services to be expected. This will build trust with our residents as they will be able to hold us accountable to deliver services within a specified timeframe and to a certain quality. Related to supporting customers, the City is working to have more efficient call centre management that will allow the City to have clear sight of the quality of services the City is delivering.

## SECTION 5 Joburg's fiscal and budgeting outlook

### Macroeconomic and fiscal context

The 2018/19 budget process occurs against renewed optimism in the South African economy. This optimism is marked by the appreciation of the Rand/Dollar exchange; the revision of the South African growth estimates by the World Bank; improved investor and business leadership confidence. This optimism should reflect on business conditions affecting employment, production, new orders, prices, supplier deliveries and inventories in the manufacturing sector, giving an advance indicator of economic health. The strengthening of the Rand against the Dollar earlier in the year is expected to push down import costs, and ease inflation. The optimism in growth of the South African economy is accompanied by growth in selected regions such as the Eurozone, and revival of selective sectors such as mining and agriculture.

At a domestic level in terms of personal income, the real value of salary is recovering from inflationary pressure of items such as food, fuel costs and education. The fuel costs remain significantly high, if one compares the same months in different financial years. A sustained improvement in inflation creates scope for improvement in the long term. These economic indicators provide useful insights in the continued pressure faced by the City's residents with regards disposable incomes.

The City of Johannesburg's credit rating with Moody's remains at Baa3/P-3, Aa1.za/P-1.za global and national-scale issuer and debt ratings respectively, which reflects the City's status as South Africa's business capital and main financial and economic centre, supported by a broad tax base (Moody's, June 2017).

With rising costs of living, the average consumer remains under pressure as can be seen in activist programmes such as 'Fees must fall', 'Data must fall'. Within this context, local government remains exposed in the fact that while it must provide basic services at a cost to ratepayers, payments to the municipality are determined according to the household decisions on hierarchy of needs. As a result, local government services are rarely priority number 1 in household payment order.

For the latter part of the 2017/18 national government financial year, inflation remained within the targeted 3-6% band as per the South African Reserve Bank, (SARB) monetary policy. The SARB has been conservative in translating these reforms into downward prime rate interest gains, wary of political certainty.

Challenges specific to the country remain, namely, perceptions of corruption; the structural employment that has remained at double digit levels; and widespread poverty. These pressures manifest themselves in protests and the level of crimes in society.

The City's programmes aim to systematically re-model public perceptions and address the basics of a functional municipality. Over the first year of the new administration, focus has been on the basics such as grass cutting, improving traffic signal downtime, improving customer service, productivity, clean governance, security, and protection of property rights and provision of deeds. In implementing these programmes, there has also been a progressive incorporation of methods that restore human dignity such as insourcing. The City is focusing on addressing the infrastructure backlog estimated at R170 billion based on 2016/17 figures. This will be supported by the

institutional review process that seeks to re-organise the current governance arrangement to improve operational efficiencies.

In approaching the budget process, the following thematic areas were noted:

- Strengthening the existing revenue capacity and fiscal efforts by improving the culture of payment, ownership of revenue activities, efficiency of customer serve and improving meter reading rates throughout the City;
- **Improving the City's capacity to spend and retain grants in the implementation of the City's capital programme;**
- Managing the cost of governance in relation to the implementation of programmes and intensifying austerity measures in both the operating and capital budget planning processes;
- Strengthening key governance institutions and reinforcing the fight against corruption, maladministration and fraud;
- Rebasing the budget to the enhance organisational performance level, and
- Going forward, the identification of projects to be implemented by departments should be **linked to the City's spatial framework.**

Established in terms of the Municipal Finance Management Act (MFMA) regulatory framework, the 2018/19 Budget Steering Committee further undertook the following decisions, considering the institutional review process currently underway:

- Accountability in respect of repairs and maintenance should rest with departments or entities that own the function. As a result, resources specific to those functions should be progressively aligned according to the ownership function effective July 2018, and this applies to both the operating and capital budgets;
- Implementation of insourcing of security services with a view to insource cleaning and catering services in the future;
- A need to manage costs appropriately through strengthening austerity measures and formalising them through guidelines;
- Complementing the existing operational efficiencies with austerity measures;
- Strengthening cooperation with various spheres of government and citizen activism.

### *Revenue proposals and existing tariff reviews*

The 2018/19 tariffs are reviewed to ensure balanced revenue streams that support the operating and capital budgets. There are no significant reviews. However, notable is the introduction of a new General Valuation that will come into effect on 1 July 2018. In order to offset the rise in property values, the 2018/19 financial year will see amendments to certain rebates and rating categories such as the new public service infrastructure category. Tariff proposals are expected to entrench cost reflectivity, the preservation of scarce resources while balanced with affordability by various classes of customers. The tariff proposals will be further benchmarked against other municipalities to assess their competitiveness.

### **General valuation and revenue enhancement**

The City will be implementing a 3<sup>rd</sup> General Valuation in July 2018. This means an added revenue base in terms of the number of properties, their value and the rates. The date of valuation of this

roll is 1 July 2018 as required by the Municipal Property Rates Act, 2004. Through this process, there is a potential to also deal with completeness of the property rates base as it relates to rating – information which will also assist in other areas of completing service revenue. The July 2018 valuation roll will add about 14 000 new properties to the existing revenue base, and within the current rating framework has a potential of increasing new revenue. Coupled with investigations on the mismatching of files, audit reconciliations, validation of reversals and improved billing, there is a potential to preserve the current property rates revenue levels. The 2018 General Valuation further includes a new category of property- the public service infrastructure that has not been rated in the past general valuations.

### *Creating an enabling financial environment*

The current administration continues to review the existing policies and create an enabling environment of all stakeholders through continuously reviewing operations and citizen satisfaction. Transparency, accountability and responsibility have been adopted as key principles guiding the review and introduction of policies.

The City is also seeking to strengthen its credit control measures, as well as its internal controls so as to increase revenue while targeting corruption, maladministration, unauthorised, irregular, fruitless and wasteful expenditure.

### **Infrastructure renewal and revenue preservation**

The City not only has a massive infrastructure backlog to contend with, in addition much of the current infrastructure is aged. The City will continue to allocate resources in strategic areas such as proactive repairs and maintenance, managing technical losses, and reduction of revenue leakages. New infrastructure will also be extended to those who previously had no access.

### **Austerity measures and costs containment**

In line with Circular 82 from the National Treasury, the City undertook its own Expenditure Review study to understand the potential savings that may be derived from implementing cost containment measures in discretionary line items such as contracted services and other expenditure. Policies and guidelines will be developed to institutionalise the recommendations emanating from the Expenditure Review study, such as back to back printing, limited use of colour printing, elimination of subscriptions and advertising, the use of electronic documentation and filing, electronic ways of sharing information, amongst others.

### **The City's funding strategy and cost-reflectivity**

Section 18 of the MFMA requires that the City's budget be funded from realistic revenue expectations. As a result, any tariff proposal is quantified according to the amount and probability of realising the expected revenue. Traditionally, the City budgets for a surplus and will continue to do so as this is part of the City's funding mix for capital expenditure. In addition to applying internally generated cash to fund capital budgets, the City also used debt finance as well as grants from provincial and national government.

### *Key financial ratios and the sustainability matrix*

The ratios in terms of Circular 71 from the National Treasury remain a key guide to the City's fiscal path. These are complemented by the borrowing covenants entrenched in the financial

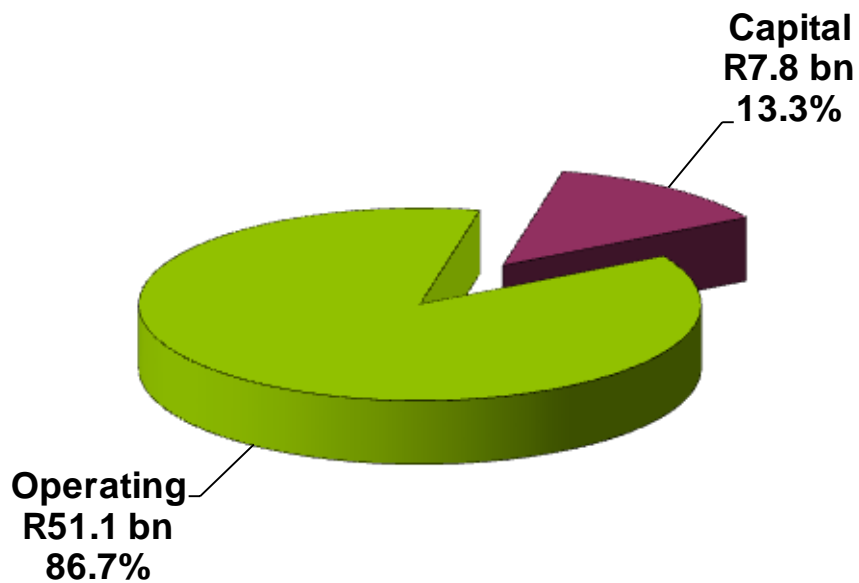
development plan. The parameters are set in advance and the desired financial position modelled and budgeted according. The modelling process also uses historic information on spending and revenue projection to extrapolate the future outlook. These financial indicators are integrated with the MFMA requirements and any additional covenant prescribed by lenders to ensure that the City remains financially sustainable.

A high level of summary of ratios targeted in the 2018/19 financial year and the medium term is as follows:

Key Financial Indicators						
Ratios	Actual 2016/17	Adjusted Budget 2017/18	Bench-marks	Budget 2018/19	Estimate 2019/20	Estimate 2020/21
Current ratio	0.8:1	1:1	Above 1:1	1.1:1	1.1:1	1.2:1
Solvency ratio	2.1:1	2.1:1	Above 2:1	2.2:1	2.2:1	2.2:1
Debt to Revenue ratio	51%	45%	Below 45%	45%	45%	43%
Remuneration as % of Total Operating Expenditure ratio	22.9%	24.6%	Below 30%	26.2%	26.6%	26.6%
Repairs and Maintenance as a % of PPE ratio	2.8%	6.1%	8%	5.9%	6.0%	6.0%
Capital cost (interest and redemption) as a % of total operating expenditure	7%	12%	Below 7%	6%	6%	7%
Net Operating Surplus Margin	5%	6%	Above 15%	8%	6%	6%
Cash / Cost coverage (days)	30.0	36.7	45 days	53.1	52.8	51.3

### *A summary of the operating and capital budgets*

In 2018/19, the City's total budget was approximately R59.4 billion. The split between operating and capital is as follows:

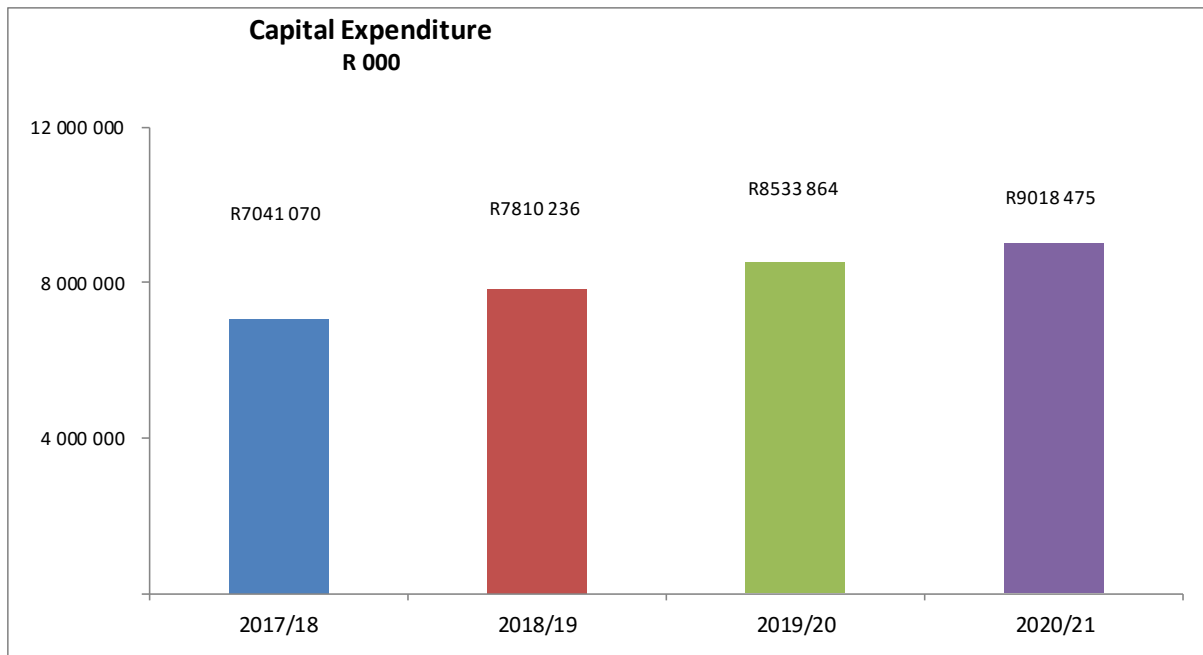


*High level budget of the City is as follows:*

Financial Performance (revenue and expenditure)

	Adjusted Budget 2017/18 R 000	Budget 2018/19 R 000	%	Estimate 2019/20 R 000	Estimate 2020/21 R 000
Revenue	47 670 955	52 783 838	10.7%	56 758 121	60 683 871
Internal revenue	6 317 452	7 154 727	13.3%	7 680 213	8 389 496
Expenditure	53 988 407	59 938 565	11.0%	64 438 334	69 073 367
Internal expenditure	46 884 676	51 113 877	9.0%	55 664 555	59 624 200
	6 317 452	7 154 727	13.3%	7 680 213	8 389 496
	53 202 128	58 268 604	9.5%	63 344 768	68 013 696
Surplus (Deficit)	786 279	1 669 961		1 093 566	1 059 671
Taxation	352 228	300 538	-14.7%	315 187	292 962
Surplus (Deficit) for the year	434 051	1 369 423		778 379	766 709
Capital grants and contributions	2 751 698	3 077 494		3 105 920	3 278 393
Surplus (Deficit) for the year including capital grants and contributions	3 185 749	4 446 917		3 884 300	4 045 102

Capital Budget



### Capital Budget – sources of funding

	Adjusted Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
COJ - Loans	2 998 386	2 849 726	2 265 939	2 197 261
COJ - Cash	1 290 986	1 883 016	3 162 005	3 542 821
National	873 795	761 954	747 026	810 677
Provincial	10 000			
USDG	1 501 731	1 852 262	1 946 406	2 053 499
Other	366 172	463 278	412 488	414 217
<b>Total</b>	<b>7 041 070</b>	<b>7 810 236</b>	<b>8 533 864</b>	<b>9 018 475</b>

Further details of the split in budgets between departments and municipal entities are available in the City's Medium Term Budget document.

## SECTION 6: Our Outcome Indicators

As the City achieves some success, there are select indicators that will indicate the progress made. These indicators are also linked to outcome indicators identified by National Treasury that promote comparability among all metropolitan municipalities in the South Africa. The following outcome indicators will be tracked:

INDICATOR	DEFINITION OR RATIONALE	SOURCE	Periodicity	Current Baseline
1. Customer satisfaction index	<b>Customer satisfaction surveys seek to evaluate only the City's services, based on quality and satisfaction dimensions. Respondents convey their experiences from services encountered and compared that with what was expected.</b>	COJ Commissioned Survey	Biennial	61 (2017)
2. Quality of Life index	The QoL index measures socio-economic circumstances, satisfaction with service delivery, psycho-social attitudes, value-base, and other characteristics of residents in the Gauteng City-Region.	GCRO Commissioned Survey	Biennial	6.27 (2016)
3. Percentage of households with basic refuse removal services or better	The percentage of households served by regular solid waste collection is an indicator of city health, cleanliness and quality of life, and is recognised as a right within the South Africa Constitution	StatsSA General Household Survey	Annual	95.9% (2016)
4. Percentage of households with access to basic sanitation	Percentage of households accessing ("using") a toilet facility that meets minimum standards for basic sanitation out of all households within the municipality. Minimum standards are currently defined as a either a flush toilet (sewerage system) and/or flush toilet (septic tank), and/or a pit toilet connected to ventilation (VIP).	StatsSA General Household Survey	Annual	95.5% (2016)
5. Percentage of households with access to basic water supply	Percentage of households with access to basic water supply, defined as the household's main source of drinking water is piped (tap) water inside dwelling/house, piped (tap) water inside yard, and/or piped water to a community stand: <200 m.	StatsSA General Household Survey	Annual	99.1% (2016)
6. Frequency of sewer blockages	Number of blockages in sewers per 100km of sewer length per year. Blockages are defined as reported or logged blockages that result in an obstruction of	Joburg Water	Annual	488.11 (2016)

	system flow which may be caused by roots, obstructive items or other pipeline disruption.			
7. Frequency of mains failures	Number of water mains failures per 100km of mains pipe per year. "Mains" refers to all transmission and distribution pipes for water, the ownership of which is vested in the metro for the purpose of conveying water to consumers.	Joburg Water	Annual	375.78 (2016)
8. GVA growth rate	This output represents the percentage change in Gross Domestic Product by Region (GDP-R) at constant price, from one year to the next. Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.	IHS Global Insight	Annually	1.46% (2016)
9. % of City population living below food poverty line	The food poverty line is defined by StatsSA as the level of consumption below which individuals are unable to purchase sufficient food to provide them with an adequate diet. Those below this line are either consuming insufficient calories for their nourishment, or must change their consumption patterns from those preferred by low income households. This variable measures the number of individuals living below that particular level of consumption for the given area, and is balanced directly to the official food poverty rate as measured by StatsSA.	Stats SA	Annually	17.2% (2016)
10. Unemployment rate	This number represents the total number of unemployed people in a region, according to the strict definition. In other words, it considers all people who are currently not working, but who are actively looking for work. It therefore excludes those who are not <i>actively</i> seeking work. These people, if they would like to work, are referred to as discouraged work seekers and form part of the non-economically active population.	Stats SA QLFS	Quarterly	29.6% (2017)
11. Commercial and industrial rateable value within integration zone for a single metro as a % of overall commercial	The normalising of the rateable value of commercial and industrial land in integration zones to that of the whole city shows the relative value of the industrial and commercial land in the integration zone. It can also be used as a proxy measure of the extent and intensity of the commercial and industrial activity in the integration zone.	Development Planning	Calculated as at the last day of the financial year	41.21% (2016 estimate)

and industrial rate able value for that same metro				
12. Hectares approved for future development outside the 2015 urban edge as a percentage of Hectares allocated for future development as defined by the 2015 SDF	The urban edge is defined in the Spatial Development Framework. Development applications outside of this are counted towards this indicator. For developments which cross the urban edge, use on the area which is outside the urban edge for calculating this indicator.	Development Planning	Annual	Ratio A: 0.01% Ratio B: 0.001% (2016 estimate)
13. Gross residential unit density per hectare within integration zones	Residential unit density is the number of households over a certain area. In this case the area is an integration zone.	Development Planning	Every three years	21.22 households per hectare (2016 estimate)
14. Ratio of housing tenure status in integration zones	Housing tenure statuses are based on those used in the General Household surveys. The indicator should be presented as Fully owned: Partially owned: Rented: Other	Stats SA General Household Survey	Annual	85981 : 33665 : 179818 : 70085 (2016 estimate)
15. Number of all dwelling units within Integration Zones that are within 800 metres of access points to the integrated public transport system as a percentage of all	This indicator measures the number of dwelling units in integration zones within an 800m radius of an access point to an integrated public transport network, as a percentage of all dwellings in integration zones. A dwelling unit is the unit of measurement for proximity to public transport nodes. 800m does not take route length into account.	Development Planning	Three year intervals	61.6% (2016)

dwelling units within Integration Zones				
16. Number of dwellings provided with connections to mains electricity supply by the municipality	The number of new residential electricity connections to dwellings provided by the municipality	City Power	Annual	4850 (2016/17)
17. Percentage of all households in the municipal area classified as indigent	<b>The number of households officially registered on the municipalities' indigent register as a percentage of all households within the municipal area.</b>	Stats SA General Household Survey	Annual	16.9% (2016)
18. Percentage of households with access to electricity	Percentage of households that have access to electricity services within the municipal area.	Stats SA General Household Survey	Annual	89.8% (2016)
19. Tonnes of municipal solid waste diverted from landfill per capita	Many cities generate more solid waste than they can dispose of. Diverting recyclable materials from the waste stream is one strategy for addressing this municipal problem. A proper solid waste system can foster recycling practices that maximises the life cycle of landfills and create recycling micro-economies, and it may help to provide alternative sources of energy that help reduce the consumption of electricity and/or petroleum based fuels.	EISD / Pikitup	Annual	151 000 tonnes (2016/17)
20. Percentage of households living in adequate housing	Adequate housing' has seven elements: legal security of tenure, services, affordability, habitability, accessibility, location and cultural adequacy. For the purposes of this indicator, adequate housing is defined as 'formal' housing in terms of the Statistics South Africa definition used in the General household Survey, which is "A structure built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flat let elsewhere", thereby excluding informal (whether in in informal settlement or back yard) and traditional dwellings. The indicator is therefore the number of	StatsSA General Household Survey	Annual	88.5% (2016)

	households residing in formal dwellings as a percentage of the total number of households within the municipality.			
21. Percentage of Drinking Water Compliance to SANS241	The percentage of water samples measured that comply with the SANS 241 requirements over a 12 month period. See the SANS 241 requirements for a detailed breakdown of the various tests involved.	Joburg Water	Annual	99.8% (2016/17)
22. Percentage of non-revenue water	Non-revenue water is defined as the sum of unbilled authorised consumption, apparent losses (unbilled unauthorised consumption and meter inaccuracies) and real losses (from transmission mains, storage facilities, distribution mains or service connections).	Joburg Water	Annual	40.3% (2016/17)
23. Total per capita consumption of water	Current non-revenue water for South Africa is estimated to be 39% and associated water losses are 37%. Current indications are that non-revenue water costs South Africa approximately R7 billion Annual. Average per capita consumption is approximately 223 litres which is high for a water scarce country.	Joburg Water	Annual	287.7 litres per person per day (2016/17)

## SECTION 7: Our 5-Year IDP scorecard

Priorities	Key Performance Indicator	2016/17 Baseline	2017/18	2018/19	2019/20	2020/21	Lead Cluster
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	1. Percentage increase in the City's GDP growth <sup>10</sup>	1.6%	1.6%	3%	4.1%	5%	Economic Growth
	2. Rand value of investment and business facilitated <sup>11</sup>	R4.5 Billion	R8.5 billion	R15 billion	R25 billion	R35 billion	Economic Growth
	3. Number of business service standards implemented City-wide <sup>12</sup>	New Indicator	3	3	3	3	Economic Growth
	4. Number of Expanded Public Works programmes (EPWP) work opportunities created City-wide	23 227	24 809	29 065	24 673	26 125	Economic Growth
	5. Number of SMMEs supported by the City <sup>13</sup>	10 000	8000	16 000	17 000	18 000	Economic Growth
Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	6. Number of Inner City property redevelopment projects approved in Council for release to the private sector	129	13	10	10	10	Economic Growth
	7. Percentage of informal Households with access to water at minimum LoS1	82.68%	83.29%	87.03%	92.97%	100%	Sustainable Services Cluster
	8. Percentage of informal Households with access to sanitation at minimum LoS1	37.72%	39.27%	40.69%	43.03%	45.77%	Sustainable Services Cluster

<sup>10</sup> The reported City GDP growth is a model-calculated estimate for the COJ's overall economic growth rate and thus is only indicative of the eventual growth trend, as there is no official quarterly or annual data released by Stats SA on City-level GDP in South Africa.

<sup>11</sup> Total City investment includes City supported investment as well as investment that includes local and foreign direct investment by the private sector into Johannesburg.

<sup>12</sup> Three business service standards are Construction Permits; Access to Electricity and Registering Property

<sup>13</sup> Support offered to SMMEs includes: 1. SMMEs have worked on a City project; 2. SMMEs received assistance or guidance by our Opportunity Centre's; 3. SMMEs attended a training workshop provided by the City's entities and departments and; 4. SMMEs attended a course or programme facilitated or paid for by the City.

Priorities	Key Performance Indicator	2016/17 Baseline	2017/18	2018/19	2019/20	2020/21	Lead Cluster
	9. Number of unit structures in informal settlements with access to electricity	6796	810	1580	2200	1500	Sustainable Services Cluster
	10. Number of informal settlements upgraded <sup>14</sup>	2	10	10	11	20	Sustainable Services Cluster
	11. Number of mixed housing opportunities constructed <sup>15</sup>	3750	2190	5000	5000	7200	Sustainable Services Cluster
	12. Percentage of all City proclaimed informal settlement households provided with integrated waste management services	New Indicator	-	100%	100%	100%	Sustainable Services Cluster
	13. Number of title deeds transferred to eligible beneficiaries	2762	3000	2000	3500	4000	Sustainable Services Cluster
	14. Percentage of qualifying residents receiving free basic services	100 000 individuals connected with ESP	100%	100%	100%	100%	Human and Social Development Cluster
	15. Number of social and affordable housing units developed for underprivileged beneficiaries City-wide	1164 (with 349 in the Inner City)	1122 (with 446 in the Inner City)	360 (with 260 in the Inner City)	2560 (with 1595 in the Inner City)	2151 (with 620 in the Inner City)	Sustainable Services Cluster
Create a culture of enhanced service delivery with pride and dignity	16. Percentage completion of skills audit of employees	100% (levels 1 to 2)	100% (levels 3 to 4)	100% (Levels 5 and 6)	100% (Levels 7 and 8)	25% (Levels 7 and 8)	Governance Cluster

<sup>14</sup> Upgraded includes phase 1 (regularisation or upgrading) inclusive of the draft layout, community engagements, resettlements in line with the draft layout and basic services in line with MOEs (JRA, JWA, City Power) standards. Phase 2 is electrification of all shacks in line with Eskom and City power standards. Phase 3 is formalisation which includes an approved layout plan and Survey General, approved detailed design (Roads, storm water, water, sewer and electricity) and completion certificates (Roads, storm water, water, sewer and electricity).

<sup>15</sup> Mixed housing includes rental units and RDP units. This excludes bonded housing.

Priorities	Key Performance Indicator	2016/17 Baseline	2017/18	2018/19	2019/20	2020/21	Lead Cluster
Create a sense of security through improved public safety	17. Number of by-law enforcement operations in the City to restore law and order	New Indicator	200	250	300	350	Human and Social Development Cluster
	18. Number of traffic enforcement operations in the City to ensure orderly road traffic control	New Indicator	3500	5000	5500	6000	Human and Social Development Cluster
	19. Percentage of Priority 1 medical calls responded to within 15 minutes <sup>16</sup>	60.4%	65%	70%	75%	80%	Human and Social Development Cluster
	20. Percentage of fire calls responded to within 15 minutes	63.1%	65%	70%	75%	80%	Human and Social Development Cluster
Create an honest and transparent City that fights corruption	21. Percentage increase in customer satisfaction levels <sup>17</sup>	59%	1%	1%	1%	2%	Governance Cluster
	22. Percentage of investigated matters resolved	New Indicator	50%	70%	70%	70%	Governance Cluster
Create a City that responds to the needs of the citizens, customers, stakeholders and businesses	23. Percentage of potholes repaired within 14 days	New Indicator	80%	80%	80%	80%	Economic Growth Cluster
	24. Percentage reinstatements of road excavations carried out within 14 days	73.89%	80%	80%	80%	80%	Economic Growth Cluster
	25. Percentage of traffic-related technical faults repaired within 24 hours	82.55%	90%	90%	90%	90%	Economic Growth Cluster
	26. Percentage reduction in traffic signal downtime related to technical faults		10%	10%	5%	5%	Economic Growth Cluster

<sup>16</sup> P1 calls refers to immediate life threatening situations and / or injuries, as well as medical conditions that present the same risk

<sup>17</sup> Surveys to be conducted: Quality of Life in 2017/18 & 2019/20; Customer satisfaction survey in 2018/19 & 2020/21

Priorities	Key Performance Indicator	2016/17 Baseline	2017/18	2018/19	2019/20	2020/21	Lead Cluster
		New Indicator					
	27. Average hours to restore loss of electricity supply to traffic signals	New Indicator	24 hours	24 hours	24 hours	24 hours	Sustainable Services Cluster
	28. Number of public participation meetings held with respect to planning and budgeting	New Indicator	30	30	30	30	Governance Cluster
	29. Percentage rezoning, applications processed within the set turnaround time of 5 months and 2 weeks	80%	85%	90%	93%	95%	Economic Growth Cluster
	30. Percentage of building plans less than 500 square metres are concluded within statutory timeframes (30 days)	81.5	77%	100%	100%	100%	Economic Growth Cluster
	31. Average number of Rea Vaya passenger trips per working day	47 000	49 524	53 000	82 000	84 000	Economic Growth Cluster
	32. Average number of Metrobus passenger trips per working day	51 000	51 000	56 800	60 600	66 000	Economic Growth Cluster
	33. Percentage of water bursts restored within 48 hours of notification	84.29%	95%	95%	95%	95%	Sustainable Services Cluster
	34. Percentage of sewer blockages cleared within 24 hours of notification	95.48%	96%	97%	97%	97%	Sustainable Services Cluster
	35. Number of City clinics that offer extended service hours	New Indicator	13	7	14	12	Human and Social Development Cluster
	36. Number of additional nurses and doctors trained in the identification of early warning signs for substance abuse and possible medical interventions	New Indicator	81	81 (71 Nurses and 10 Doctors)	81 (81 nurses)	81 ((81 nurses)	Human and Social Development Cluster

Priorities	Key Performance Indicator	2016/17 Baseline	2017/18	2018/19	2019/20	2020/21	Lead Cluster
	37. Number of public lights installed	270 000	1000	2000	420	420	Sustainable Services Cluster
	38. Percentage of people tested positive for HIV and initiated on treatment	66.7%	80%	85%	90%	90%	Human and Social Development Cluster
	39. Percentage of people tested positive for TB and initiated on treatment	92%	93%	94%	95%	95%	Human and Social Development Cluster
	40. Percentage of children under 1 year immunization coverage	95%	97%	98%	98%	98%	Human and Social Development Cluster
	41. Percentage reduction in the prevalence rate of recent and current use of illicit drugs in the overall population of the City	New Indicator	1.5%	3%	4%	5%	Human and Social Development Cluster
	42. Number of visitors to the Zoo	290 268	480 000	480 000	500 000	510 000	Human and Social Development Cluster
	43. Number of museum programmes <sup>18</sup> implemented	New Indicator	80%	16	18	20	Human and Social Development Cluster
	44. Number of attendees to theatres	195 772	215 000	255 000	253 456	272 684	Human and Social

<sup>18</sup> Museum programmes: Labour of Love (JAG); Fashion from the early 1900 (MA); Constance Stuart Larrabee (Bensusan Museum); Joburg Art Fair (JAG); For Future Generations- Hugh Tracy and International Library for African Music Exhibition (MA); Missionary Encounters (MA); Exhibition: Maritz Collection (JAG); Exhibition: Decorative Pieces from JAG collection/ to correspond with school syllabus (JAG); Photographic Society of Southern Africa Photo Exhibition (MA); Apartheid Signs Exhibition and outreach programme (MA); William Matlala (Solo) Photographic exhibition (Bensusan Museum); Prisoner of War Art in various camps (MA); Exhibition: Contemporary Painting and Visual Culture (Vusi Beauchamp & Blessing Ngobeni) (JAG); Exhibition: Wolfgang Tilmans (Photography) (JAG);

Priorities	Key Performance Indicator	2016/17 Baseline	2017/18	2018/19	2019/20	2020/21	Lead Cluster
							Development Cluster
	45. Percentage compliance with the grass cutting schedule orders for City departments and entities	New Indicator	80%	95%	95%	100%	Human and Social Development Cluster
	46. Number of lifestyle programmes implemented	12	15	14	21	24	Human and Social Development Cluster
Enhance our financial sustainability	47. Percentage of clearance of rates certificates issued within 30 days of application being received	98%	100%	100%	100%	100%	Governance Cluster
	48. Percentage procurement spend on SMMEs	New Indicator	5%	5%	8%	8%	Governance Cluster
	49. Percentage of budget spent on City-wide infrastructure	90%	95%	95%	95%	95%	Governance Cluster
	50. Percentage spend on repairs and maintenance to Property, Plant and Equipment	3.5%	6.2%	6.3%	6.4%	6.5%	Governance Cluster
	51. Number of profitability and liquidity ratios achieved	7	8	8	8	8	Governance Cluster
	52. Percentage collection of revenue in respect to service billings	91%	93.7%	94.4%	95%	95%	Governance Cluster
	53. Percentage of customers receiving accurately billed invoices for all five <sup>19</sup> (5) services	New Indicator	97.3%	97.7%	98.2%	99%	Governance Cluster
	54. Percentage resolution of billing queries as per the service level agreement	New Indicator	97.3%	97.7%	98.2%	99%	Governance Cluster
	55. Percentage of valid invoices paid within 30 days of invoice date	New Indicator	95%	98%	100%	100%	Governance Cluster

<sup>19</sup> The five services are: Electricity, Water, Sanitation, Property Rates and Refuse.

Priorities	Key Performance Indicator	2016/17 Baseline	2017/18	2018/19	2019/20	2020/21	Lead Cluster
	56. Audit Opinion	Unqualified	Unqualified	Unqualified without material findings	Unqualified without material findings	Unqualified without material findings	Governance Cluster
Encourage innovation and efficiency through the Smart City Programme	57. Number of participants in the e-learning programmes in the libraries	12 000	12 500	40 000	13 500	14 000	Human and Social Development Cluster
Preserve our resources for future generations	58. Percentage waste diverted from landfill	New Indicator	25%	18%	25%	50%	Sustainable Services Cluster
	59. Number of lane kilometers of roads resurfaced	358 L/Km	250 L/Km	105 L/Km	236 L/Km	205 L/Km	Economic Growth Cluster
	60. Number of kilometers of gravel roads upgraded to surfaced roads	26.98 km	27 km	25 km	29 km	26.3 km	Economic Growth Cluster
	61. Kilometers of open storm water drains converted to underground systems	1.6 km	1.5 km	1.5 km	2.8 km	2.49 km	Economic Growth Cluster

## KEY PERFORMANCE INDICATOR DEFINITIONS

Priority	Key Performance Indicators	Definition
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	1. Percentage increase in the City's GDP growth	This indicator estimates the increase in the market value of all the goods and services produced in the city of Johannesburg on a yearly basis. On a national and provincial level the value is provided by Statistics South Africa the national statistics agency. Third party data vendors provide estimates of annual GDP for municipalities. These are only available roughly four months after the end of the calendar year. The Department of Economic Development thus uses a model to estimate a predicted GDP for the City of Johannesburg for each quarter. The model estimate is informed by the official StatsSA release of national economic performance in that quarter. The predicted estimate of annual GDP is reviewed after official revisions of quarterly data in the fourth quarter of the financial year
	2. Rand value of investment and business facilitated	This indicator measures the sum of the investment and business activity directly facilitated by the City of Johannesburg and Urban development Zone (UDZ)

Priority	Key Performance Indicators	Definition
	3. Number of business service standards implemented City-wide	This KPI measures the City's performance against standards that National Treasury has set to enhance competitive economic growth. The three business service standards are Construction Permits; Access to Electricity and Registering Property.
	4. Number of Expanded Public Works programmes (EPWP) work opportunities created City-wide	This indicator measures the number of work opportunities created under the Expanded Public Works Programme (EPWP). An EPWP opportunity is paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for Special Public Works Programmes.
	5. Number of SMMEs supported by the City	This indicator measures the number of SMMEs supported by the City. The support involves a basket of services that include, <i>inter alia</i> , business registration and compliance, business training, business planning and market research, back-office support: accounting, legal; advice and mentorship, tendering assistance, funding facilitation and co-working spaces and small offices. Furthermore, support offered to SMMEs includes SMMEs that: have worked on a City project; received assistance or guidance by our Opportunity Centre's; attended a training workshop provided by the City's entities and departments and attended a course or programme facilitated or paid for by the City.
Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	6. Number of Inner City property redevelopment projects approved in Council for release to the private sector	This KPI measures the number of properties that qualify for release to the private sector for redevelopment subject to Council approval.
	7. Percentage of informal Households with access to water at minimum LoS1	A basic water service refers to provision of water in informal settlements through the installation of communal standpipes.
	8. Percentage informal households with access to sanitation at minimum LoS1	A basic sanitation service refers to provision of sanitation in informal settlements through the installation of Ventilated Pit-latrines (VIPs) and ablution blocks.
	9. Number of unit structures in informal settlements with access to electricity	The KPI measures the number of unit structures in informal settlements with access to electricity supply.
	10. Number of informal settlements upgraded	This indicator measures the number of informal settlement upgraded in-situ, i.e. provided with basic infrastructure by the municipality. Upgraded includes phase 1 (regularisation or upgrading) inclusive of the draft layout, community engagements, resettlements in line with the draft layout and basic services in line with MOEs (JRA, JWA, City Power) standards. Phase 2 is electrification of all shacks in line with ESKOM and City power standards. Phase 3 is formalisation which includes an approved layout plan and Survey General, approved detailed design (Roads, storm water, water, sewer and electricity) and completion certificates (Roads, storm water, water, sewer and electricity).

Priority	Key Performance Indicators	Definition
	11. Number of mixed housing opportunities constructed	This indicator measures the total number of mixed housing opportunities constructed. Mixed housing includes rental units and RDP units but excludes bonded housing.
	12. Percentage of all City proclaimed informal settlement households provided with integrated waste management services	This indicator measures integrated waste management services provided to households in informal settlements in the City of Johannesburg.
	13. Number of title deeds issued to beneficiaries	This indicator measures the number of title deeds transferred to eligible beneficiaries.
	14. Percentage of qualifying residents receiving free basic services	The KPI measures the percentage of qualifying residents that receive social support through the City's Extended Social Package, which includes access to basic services such as water, electricity, sanitation, refuse collection and a rates rebate.
	15. Number of social and affordable housing units developed for under privileged beneficiaries City-wide	This KPI tracks the number of social and affordable housing units provided to qualifying beneficiaries.
Create a culture of enhanced service delivery with pride and dignity	16. Percentage of completion of skills audit of employees	The indicator measures the number of employees at levels 1 to 8 whose skills have been audited as part of the skills audit process. This process identifies skills shortages in the organization as well as the need for appropriate training and development opportunities for employees.
Create a sense of security through improved public safety	17. Number of by-law enforcement operations in the City to restore law and order	This KPI measures the number of operations conducted to enforce compliance with City by-laws.
	18. Number of traffic enforcement operations in the City to ensure orderly road traffic control	This KPI measures the number of traffic enforcement operations conducted by the City.
	19. Percentage of Priority 1 <sup>20</sup> medical calls responded to within 15 minutes	This KPI measures the number of calls classified as Priority 1 medical calls responded to within 15 minutes.
	20. Percentage of fire calls responded to within 15 minutes	This KPI measures the number of calls classified as emergency services responded to within 15 minutes.
Create an honest and transparent City that fights corruption	21. Percentage increase in customer satisfaction levels	The indicator measures the residents' (customer/ beneficiary/ citizen's) level of approval of when comparing the City's services' perceived performance with his or her expectations. The indicator measures the customer satisfaction (CSS) levels and quality of life (QoL) levels on an annual alternate basis. The baseline for CSS is

<sup>20</sup> P1 medical calls refer to life threatening situations and / or injuries, as well as medical conditions that present the same risk.

Priority	Key Performance Indicators	Definition
		5.9 and for QoL is 6.27. The surveys are conducted through a statistically valid, scientifically defensible methodology. Surveys to be conducted: Quality of Life in 2017/18 & 2019/20; Customer satisfaction in 2018/19 & 2020/21.
	22. Percentage of investigated matters resolved	This KPI measures the proportion of matters investigated and resolved by the City, presented as a percentage of all matters investigated
Create a City that responds to the needs of the citizens, customers, stakeholders and businesses Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	23. Percentage of potholes repaired within 14 days <sup>21</sup>	This KPI measures the number of Works Orders related to reported potholes closed within a specified time, after inspection, presented as a total percentage of Works Orders (Potholes) created.
	24. Percentage reinstatements of road excavations carried out within 14 days	The KPI measures the number of Works Orders related to road excavations reinstated closed within a period specified by JRA, presented as a percentage of Works Orders (Reinstatements) created.
	25. Percentage of traffic-related technical faults repaired within 24 hours	This KPI measures the percentage of traffic lights that had technical faults <sup>22</sup> repaired within 24 hours.
	26. Percentage reduction in traffic signal downtime related to technical faults	The KPI measures the reduction of the average downtime of traffic signals in the City due to technical faults over comparative annual periods.
	27. Average hours to restore loss of electricity supply to traffic signals	The KPI measures the turnaround time for City Power to restore the power supply to a faulty traffic light.
	28. Number of public participation meetings held with respect to planning and budgeting	This KPI measures the number of ward cluster meetings and regional IDP summits held annually.
	29. Percentage rezoning applications processed within the set turnaround time of 5 months and 2 weeks	The indicator tracks the number of rezoning applications processed within specified turn-around times presented as a percentage of all rezoning applications lodged.
	30. Percentage of building plans less than 500 square metres are concluded within statutory timeframes (30 days)	This indicator measures the number of building plans processed, presented as the percentage of all building plan application lodged with the City.
	31. Average number of Rea Vaya passenger trips per working day	The indicator measures the average number of Rea Vaya bus passenger trips per working day. This is exclusive of weekends and public holidays.

<sup>21</sup> Carried out within 14 days from completion of the excavation by the wayleave holder to the required standards and upon receipt of official work order

<sup>22</sup> Excluding major repairs such as cable faults, pole repairs, power outages, vandalism and theft

Priority	Key Performance Indicators	Definition
	32. Average number of Metrobus passenger trips per working day	The indicator measures the total number of passengers ferried by Metrobus in the financial year.
	33. Percentage of water bursts restored within 48 hours of notification	This indicator tracks the number of restored burst water pipes within the 48 hour response time from the time Johannesburg Water is notified of the burst.
	34. Percentage of sewer blockages cleared within 24 hours of notification	This indicator tracks the number of cleared sewer blockages within the identified response time from the time Johannesburg Water is notified.
	35. Number of City clinics that offer extended service hours in all regions	This indicator speaks to number of clinics that offer Primary Healthcare Services beyond the normal 40 hours per week.
	36. Number of additional nurses and doctors trained in the identification of early warning signs for substance abuse and possible medical interventions	The indicator measures the additional number of health officers (doctors and nurses) that have undergone and passed training trained in the identification of early warning signs for substance abuse and possible medical interventions. The department has set a target of training 21 Doctors and Nurses. The IDP will be corrected in the mid-year adjustment period to align with the SDBIP.
	37. Number of public lights installed	The indicator measures the total number of public lights installed within the financial year. Public lighting refers to street lighting and public lighting infrastructure used for the illumination of the City's streets and public spaces.
	38. Percentage of people tested positive for HIV and initiated on treatment	This KPI measures the percentage of patients tested positive for HIV and initiated on treatment. This is presented as a percentage of all HIV positive tests conducted.
	39. Percentage of people tested positive for TB and initiated on treatment	This KPI measures the percentage of patients tested positive for TB and initiated on treatment. This is presented as a percentage of all positive TB tests conducted.
	40. Percentage children under 1 year immunization coverage	This KPI measures the immunization coverage rate for all children under 1 year old that are attended at City clinics.
	41. Percentage reduction in the prevalence rate and current use of illicit drugs in the overall population of the City	This KPI measures the reduction in the magnitude of drug use. It assesses the number of cases of recent and current use of illicit drugs in the given population of the City. This will be done either at specific periods of time (period prevalence) or at a particular moment in time (point prevalence) as may apply.
	42. Number of visitors to the Zoo	This indicator measures the total number of people who visit the Johannesburg Zoo through public entrances during the hours the Zoo is open.
	43. Number of museum programmes implemented	This indicator measures the number of museum programmes implemented in the City as a percentage of total museum programmes planned.

Priority	Key Performance Indicators	Definition
	44. Number of attendees to theatres	This indicator measures the total number of people that attend the City's theatres.
	45. Percentage compliance with the grass cutting schedule orders for City departments and entities	This indicator measures the levels of compliance with the City's grass cutting schedule.
	46. Number of lifestyle programmes implemented	This indicator measures the total number of lifestyle programmes implemented
	47. Percentage of clearance of rates certificates issued within 30 days of application being received.	This indicator measures clearance certificates issued within 30 days of the application received.
Enhance our financial sustainability	48. Percentage of procurement spend on SMMEs	The KPI measures the total value of City procurement directed to SMMEs presented as a percentage of total City procurement spend.
	49. Percentage of budget spent on City-wide infrastructure	The indicator tracks the year-to-date capital budget spend including commitments presented as a percentage of total capital budget approved by Council.
	50. Percentage of spend on repairs and maintenance to Property, Plant and Equipment	This indicator measures year-to-date spending of the repairs and maintenance budget as a percentage of total expenditure approved by Council. This includes operational expenditure, repairs and maintenance expenditure incurred for labour and materials paid to outside suppliers as well as repairs and maintenance expenditure incurred for labour provided in-house/internally.
	51. Number of profitability and liquidity ratios achieved	The indicator measures the ability of City to meet its financial obligations as they come due as well as the ability to pay its short-term debts. The selected ratios are; current ratio; solvency ratio; debt to revenue ratio; remuneration to expenditure ratio; maintenance to expenditure; interest to expenditure; net operating margin and cash coverage days.
	52. Percentage collection of revenue in respect to service billings	The indicator measures the percentage of money collected as a percentage of the total value billed for City services.
	53. Percentage of customers receiving accurately billed invoices for all five (5) services	This indicator measures the percentage of customers billing accuracy and the credibility of the invoice for 5 services provided by the City. The 5 services are: electricity; water; sanitation; property rates and refuse.
	54. Percentage resolution of billing queries as per the service level agreement	This indicator measures the number of specific customer queries relating to billing that are resolved in line with the City's service level standard for resolving queries.
	55. Percentage of valid invoices paid within 30 days of invoice date	The indicator measures how many valid invoices are paid out within the mandatory 30 days. This is presented as a percentage of total valid invoices lodged with the City.
	56. Audit Opinion	The indicator measures the audit opinion of the Auditor-General. The opinion can be one of: disclaimer, adverse, qualified and unqualified opinion. Clean audit refers to an unqualified opinion without matters of emphasis in which the audit report issued by the Auditor-General determines that each of the financial records provided by the City is free of any misrepresentations.

Priority	Key Performance Indicators	Definition
Encourage innovation and efficiency through the Smart City Programme	57. Number of participants in the e-learning programmes in the libraries	This indicator measures the number of participants in literacy and e-Learning programmes.
Preserve our resources for future generations	58. Percentage waste diverted from landfill	KPI measures the tonnage of waste that is not dumped at landfill sites and diverted to other waste management processes. The total tons of waste diverted is presented as a percentage of total waste dumped at landfill sites.
	59. Number of lane kilometers of roads resurfaced	The indicator measures the length of roads resurfaced by the municipality presented in lane kilometres.
	60. Number of kilometers of gravel roads upgraded to surfaced roads	The indicator measures the length of gravel roads upgraded to tarred roads by the municipality presented in kilometres.
	61. Kilometers of open storm water drains converted to underground systems	The indicator measures the length of open storm water drains converted to underground / covered drains by the municipality presented in kilometres.

#### Alignment to National, Provincial Outcomes

National Outcome	Local Government Indicator	City Priority	IDP Programme	Aligned City Indicators
Decent Employment Through Inclusive Growth	Local Economic Development	Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	Economic Growth	1 – 5
Decent Employment Through Inclusive Growth	Local Economic Development	Ensure pro-poor development that addresses inequality and poverty and provides meaningful redress	Pro-Poor Development	6 - 15
A Responsive, Accountable, Effective And Efficient Local Government System	Municipal Institutional Development And Transformation	Create an honest and transparent City that fights corruption	Clean Governance	21 - 22
All People In South Africa Are And Feel Safe	Basic Service Delivery	Create a sense of security through improved public safety	Safe City Programme	17 - 20
Nation Building And Social Cohesion	Good Governance And Public Participation	Create a culture of enhanced service delivery with pride and dignity	Customer Charter	16

A Responsive, Accountable, Effective And Efficient Local Government System	Good Governance And Public Participation	Create a City that responds to the needs of the citizens, customers, stakeholders and businesses	Citizen Relations	<b>23 - 47</b>
A Responsive, Accountable, Effective And Efficient Local Government System	Municipal Financial Viability And Management	Enhance Our Financial Sustainability	Financial Sustainability	<b>48 - 56</b>
An Efficient, Competitive And Responsive Economic Infrastructure Network	Municipal Institutional Development And Transformation	Encourage innovation and efficiency through the Smart City Programme	Smart City	<b>57</b>
Environmental Assets And Natural Resources That Are Well Protected And Continually Enhanced.	Local Economic Development	Preserve our resources for future generations	Resource Sustainability	<b>58 - 61</b>

## Performance Monitoring, Reporting and Evaluation

The Performance Management System (PMS) is a key mechanism through which the City measures and improves organisational and individual performance to enhance attainment of organisational objectives. This is based on the integration between strategic planning, performance monitoring and evaluation, by linking the planned IDP priorities and objectives to the indicators and targets used to measure performance. This promotes alignment between planned organisational performance, as reflected in the IDP and organisational scorecard (Institutional SDBIP) and executive management performance as contained in the individual scorecards of Section 57 employees. **The City's Performance Management System (PMS) complies with the requirements of Municipal Systems Act, (Act 32 of 2000), Municipal Planning and Performance Management Regulations (MPPMR) 2001, Municipal Finance Management Act, (Act 56 of 2003) (MFMA), Local Government Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006.**

The PMS drives organisational performance management and involves monitoring of performance against the Integrated Development Planning (IDP) and Service Delivery Budget Implementation Plan (SDBIP) through Quarterly Performance Reporting on Progress against SDBIP. This also includes Mid-Year Budget and Performance Assessment Report which informs annual budget adjustments **and culminates in the City's Integrated Annual Report. The SDBIP is cascaded into Performance Agreements and Scorecards of senior managers.** Collectively this process drives organisational performance. This process is supported by the **City's Independent Oversight Committee Group Performance Audit committee (GAPC)**, who play an internal performance auditing role, which includes monitoring the functioning of the PMS and compliance to legislative requirements.

## Conclusion: Our future outlook

This 2018/19 IDP review presents a structured plan of how the City plans to deliver on its mandate in the medium term. The plan is informed by our socio-economic context, existing state of development and backlogs as well as the requirements of the residents of the city. To respond to the opportunities and challenges of its socio-economic environment, the City has firmed up its strategic intent, identifying five strategic focus areas that are driven through nine Strategic Priorities.

**The City's delivery agenda** is premised on *Diphetogo*, a commitment to non-negotiables that will deliver transformational change for residents of Johannesburg. Through *Diphetogo*, the 2018/19 revised IDP has set forward a delivery agenda that reflects great commitment to increase access to housing, expanding sites and services, basic urban management, inner city revitalisation, concerted revenue collection, sustainable funding of capital projects, correct billing, fighting crime and corruption. We are instilling a sense of pride amongst residents that the City is committed to bringing about transformational change. The City will also review any sector strategies that can improve the attainment of the transformational change envisaged above and interventions such as *A Re Sebetseng*, *Buyisi IJozi* and *Operation Buya Mthetho* among others will see the City achieve the high impact interventions it needs to deliver change.

**The City's financial future is premised on responsible and sustainable investment in infrastructure** both new and existing supported by a drive to collect all revenue to the City. The City will seek to grow cash reserves that can be invested into capital expenditure at sustainable levels. Repairs and maintenance of existing infrastructure will become a priority in the medium term while dealing with

infrastructure backlogs is a priority for providing an environment that will support economic growth.

The IDP has also set forth key performance indicators that will enable the City to measure its progress and to take corrective action where this may be required. These are critical performance measures for the medium term, relevant to the City's immediate priorities and aligned to national and provincial imperatives where possible.

This 2018/19 IDP review demonstrates that the City's strategic intention is well and truly set and that it is sufficient to deliver on the City's mandate and to address challenges and explore opportunities. The strategy will be assessed on an annual basis.

# ANNEXURE A: City Governance Structures

## Political structure

### *Council*

After the local government election in August 2016, 270 Councillors were elected by mixed member proportional representation. A total of 135 Councillors were directly elected in 135 wards across the city, and the remaining 135 Councillors were selected from party lists through the proportional representation system.

Council elected the Executive Mayor, Cllr Herman Mashaba, Speaker of Council, Cllr Vasco da Gama, and Chief Whip of Council, Cllr Kevin Wax, as political office bearers for the IDP term. Cllr Alex Christians is the Chair of Chairs.

### *Legislature Political Leadership*

#### Speaker

The Speaker, Councillor Vasco da Gama, is the chairperson of council presiding over meetings in accordance with Council's standing rules. The Speaker plays a co-ordinating role in relation to the Section 79 committees and is responsible for disciplinary proceedings in line with the Code of Conduct for Councillors.

#### Chief Whip

The Chief Whip, Councillor Kevin Wax, ensures proportional distribution of Councillors to various committees of Council. The Chief Whip maintains sound relations among the various political parties by attending to disputes among political parties and ensuring party discipline.

### *Clusters and committees*

#### Section 79 portfolio committees

Political oversight functions of Council are exercised primarily through the work of Section 79 portfolio committees. These committees are responsible for the formulation of policy and the monitoring of its implementation within each portfolio. Each portfolio committee is chaired by Councillors appointed by full council. There are a total of 18 Section 79 portfolio committees, of which ten mirror the executive departments, and eight are regarded as standing committees.

The Section 79 Portfolio Committee Chairpersons are as follows:

Councillor	Committee
Cllr Alex Christians	Chair of Chairs
Cllr Given Mogane	Oversight on Rules Committee
Cllr Gerhard Niemand	Ethics and Disciplinary Committee
Cllr Suzanne Clarke	Housing Committee
Cllr Steve Kotze	Petitions and Public Participation Committee
Cllr John Mendelsohn	Corporate and Shared Services Committee

Cllr Abdul Razak Noorbhai	Environment, Infrastructure and Services Committee
Cllr Victor Penning	Finance Committee
Cllr Franco de Lange	Economic Development Committee
Cllr Meshack Van Wyk	Community Development Committee
Cllr Thandi Nontenja	Municipal Public Account
Cllr Ingrid Reinten	Health and Social Development Committee
Cllr Hilton Masera	Public Safety Committee
Cllr Graham de Kock	Development Planning Committee
Cllr Sergio dos Santos	Governance Committee
Cllr Nazley Sharif	Gender, Youth and People with Disabilities
Cllr Devenand Maharaj	Oversight Committee on Legislature

## Executive Structure

### Executive Mayor

The Executive Mayor is responsible for the strategic lead of the City, and has executive power, delegated by the Council and assigned by legislation.

### Mayoral Committee (MayCom)

MayCom is appointed by the Executive Mayor and exercises powers, functions and duties assigned to it by Council. MayCom ensures that service delivery takes place, and has oversight of the efficacy of the administration of the municipality. Annually, MayCom must report on community involvement and ensure the public is consulted on municipal planning, budgeting and service provision.

The Executive Mayor and the members of the committee are as follows:

Councillor	Portfolio
Cllr Herman Mashaba	Executive Mayor
Cllr Fonzela Ngobeni	Finance
Cllr Valencia Khumalo	Corporate and Shared Services
Cllr Leah Knott	Economic Development
Cllr Nonhlanhla Makhuba	Transport
Cllr Reuben Masango	Development Planning
Cllr Nonhlanhla Sifumba	Community Development
Cllr Michael Sun	Public Safety
Cllr Mpho Phalatse	Health and Social Development
Cllr Mzobanzi Ntuli	Housing
Cllr Nico de Jager	Environment, Infrastructure and Services

## Administrative structure

### *Executive management team*

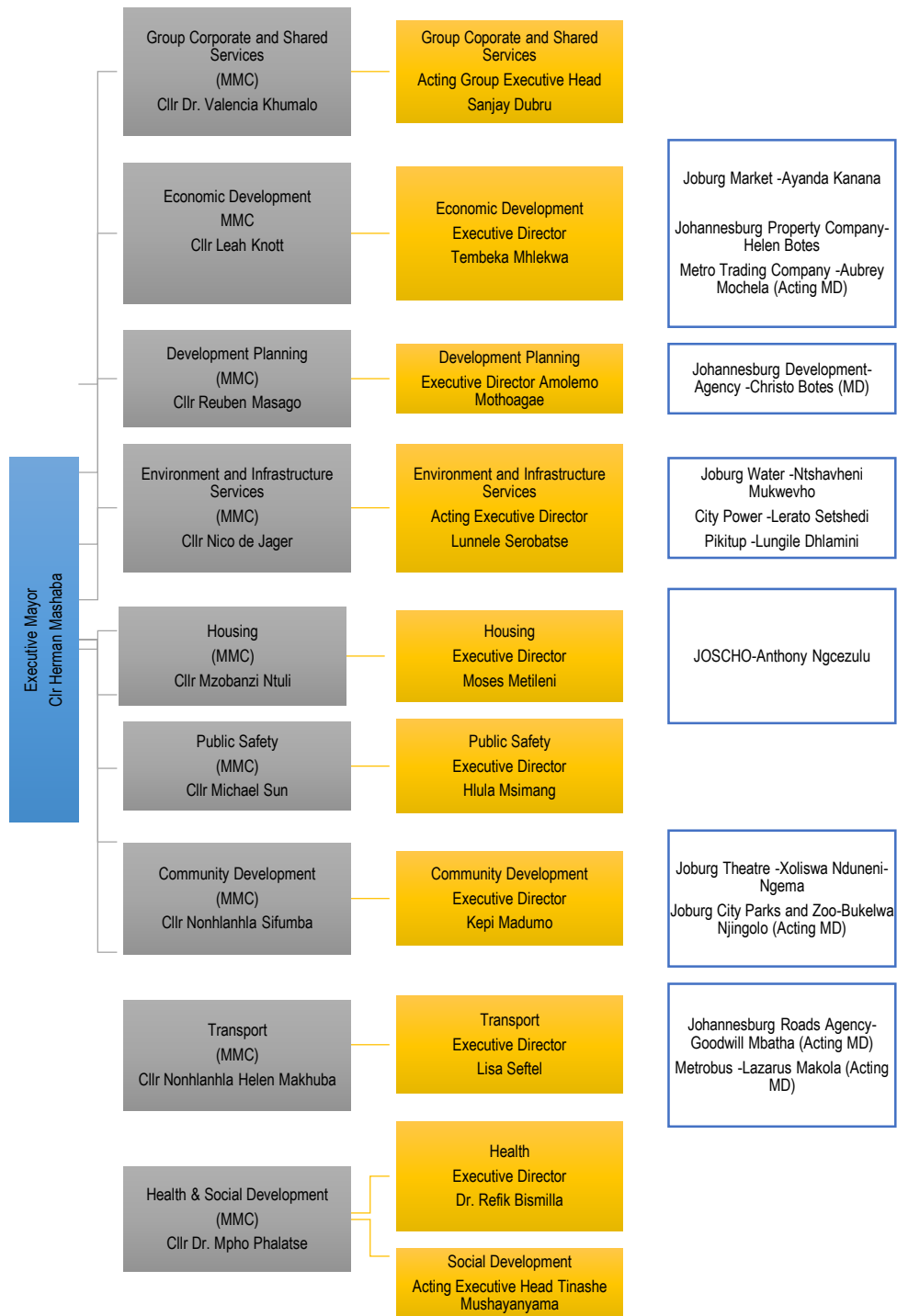
#### City Manager

The City Manager, appointed by Council in terms of Section 82 of the Municipal Structures Act, is designated as the accounting officer and the administrative head of the City. The City Manager, together with the executive management team, drives the City's implementation of its strategic objectives and Integrated Development Plan.

#### **City's Macro Structure**

The City of Johannesburg has a unique structure comprising of its core administration and municipal entities. While the core is currently responsible for service delivery, policy-making and regulation, the municipal entities are an implementation arm of the City.

The City has independent oversight committees for its municipal entities. These arrangements enable improved political and administrative oversight, as well as greater scrutiny and increased accountability within Council and its entities. The organogram below indicates the executive structure and its oversight of departments and entities:

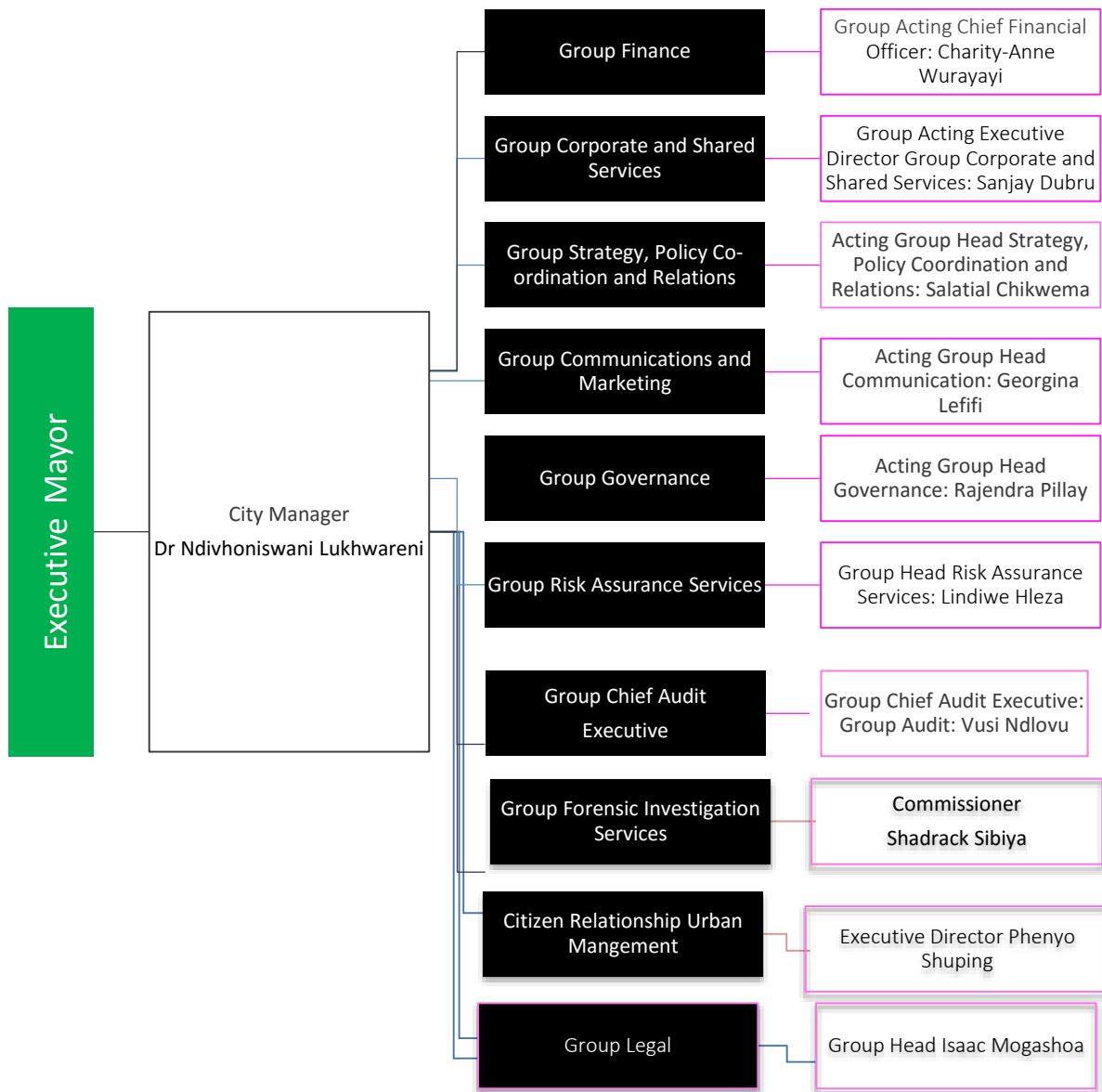


The City is undertaking an institutional review process and this organogram will be amended in the course of the term.

### Group functions

Group functions is a further layer of executive management in the City of Johannesburg which ensures alignment and consistency in the strategic approach and implementation across the core departments and municipal entities.

The Group functions are illustrated in the diagram below, and Group Heads report directly to the City Manager.



*Municipal entities*

The City has twelve entities that act as service delivery agents for the City. The entities are governed through a Service Delivery Agreement and remain fully controlled by the Metropolitan Council.

The table below describes the mandates of the entities:

<p><b>City Power</b></p>	<p>City Power is responsible for providing electricity supply that contributes to improved quality of life, educating customers about the safe use of electricity, participating in renewal projects that empower entire communities, and providing and maintaining public lighting so as to reduce crime and keep communities safe.</p>
<p><b>Johannesburg Development Agency (JDA)</b></p>	<p>JDA is responsible for stimulating and supporting area-based economic development initiatives throughout the Johannesburg metropolitan area in support of the long-term Growth and Development strategy.</p>

Johannesburg Fresh Produce Market (JFPM)	JFPM is South Africa's major centre for the marketing of fresh produce. It is also the largest fresh produce market in Africa. It deals in fruit, vegetables, meat, fish and general groceries, most of them on sale to the public at wholesale prices.
Johannesburg Property Company (JPC)	JPC is responsible for property development; alienation of the Greater Johannesburg Metropolitan Council properties; property management services; and all ancillary services to the above. The company develops and manages Council-owned properties for the purpose of maximising both social and commercial opportunities for the Council in the short and longer term.
Johannesburg Social Housing Company (JOSHCO)	JOSHCO provides and manages affordable rental housing stock for the lower income market as part of its contribution to eradicating the housing backlog.
Johannesburg Roads Agency (JRA)	JRA is the agency responsible for the design, maintenance, repair and development of Johannesburg's road network and storm water infrastructure, including bridges and culverts, traffic lights and signage.
Johannesburg Water	Johannesburg Water is mandated to provide water and sanitation services to the residents of Johannesburg. It supplies water and sanitation services to an area stretching from Orange Farm, in the south of Johannesburg, to Midrand in the north, Roodepoort in the west and Alexandra in the east. It operates in six regions with ten network depots and six wastewater treatment plants.
Johannesburg City Parks and Zoo (JCPZ)	Johannesburg Parks and Zoo is responsible for both developing and maintaining all city parks, open spaces, cemeteries and conserved areas, but also the accommodation, enrichment, and animal husbandry and medical care of wild animals. It also offers a variety of educational and entertainment programmes.
Metrobus	Metrobus is responsible for providing customer-friendly public bus transport within greater Johannesburg.
Metropolitan Trading Company (MTC)	The MTC is responsible for providing affordable, efficient and inclusive connectivity and maintaining broadband distribution across the City. The company is responsible for connecting and maintaining broadband distribution across the City.
Pikitup	Pikitup Johannesburg (SOC) Ltd is responsible for keeping the city clean and preserving an attractive and hygienic environment for residents and visitors.
Joburg City Theatres (JCT)	The Joburg Theatre is Africa's leading home of live entertainment, presenting world-class international and home-grown theatre. It is further responsible for providing venues where performing arts professionals and amateurs alike can showcase their work.

### *City regions*

The City of Johannesburg is made up of seven regions. The regions support the City Manager through localised urban governance. The regional approach aims to co-ordinate, integrate and monitor service delivery on the ground and address blockages and challenges in a time-sensitive manner.

The MayCom exercises political oversight of the regions, and members are assigned to each region for oversight of the implementation of service provision. MayCom members have been allocated to regions as follows:

Region	Member of Mayoral Committee
Region A	Cllr Michael Sun
Region B	Cllr Valencia Khumalo
Region C	Cllr Leah Knott
Region D	Cllr Nonhlanhla Sifumba and Cllr Nonhlanhla Makhuba
Region E	Cllr Nico de Jager
Region F	Cllr Reuben Masango
Region G	Cllr Mzobanzi Ntuli and Cllr Mpho Phalatse

## ANNEXURE B: Spatial Development Framework – detailed summary

Spatial inequality remains a defining characteristic of the settlement pattern of Johannesburg. The location and concentration of jobs does not match that of where people live. This job-housing mismatch significantly contributes to inequality in the city as – for many residents – access to economic opportunities is stifled by costly and distant commuting.

Some of the highest densities of housing, the ‘townships’ inherited from apartheid spatial policies, are also some of the most deprived areas in the city, with little land use diversity (mainly residential), and located far from areas of economic opportunity. There are also two major spatial discontinuities in the city structure that present significant areas of opportunity: the mining belt, which has become a symbol of north-south segregation, and the vacant tracts of undeveloped land in the north east of the city (Glen Austin/Austin View and Modderfontein) with the potential to improve connection between the City of Johannesburg and its eastern neighbour, Ekurhuleni.

Post-apartheid housing delivery has arguably exacerbated apartheid spatial development patterns, by building housing in areas far from economic activity, with the availability of land being the primary logic behind their location. The private sector, through car-oriented developments (for example malls, gated residential estates and office parks) has further aggravated spatial segregation. Continuing to meet development demand in this manner not only exacerbates existing socio-economic disparities and spatial inequality, but also places significant pressure on the natural environment and reduces the efficiency and increases the cost of infrastructure provision (both to build, and to maintain over the long term).

The Spatial Development Framework thus seeks to address five major issues in Johannesburg’s spatial and social landscape:

- Increasing pressure on the natural environment and green infrastructure;
- Urban sprawl and fragmentation;
- Spatial inequalities and the job-housing mismatch;
- Exclusion and disconnection emanating from:
- high potential underused areas (the mining belt and the Modderfontein area);
- securitisation and gated developments, and disconnected street networks (high cul-de-sac ratios and low intersection densities);
- Inefficient residential densities and land use diversity.

### Transformation agenda: Towards a spatially just city

The SDF 2040 (Spatial Development Framework) was adopted by Council on 23 June 2016. Spatial Development Frameworks (SDFs) are described by the Municipal Systems Act (MSA) (Act 32 of 2000) as a component of Integrated Development Planning (IDP) for municipalities. More recently, they have been mandated by the Spatial Planning and Land Use Management Act (SPLUMA) (Act 16 of 2013).

The SDF for Johannesburg 2040<sup>23</sup> is a city-wide spatial policy document that identifies the main challenges and opportunities in the city, sets a spatial vision for the future city, and outlines a set of strategies to achieve that vision.

Importantly, along with providing a spatial vision, the SDF defines the strategic spatial areas to be used in the City's capital investment prioritisation model (Johannesburg Strategic Infrastructure Platform – JSIP). This will ensure that infrastructure investment is directed to areas with the highest potential to positively impact on the development trajectory of the city as defined in the SDF.

The core objective of the SDF 2040 is to build a more equitable, just and efficient city. It is not a static master plan, but a living model of strategic planning that will reflect city transformation that takes place on the ground.

## Spatial vision: A compact polycentric city

The spatial transformation vision of the SDF 2040 seeks to create a spatially just city based on a compact polycentric growth model. The model is based on an exercise testing three development scenarios, each hypothesising the growth of Johannesburg from 4.3 million to 7 million people by 2040. The first model tested, describes a sprawled scenario with dispersed growth. The second describes a 'linear development' scenario where future development occurs along an expansive public transport network (corridor development) linking peripheral marginalised areas of the city, through vast development corridors to the inner city. The third scenario is a compact polycentric model which concentrates growth in a compact urban core, around transformation areas and key urban and transit-oriented development nodes. The compact polycentric city model performed significantly better than the other two in terms of economic, environmental and social indicators.

Therefore, the spatial vision of the SDF 2040 is a compact polycentric city. Here the inner city would form the strong urban core linked by efficient public transport to dense, mixed use (residential and commercial), sub-centres, situated within a protected and integrated natural environment.

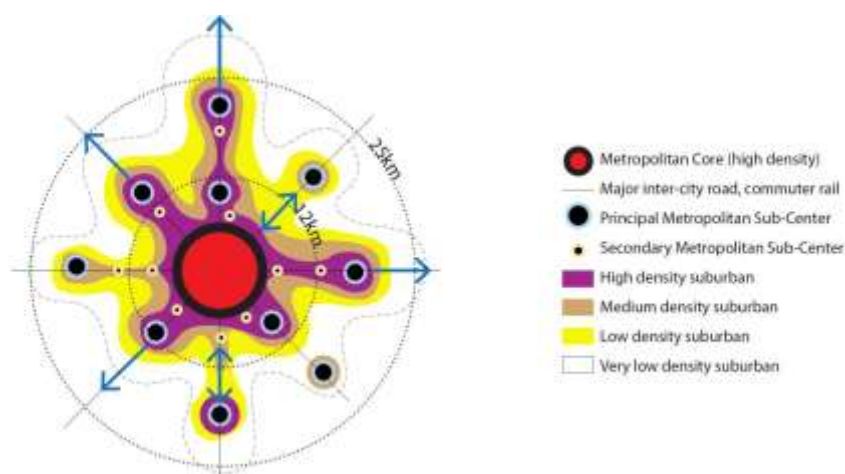


Figure 1: Traditional Polycentric City Model (Source: Urban Morphology Institute)

<sup>23</sup> The full SDF is available for download at: <https://bit.ly/SDF2040>

The development model in Figure 1 is a diagram of a traditional polycentric city with a strong core, connected to economic sub centres by efficient public transit, with high housing densities surrounding cores and gradually lower densities further from cores.

The City of Johannesburg presently displays the inverse of this polycentric urban model with separated land uses and people living far from work opportunities (Figure 2). The metropolitan core does not perform as the strong, structuring centre it should be. High density residential areas (the ‘townships’) are separated from urban economic centres and movement structures of the city. This pattern of development results in high social, economic and environmental costs.

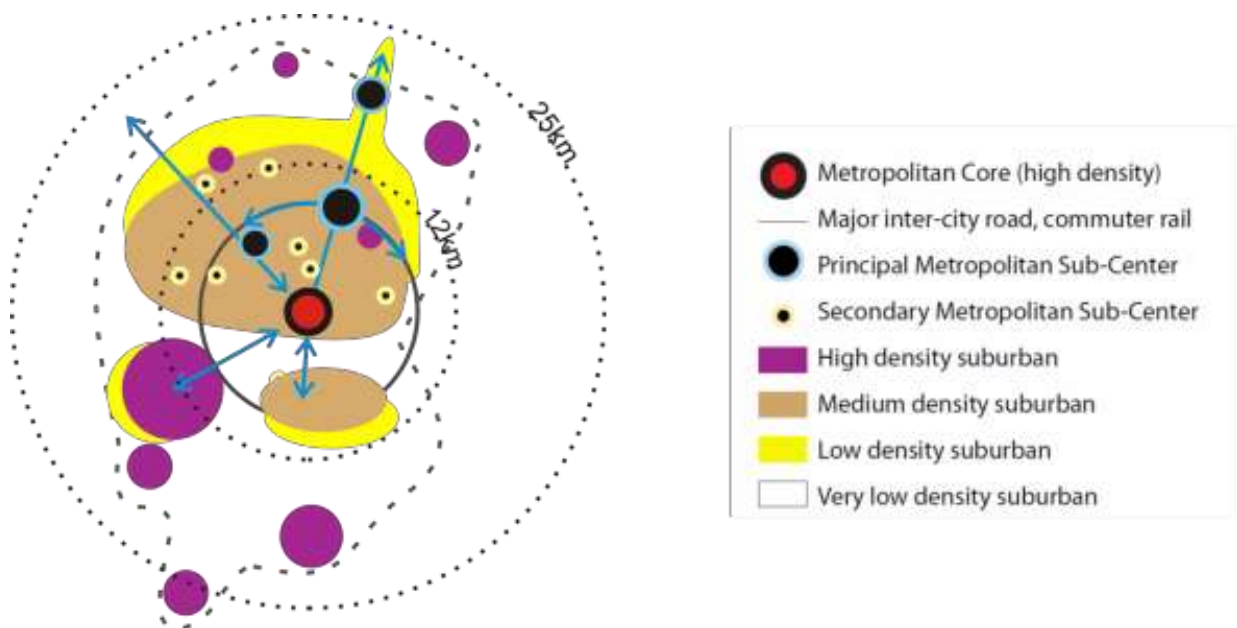


Figure 2: Johannesburg's current metropolitan structure of inverted polycentricity (UMI, 2015)

The SDF thus proposes a shift to a more efficient and inclusive urban logic of compact polycentricity (Figure 3) with a focus on the inner city as the core node of Johannesburg, surrounded by mixed use nodes of various intensities connected by effective public transport and a more logical and efficient density gradient radiating outward from cores. The nodal strategy and the transformation areas developed in the SDF present the hierarchy of nodes to be supported for intensification.

The future polycentric Johannesburg will bring jobs to residential areas and housing opportunities to job centres, rather than merely transporting people between the two.

It will create complete nodes where people can live work and play that are efficiently connected by public transport. It will bridge spatial and social barriers and build a framework for a spatially just city.

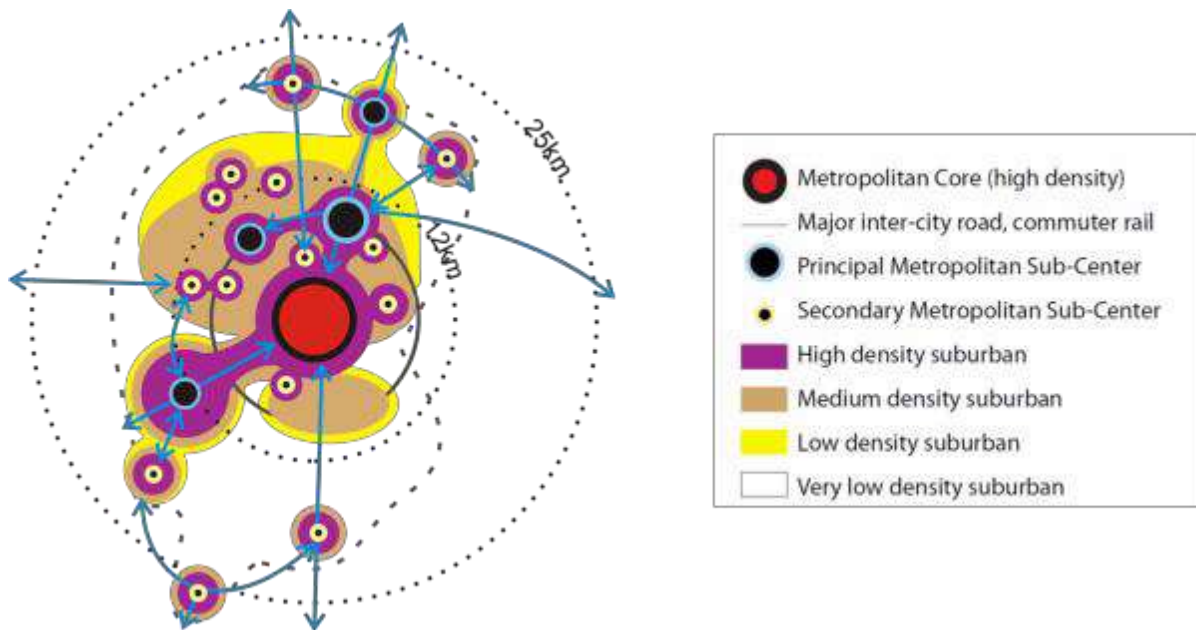


Figure 3: Johannesburg Future City Model: Compact Polycentric Urban Form

To facilitate the spatial transformation needed in the city, the SDF 2040 endorses the following intertwined concepts of the new image of Johannesburg:

- **Compact city** – combining density, diversity, proximity and accessibility, reducing distances, travel times and costs, bringing jobs and social amenities to single use, marginalised residential areas, reducing energy consumption and infrastructure costs.
- **Inclusive city** – ensuring balanced service provision (hard and soft) and opportunities for all by diversifying land uses, promoting social mixing and bridging social, spatial and economic barriers.
- **Connected city** – enhancing public transit and ICT infrastructure at provincial and urban scales to re-connect the city, starting from ‘the Transit-oriented Development Corridors’ to street and neighbourhood-level connectivity.
- **Resilient city** – building a metropolitan open space system as a protection buffer, preserving valuable green infrastructure and areas of high agricultural potential, promoting sustainable energy use, reinforcing the urban development boundary and protecting biodiversity resources.
- **Generative city** – focusing investment in transformation areas and nodes towards: achieving positive social, economic and environmental returns on investment; spurring economic growth and job creation and enhancing public space and promoting sustainability (social, environmental and economic).

## Spatial framework and implementation strategy

The SDF 2040 sets the guiding vision and then builds a concrete strategy for its realisation. The spatial strategy is translated into the following steps for implementation:

- Defining the key elements of the spatial framework (Figure 4) and strategies for them.
- Outlining spatial policy regulations and guidelines.

- Measuring urban performance.
- A spatially directed capital investment focus.

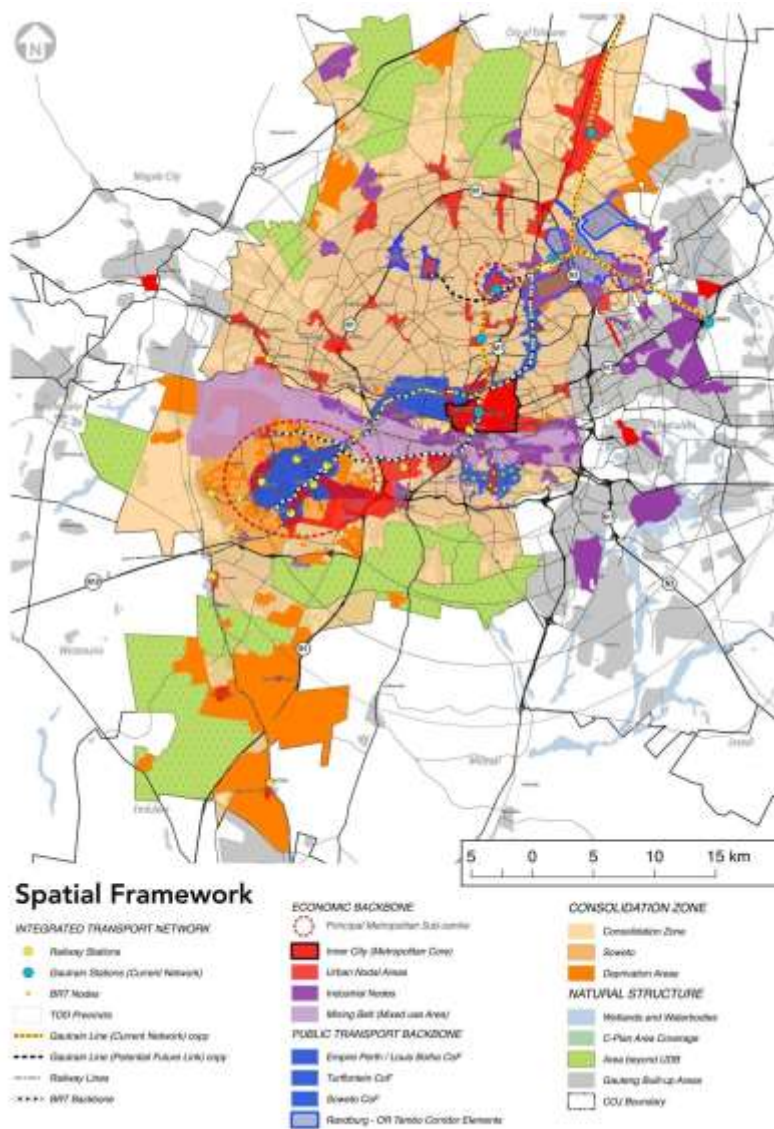


Figure 4: Spatial Framework

### *An integrated natural structure*

The natural environment is an essential element in the structuring of the future city. It is the environment around which all planning, development and land use decisions should be made. The natural structure should be seen as an irreplaceable city asset that provides valuable ecosystem services and not merely as unused land available for development. Protecting these areas is not done for the sake of conservation alone, but to make surrounding developed parts of the city more sustainable, liveable and valuable (socially, financially and in terms of green infrastructure). As such, the protection of the city's natural assets must be a starting point for all development.

## *Transformation Zone*

The Transformation Zone includes areas where investment is prioritised for future urban intensification and growth, as they have the capacity to trigger positive effects on a metropolitan scale. The Transformation Zone also indicates areas where the development of detailed spatial plans, and do not exist already, will be prioritised.

**Strengthening the metropolitan core** – through the Inner City Transformation Roadmap and Inner City Housing Implementation Plan, building on the opportunities of the CBD as a dense economic core of the city and tackling issues of fragmented developments, crime, ‘bad buildings’ and lack of affordable housing. The strategy suggests creating compact precincts of inclusive residential densification structured around public transit and economic activity. An investment programme in social facilities and engineering infrastructure to support development, is critical. It further supports economic growth in the inner city through various measures. The strategy proposes consolidating the inner city through a public space/street network and expanding it towards the southern industrial area and the Turffontein Corridor of Freedom.

**The Transit-oriented Development Corridors** – consolidating growth and development opportunities around existing and future public transport nodes, starting from the Transit-oriented Development Corridors linking Soweto, through the inner city, to Sandton (along Empire, Perth and Louis Botha Avenues) and linking Turffontein into the inner city. This will also include a focus on transit-oriented development nodes, including Gautrain, Rea Vaya (BRT) and PRASA stations.

**Unlocking Soweto as a true city district** – diversifying and intensifying Soweto to address its largely residential nature by developing mixed land uses (particularly economically productive, job creating ones) and social services, making use of its good street pattern and public transport network. The strategy is to develop Soweto into a series of self-sufficient mixed-use nodes (starting around public transit stations and nodes) as drivers of economic growth and job creation, allowing Soweto to function as a liveable city district in its own right with access to jobs and the full array of urban amenities.

**Developing a Randburg-OR Tambo Development Corridor** – establishing a strategic connection between the northern parts of the city (Randburg, Sandton and Alexandra) and Ekurhuleni, to the OR Tambo Airport and its surrounding Aerotropolis; incorporating the Modderfontein, Frankenwald and surrounding areas; develop Alexandra into an intensive, liveable mixed-use area well-connected into the surrounding urban opportunities; creating a regional logic for the development of strategic land parcels using current development dynamics to drive growth and reduce expansion pressure on the periphery.

**Unlocking the mining belt** – this historical spatial discontinuity presents significant opportunities for development and public open space that could integrate the north with the south of Johannesburg and improve cross-border linkages with Ekurhuleni and the West Rand. By identifying strategic interventions along the belt – road linkages, mixed use redevelopments, rehabilitation of degraded and damaged land – this feature could become one of inclusion.

### *The spatial economy – a hierarchy of nodes*

The previous SDF defined a number of metropolitan, regional, district and neighbourhood nodes as catalytic areas for growth in the city. Added to these are TOD nodes. These will be supported as focal points for growth in the city through extended development rights (in terms of density and land use mix) and through significant infrastructure investment by the city. Nodes should develop into compact, walkable, liveable, mixed use and mixed income areas. Industrial nodes will be a focus of future job creation, as well as diversification.

### *A Consolidation Zone*

This area (neither within the Transformation Zone, nor outside the urban development boundary) is viewed as a focus of urban consolidation, infrastructure maintenance, controlled growth, urban management, addressing backlogs (in social and hard infrastructure) and structural positioning for medium- to longer-term growth. The policy intent in these areas would be to ensure existing and future development proposals are aligned as far as possible with the broader intent of the SDF, specifically in terms of consolidating and diversifying development around existing activity nodes and public transport infrastructure. In this broad area, new development that does not require bulk infrastructure upgrades should be supported, however, underserved parts of the city (informal settlements and marginalised areas) should receive investment.

The Consolidation Zone includes:

**Established suburban built-up areas** – The focus of the strategy is to create liveable lower to medium density suburban areas that are well connected to areas of higher intensity through transit infrastructure, without the need for additional investment in service infrastructure. Large vacant or under-developed land portions within these areas will only be released for development, subject to stringent conditions related to sound growth management principles.

**Improving sustainability and quality of life in deprivation areas** – Many of the city's marginalised areas, including informal settlements, fall outside of the Transformation Zone defined in the SDF. This does not mean that they will not receive infrastructure investment. In these areas in the short term, efficient, affordable public transport must be introduced that connects to economic centres and in the medium to long term, mixed land uses must be strategically included, to drive economic development and job creation. Infrastructure backlogs (hard and soft) must also be met. Having said this, where marginalised areas are poorly located regarding access to jobs and other city amenities, they should not be promoted as areas of expansion. The intent is thus not to increase capacity for expansion, but rather for the creation of liveable and sustainable human settlements.

### *Reinforcing the Urban Development Boundary and defining development zones*

Re-emphasis will be on the Urban Development Boundary (UDB) and limiting new development outside of it and protecting the natural environment. Emphasis is on ecological resource protection and management, food production, low intensity social services and amenities, agriculture-related investment, leisure and tourism and green energy initiatives. In addition to the UDB, two other development zones are introduced, the priority and consolidation zones, discussed above.

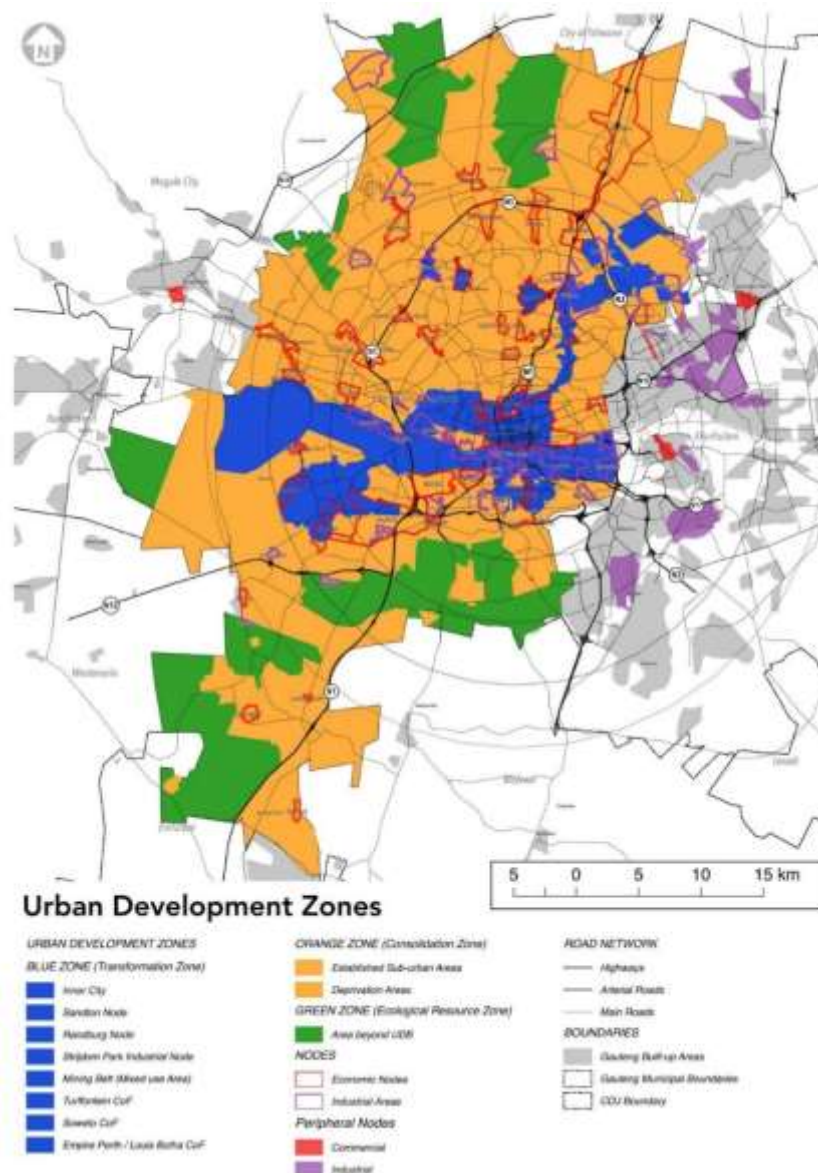


Figure 5: Urban Development Zones

### City-wide spatial policy regulations

The intent of the Spatial Development Framework is realised through the application of policy and legal guidelines, requirements and mechanisms to direct development towards achieving its overall goals and outcomes. Various new spatial policy regulations are suggested as a means of supporting the spatial framework. Some of these policy regulations are detailed in the SDF, and some require additional policy formulation.

**Nodal Guidelines** – facilitating the development of a polycentric multi-nodal city by categorising the current city nodes with prospects for growth. Densification, diversification and development in these nodes will be promoted. The main categories of nodes are: mixed-use/key urban nodes (under various categories), industrial nodes, TOD nodes and neighbourhood nodes. A thorough nodal review will follow the SDF process, to review the boundaries of existing nodes in the city, and define new nodes where appropriate.

**Form-based codes to compliment zoning in Transformation Zones** – supplementing land use zoning, form-based coding would support the building of compact, mixed use neighbourhoods and public spaces in each of the priority areas, through physical form regulations. These should be incorporated into RSDFs and more localised spatial planning frameworks, as has already been done in many plans. The consolidated Town Planning Scheme for the city should include such codes, negotiated and agreed upon by various City departments and public participation.

**Density regulations** – density provisions and regulations facilitating higher density development within defined areas, promoting mixed use developments and improved connections, will be in place.

**Inclusionary, affordable and low cost housing** – will ensure the provision of affordable, low cost and social housing within all new housing developments. Affordable low cost housing should ultimately make up 20 to 50% of the residential floor area in all neighbourhoods.<sup>24</sup> The bulk provision of low income, affordable housing (both by the private sector and the State) should shift from peripheral greenfield developments, to high density, mixed use brown field development<sup>25</sup> near to jobs, economic activity, public transport and services (hard and soft), with a focus on Transformation Zones, the inner city and mixed use nodes. Requirements for the development of inclusionary housing by private developers, are included in the SDF.

**Informal settlements** – the SDF reiterates the position supported in national and City of Johannesburg policy that in-situ upgrading of informal settlements should be the first option for intervention, with relocation only applied where upgrades are not possible or desirable for the community in question. This decision process, and the implementation of any decisions, should be done in close consultation with the community/ies affected. Upgrading of informal settlements should be done in line with the Upgrading Informal Settlements Programme (UISP) and with support from the National Upgrading Support Programme (NUSP).

**The public environment** – places focus on the public environment for all development (green and brown field), the quality of public space and the interface between public and private space. Public space should make up at least 50% of the total area at a neighbourhood level, including 15 to 20% public open space, and 30 to 45% for streets, including sidewalks.

**Land readjustment** – the SDF recommends the development of a land readjustment framework or legislation to allow neighbouring property owners to pool land for development to ensure integrated urban forms on privately-owned land that include public streets, facilities and open space.

---

<sup>24</sup> UN Habitat. (2013, December). A New Strategy of Sustainable Neighbourhood Planning: Five principles – Urban Planning Discussion Note 3. Retrieved March 9, 2016, from UN Habitat: <http://unhabitat.org/a-new-strategy-of-sustainable-neighbourhood-planning-five-principles/>

<sup>25</sup> Brown field land, in this document, refers to developed or undeveloped land within the existing built-up fabric of the city. Brown field development refers to the refurbishing of buildings, demolition and re-development, or development of unused land in the existing urban fabric (within existing townships).

### *Capital investment focus*

The implementation of the SDF relies on capital investment in infrastructure. This investment guides growth directions for future development. Through guiding public investment in bulk infrastructure and services, the SDF will, in turn, guide private investment and development in the city. The City has a well-established practise of strategic integration of capital investment programmes with **development strategies and spatial plans**. The City's strategic capital investment focus is described in three broad investment categories that relate to managing existing assets, meeting infrastructure backlogs and increasing capacity to direct growth in strategic areas. The strategic growth areas identified in the SDF, include the Transformation Zone, strategic economic nodes and economic growth centres that can accommodate future urban intensification.

Focusing major investments in the identified transformation and under-serviced areas, supported by defined spatial policies and regulations, and **revising the SDF's priority areas over time**, would ensure the evolution of Johannesburg into a spatially just city. **The City's Capital Investment Framework** is contained as Annexure D.

## ANNEXURE C: Service Standards Charter

City Power	
Core Service	Service Level Standard
1. Average repair time for logged electricity supply failures to Traffic Signal	<24 hours
2. Average time taken to repair logged streetlight queries (Motorways and Main Arterials)	<6 Days
3. Average time taken to repair logged streetlight queries (Secondary Roads and Area lighting)	<10 Days
4. Repair work on damaged electricity meters	Within 72 hours of logged call
5. Restoration of power supply after forced interruption	30% within 1.5 hours
	60% within 3.5 hours
	90% within 7.5 hours
	98% within 24 hours
	100% within 7 days
6. Restoration of power supply after planned interruption	Within 8 hours
7. Investigation of illegal connections	Investigation of illegal connections reported for a single property concluded within 24 hours of logged call
	Investigation of illegal connections reported for multiple properties concluded within 21 days of logged call
8. Read all meters as per CoJ download file <sup>26</sup> and accurately read meters for billing by CoJ	98% accurate automated meter reading for LPU <sup>27</sup>
	95% accurate manual meter reading for domestic

<sup>26</sup> City Power receives a file with meters to be read for billing purposes which is called a Download file. Upon receiving this file, City Power sends it to the meter reading contractors to physically read meters in the field for conventional meters. The readings for the automated meters are extracted from the Meter Data Management (MDM) system and sent to CoJ for billing purposes.

<sup>27</sup> Large Power User (commercial buildings, large hotels, factories etc.)

9. Prepaid meter conversion from Smart Meter	Within 3 days of receipt of complete application and payment
10. Communication of service interruption	Planned: 7 days before interruption
	Unplanned: Immediately
11. Response time for walk in queries	All queries acknowledged within 1 hour

Johannesburg Water	
Core Service	Service Level Standard
1. Planned water supply interruptions	95% of water supply interruptions concluded within 12 hours of notification
2. Repair of fire hydrants	95% of fire hydrants repaired within 48 hours of notification
3. Replace stolen meters	95% of stolen meters replaced within 24 hours of notification
4. Repair defective water meters	95% of defective meters repaired within 3 days of notification
5. Repair water pipe bursts	95% of water pipe bursts repaired within 48 hours of notification
6. Repair leaking valves on main lines	95% of leaking valves on main lines repaired within 48 hours of notification
7. Sewerage blockages cleared	95% of sewer blockages cleared within 24 hours of notification
8. Replacement of missing manhole covers	95% of missing manhole covers replaced within 24 hours of notification
9. Water Meter readings	95% of accounts billed on actual readings monthly
10. New Water connections	95% of new water connection completed within 15 days of receiving request from customer
11. Communication of service interruption	95% of planned service interruption communiqués sent within 7 days

	95% of unplanned interruption communiqués sent immediately
--	--

PIKITUP	
Core Service	Service Level Standard
1. Collection of domestic waste	Within 7 days
2. Collection of general business waste	Within 7 days
3. Collection of putrescible waste (wet waste, dallies)	Daily and 6 times per week
4. Collecting refuse bags on the kerbside	Within 48 hours
5. Cleaning of illegal dumping spot	Within 10 days
6. Delivery of new skip bins ordered by customer	Within 7 days
7. Delivery of new or replacement wheelie bins (240l) ordered by customer	Within 7 days
8. Households in informal settlements including backyard shacks (bag/bin/skip) /hostels (skips) receiving refuse removal services ( RCR) <sup>28</sup>	Within 7 days
9. Removal of animal carcasses	Within 48 hours
10. Bulky waste collection (on call)	Once a month

<sup>28</sup> Round Collected Refuse

11. Resolution of complaints	Acknowledge and respond within 72 hours of complaint being logged
	Resolution within 5 working days of logged call

JOSCHO	
Core Service	Service Level Standard
1. Billing of customers	98% accurate bills of all active customers
2. Attending to requests for maintenance	96 % of maintenance requests attended within 7 working days of the logged call
3. Routine building maintenance	Once per year and as when required
4. Application of rental housing	Outcome of enquiry to be sent to application within 5 days
	Outcome of application communicated within 7 days
5. Resolution of complaints	Acknowledgement and response within 24 hours of complaint being logged
	Resolution within 5 working days of logged call

Johannesburg Roads Agency	
Core Service	Service Level Standard
1. Reinstatements of road excavations	80% of reinstatements of road excavations carried out within 14 days <sup>29</sup> .
2. Repair of damaged / missing road barriers or guardrails	80% of damaged / missing road barriers or guardrails repaired within 14 days of the logged call

<sup>29</sup> Carried out within 14 days from completion of the excavation by the wayleave holder to the required standards and upon receipt of official work order

3. Blocked Storm water repairs	80% of blocked Storm water kerb inlets (Ki's) repaired within 10 days of the logged call
4. Replacement of manhole covers	80% of missing JRA manhole covers made safe within 48 hours of a logged call
	80% of missing / damaged JRA manhole covers replaced within 10 days of the logged call
5. Regulatory Road Traffic Signs repaired	80% of reported damaged / missing regulatory Road Traffic Signs from all sources replaced / repaired within 10 days
6. Pothole repair	80% of reported potholes <sup>30</sup> repaired within 14 days from time of recording of a genuine pothole by the JRA from all sources <sup>31</sup>
7. Traffic Signal maintenance	90% of reported faulty traffic signals repaired within 24 working hours from the time of genuine fault recorded by the JRA from any source including the Call Centre, RMS, technicians, emails, find and fix etc. <sup>32</sup>
8. Repair of damaged traffic light poles <sup>33</sup>	80% of reported damaged traffic signal poles repaired / replaced within 14 days of the logged call

Rea Vaya	
Core Service	Service Level Standard

<sup>30</sup> Genuine potholes i.e. excluding out of scope potholes (example: not JRA jurisdiction, completed etc.)

<sup>31</sup> Sources include Call Centre, inspectors, emails, Find & Fix app etc.

<sup>32</sup> Excluding major repairs such as cable faults, pole repairs, power outages, vandalism and theft

<sup>33</sup> Excluding damaged poles as a result of localized civil construction activities (i.e. active wayleave application or geometric improvement).

Additional Notes:

*Remaining 20% of reported road excavations, damaged / missing road barriers, blocked Storm water drains, missing damaged manhole covers, damaged / missing regulatory road signs, potholes and damaged traffic signal poles to be repaired within 30 days.*

*Remaining 10% of reported faulty Traffic signals to be repaired within 72 hours*

1. Bus timetable <sup>34</sup>	95% adherence to daily bus schedule
2. Station waiting time peak(trunk route <sup>35</sup> ) on a working day	10 minutes maximum
3. Station waiting time off peak(trunk route) on a working day	30 minutes maximum
4. Feeder <sup>36</sup> bus peak waiting time on a working day	15 minutes maximum
5. Feeder bus off peak waiting time on a working day	30 minutes maximum
6. Safety of commuters	100% compliance to health and safety legislation
	Enforcing of bus seating-standing in line with applicable regulations

---

<sup>34</sup> Calculating cancelled/ missed trips

<sup>35</sup> The main routes from one destination to another

<sup>36</sup> Feeder route are routes from outer suburbs that join the trunk route at a key station.

Transport	
Core Service	Service Level Standard
1. Comments on permit applications / concurrencies <sup>37</sup>	21 days turnaround time
2. Access Restriction Applications <sup>38</sup>	90 days turnaround time from receipt of application

METROBUS	
Core Service	Service Level Standard
1. % of scheduled public bus trip arriving on time	95% arrival times
2. Bus timetable	95 -100% adherence to daily bus schedule (<5 min headway)
3. Safety of commuters	100% compliance to health and safety legislation
	Enforcing of bus seating-standing in line with applicable regulations
4. Response time for walk in queries	All queries acknowledged within 1 hour

Joburg Market	
Core Service	Service Level Standard

<sup>37</sup> Requests for directions in respect of applications of operating licenses

<sup>38</sup> Processing of application for an area to have restricted access, application considered in terms of the policy

1. Opening a new buyer account	Within 20 minutes
2. Electronic Sales Processing System disruptions	Mirror/back-up 12w system to go live: within 55 minutes
3. Time to resolve cashiering queries when clients are depositing money	Resolution of depositing queries within 30 minutes
4. Repairs of infrastructure facilities	Commencement of repairs on reported infrastructure breakdown within 24 hours
5. Repairs to ripening facilities	95% availability of banana ripening rooms
6. Cold Room facilities	Average temperature variance not greater than 10% of agreed customer requirements
7. Stakeholder complaints	Response within 12 response
	Resolution within 48 hours

Housing	
Core Service	Service Level Standard
1. Provision of emergency shelter	Initiation of process within 24 hours of request
2. Housing applications and transfers	Within 21 days of receipt of application
3. Issuing of title deeds	<6 months

Johannesburg City Parks & Zoo	
Core Service	Service Level Standard

1. Maintenance of designated green public open spaces <sup>39</sup>	80% of maintenance conducted
2. Response to calls logged for removal of fallen trees	80% of calls attended to
3. Response to calls logged for damaged park infrastructure	80% of calls attended to
4. Compliance to the PAAZA ( Pan-African Association of Zoos and Aquaria) standards	100% compliance

Health	
Core Service	Service Level Standard
1. Waiting times at clinics	Under 2.5 hours
2. Reported notifiable medical conditions	100% investigated and reported within 3 days
3. Request for services attended to by environmental health services <sup>40</sup>	100% of requests attended to within 48 hours
4. Response to complaints and requests for personal health services	100% response to complaints and requests within 48 hours

<sup>39</sup> Flagship facilities, developed parks, undeveloped parks, landscaped islands and town entrances, active cemeteries, passive cemeteries and the Zoo

<sup>40</sup> % Request for services attended to: Air Quality Management  
 % Request for services attended to: Noise Management  
 % Request for services attended to: Vector control  
 % Request for services attended to: Water Quality Management  
 % Request for services attended to: Land & Building Sanitation

5. Availability of tracer drugs at COJ clinics	90% availability
--	------------------

Social Development	
Core Service	Service Level Standard
1. Registration of all qualifying individuals for Free Basic Services (FBS)	Immediately upon all documentation provided.

Public Safety	
Core Service	Service Level Standard
1. By-Law enforcements <sup>41</sup>	Response to infringement: within 24 hours
2. Accident reports	Available within 48 hours of accident log
3. Traffic control	90% response to all logged calls for traffic control within 30 mins
4. Vehicle registration	Process complete in under 50 mins from point of service
5. Driver license renewal	Process complete in under 50 mins from point of service
6. Priority 1 <sup>42</sup> medical response times	Emergency call dispatched in 3 minutes

<sup>41</sup> Street trading, Waste Management, Advertising, Water and Electricity

<sup>42</sup> P1=Immediate life threatening situations and/or injuries, as well as medical conditions that present the same risk

	Emergency responded to in 15 minutes (be at the scene within this time)
7. Fire and rescue calls response times	Emergency call dispatched in 3 minutes
	Emergency responded to in 15 minutes (be at the scene within this time)

Development Planning	
Core Service	Service Level Standard
1. Building plan approval	100% processing of building plans less than 500 square metres within statutory timeframes (30 days)
	100% processing of building plans of 500 square metres or larger within statutory timeframes ( 60 days)
2. Building inspections	100% Within 48 hours of request
3. Planning Law Enforcement Inspection	85% First Inspection and issuing of notice- 15 days after registration of complaint
	85% Re-inspection- 31 working days from the date of the first inspection
4. GIS public information counter	95% Within 20 minutes <sup>43</sup>
5. Online mapping website	100% Available 24 hours <sup>44</sup>
6. Rezoning application	85% within 5.5 months (excluding post-decision legal administration)

---

<sup>43</sup> Dependent on CoJ server availability

<sup>44</sup> Dependent on CoJ server availability

7. Consent use application <sup>45</sup>	85% within 2.5 months ( excluding post decision legal administration)
8. Township Application	85% within 5.5 months ( excluding post-decision legal administration)
9. Post-decision legal admin <sup>46</sup> : Subdivisions/Division of land	85% within 2.0 months
10. Post-decision legal admin: Rezoning	85% within 3.0 months
11. Post-decision legal Admin: Consent	85% within 1.5 months
12. Post-decision legal Admin: Township (Excludes processes out of the City's hands e.g. lodging documents with surveyor general, opening a township register etc.)	85% Division of township application- 28 working days
	85% Extension of time application- 15 working days
	85% Amendments of the conditions- 15 working days
	85% Section 100 application (all pre-proclamation conditions are met)- 28 working days
	85% Change of ownership before Section 82- 15 working days
	85% Proclamation of township- 21 working days

## Community Development

<sup>45</sup> The application for a consent use is lodged with a local authority where a proposed land use does not comprise a primary use allowed for in terms of the applicable zoning scheme regulations

<sup>46</sup> Once the land status has been approved from the township establishment process then the actual legal change needs to take place subject to the applicant having complied with all the township establishment conditions

Core Service	Service Level Standard
1. Accessibility to people with disabilities	80% of facilities to be PWD <sup>47</sup> friendly for physical access
2. Public Pool Lifeguard	Minimum 1 Lifeguard per 50 bathers in accordance with applicable norms and standards
3. Cleanliness of all facilities	100% of all facilities cleaned daily
4. Access to Library Information Services	100% of all libraries to be open according to individual operating hours (excluding planned closures with a two week notice period and emergency closures on a as and when basis)

### Johannesburg City Theatres

Core Service	Service Level Standard
1. Theatres accessible to people with disabilities	100% accessibility
2. Production start times	100% of all shows commence within 15 mins as per schedule
3. Safety of patrons	100% compliance to health and safety legislation

### Group Forensic Investigations

Core Service	Service Level Standard
--------------	------------------------

---

<sup>47</sup> People with disabilities

<b>1. Reporting of Fraud and Corruption</b>	Feedback to the complainant will be provided within <b>5 working days</b> for all reports of Fraud & Corruption, Theft, Maladministration as well as Hijacked Properties  <b>Channels of reporting:</b> <ul style="list-style-type: none"><li>• Walk in centre: Group Forensic and Investigation Service, 48 Ameshoff Street, East Wing, Braamfontein, 2000</li><li>• 0800 0025 87: 24hr Fraud and Corruption, tipoffs hotline</li><li>• E-mail: <a href="mailto:anticorruption@tipoffs.com">anticorruption@tipoffs.com</a></li></ul>
---	---

Group Finance	
Core Service	Service Level Standard
1. Clearance certificates	100% Clearance certificates issued within 30 days of application being received
2. Billing queries logged	85% Resolved within 30 working days
	95% Resolved within 60 working days
	100% Resolved within 90 working days
3. New Accounts Invoicing	Within 30 days
4. Valid invoices paid	95% of valid invoices paid within 30 days of invoice date
5. Turnaround time for issuing of refunds	100% of refunds issued within 30 days
6. Turnaround time for resolving customer complaints raised	85% of customer complaints responded to within 30 days
	95% of customer complaints responded to within 60 days
	100% of customer complaints responded to within 90 days
7. Acknowledgement of queries	Immediately if in person and on e-mail
	Reference number will be provided to acknowledge and track queries logged

Customer Interface	
Core Service	Service Level Standard
1. Call Centre call waiting time	80% within 60 seconds
2. Customer Service Centre maximum queuing time	30 minutes 90% of the cases

Johannesburg Property Company	
Core Service	Service Level Standard
1. Response in acknowledgement of requests, enquiries and complaints	Within 1 day of logged call
2. Provision of answers and/or results related to the receipt of the requests and enquiries regarding properties	Within 3 days of logged call
3. The performance of emergency work for JPC managed facilities	Within 1 day of logged call
4. Performance of minor works on facilities managed by JPC	Within 2 days of logged call
5. Performance of major works on facilities managed by JPC	Within 5 days of logged call
6. Complete the sale or lease and registration of servitudes of Council owned land	Within 6 months after Council Approval in terms of Section 14(2) of the Municipal Finance Management Act
7. Tender placed after Council approval and CoJ Executive Adjudication Committee	Within 4 months of CoJ Executive Adjudication Committee approval
8. Internal allocation of land and buildings to City Departments and Entities (PTOB: permission to occupy and build and lease office space from third parties)	Within 60 days of application and budget confirmation
9. Performance of surveys on the condition of all plant and equipment in order to allow the assessment of the required repairs and maintenance of facilities managed by JPC.	Quarterly
10. Response to general enquiries at client services counter	Within 24 hours of logged call
11. Response to enquiries regarding transactions in pipeline	Within 24 hours of logged call
12. Response to applicants/interest to lease or acquire (formal applications) land and/or buildings	Within 30 days of application

## Definitions index

Entity/Department	Service Standard	Service Level Standards	Definition
City Power	1. Read all meters as per CoJ download file and accurately read meters for billing by CoJ	98% accurate automated meter reading for LPU's	City Power receives a file with meters to be read for billing purposes which is called a Download file. Upon receiving this file, City Power sends it to the meter reading contractors to physically read meters in the field for conventional meters. The readings for the automated meters are extracted from the Meter Data Management (MDM) system and sent to CoJ for billing purposes
		95% accurate manual meter reading for domestic	
PIKITUP	2. Read all meters as per CoJ download file and accurately read meters for billing by CoJ	98% accurate automated meter reading for LPU's	LPU is Large Power User (e.g. commercial buildings, large hotels, factories etc.)
	3. Households in informal settlements including backyard shacks (bag/bin/skip) /hostels (skips) receiving refuse removal services (RCR)	Within 7 days	Round Collected Refuse is the Round the waste collection truck travels to fill up a load
JOHANNESBURG ROADS AGENCY	4. Reinstatements of road excavations	80% of reinstatements of road excavations carried out within 14 days	The reinstatement of the roads is carried out within 14 days from completion of the excavation by the way leave holder to the required standards and upon receipt of official work order

## ANNEXURE D: 2019/19 Capital Investment Framework

The Capital Investment Framework (CIF) reflects the medium term (3 year) investment priorities of the City. The Capital Investment Framework is a component of the City of Johannesburg's Integrated Development Plan (IDP). The CIF is guided by the City's obligations through Chapter 5, Section 26(i) of the Municipal Systems Act (Act 32 of 2000). This requires local government to present "a financial plan, which must include a budget projection for at least the next three years". The CIF reflects the proposed capital investment over the 2018/2019, 2019/2020 and 2020/2021 medium term period. The main objectives of the CIF are to:

- Ensure the improved management of the City's existing infrastructure;
- Contribute towards the eradication of service delivery backlogs, especially in poor and marginalised areas by prioritising capital projects in these locations;
- Improve new service delivery through infrastructure and services that are planned, delivered, and managed in a structured manner;
- Prioritise projects and programmes through a strategic and spatially-linked information system known as the Johannesburg Strategic Infrastructure Platform (JSIP) in the context of a constrained capital budget;
- Direct future public and private investment, by aligning capital budget requirements of departments and entities to priority areas, defined in the Joburg 2040 Growth and Development Strategy (GDS), Spatial Development Framework 2040 and the Integrated Development Plan.

The implementation of the SDF and the development strategy of the city takes place at two key levels as far as capital investment is concerned.

Firstly state and private sector developments are overseen by the city through its development approval process. The intent of the Spatial Development Framework is realised through the application of policy and legal guidelines, requirements and mechanisms to direct development towards achieving its overall goals and outcomes.

Secondly the implementation of the SDF relies on capital investment in infrastructure. This investment guides growth directions and ambitions for future development. Through guiding public investment in bulk infrastructure and services the SDF will in turn guide private investment and development in the city. Public sector investment in infrastructure and services represents the most significant portion of capital investment in the city and the direction the spatial framework provides for the capital investment programme is essential for successful implementation.

Spatially guided investment planning is well established in Johannesburg and is the focus of this chapter. The City's approved Built Environment Performance Plan (BEPP) provides detailed evidence of the strategic integration of capital investment programmes with development strategy and spatial plans. The BEPP incorporates the Capital Investment Framework and the Consolidated Infrastructure Plan (CIP) that focus primarily on engineering infrastructure related to asset management plans and future bulk requirements.

Along with aligning spatial policies and goals with capital investment, the capital budget process ensures compliance with the requirements and regulations of the Municipal Finance Management Act (MFMA) and the guidelines of National Treasury. The process consists of a number of extensive consultations between all departments and entities responsible for capital investment and the Development Planning Department. Development Planning is the custodian of the SDF and related development strategies and also coordinates the capital planning process and formulation of the capital budget. This technical process is overseen by and reports to a leadership process consisting of a number of Mayoral Lekgotlas, Budget Steering Committee sittings and ultimately Mayoral Committee and Council approval of the three year budget. To support this process the City had developed and implemented a software model, the Joburg Strategic Infrastructure Platform JSIP, which provides:

- A consolidated database of all infrastructure project requirements across the City.
- A sophisticated prioritisation model underpinned by strategic spatial directives (SDF), asset management requirements (CIP) and the growth and development strategies of the City.
- A 3 year Medium Term Expenditure Framework (MTEF) linked to financial sources and budget allocations for prioritised projects over multiple years. The budget is further broken down into spatial development programmes like the Transit Oriented Development, Deprivation Areas, Inner City (Urban Core) and various asset management programmes.
- Project implementation tracking and reporting system.

### **Capital Investment and Growth Management**

There are three broad categories for capital investment that contribute to the overall Capital Investment Framework strategy. These relate to managing existing assets, meeting infrastructure backlogs, and increasing capacity to direct growth. These are discussed below.

## 1. Infrastructure Asset Management

Infrastructure Asset Management refers to investment in existing infrastructure assets to address asset life cycle requirements. It includes refurbishment and replacement in order to secure continued service delivery. The Consolidated Infrastructure Plan prioritises areas that require refurbishment and replacement, including those where service constraints exist (where demand currently exceeds capacity), and upgrading of capacity is required.

The priority areas for upgrading, refurbishment and replacement of existing infrastructure for roads, power, water and sewer are depicted in 1 and 2.

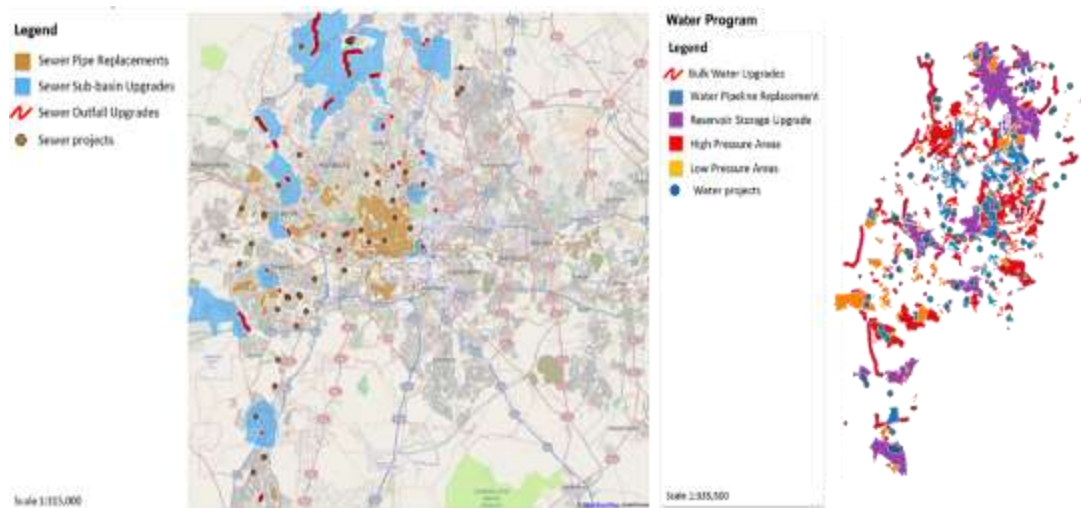
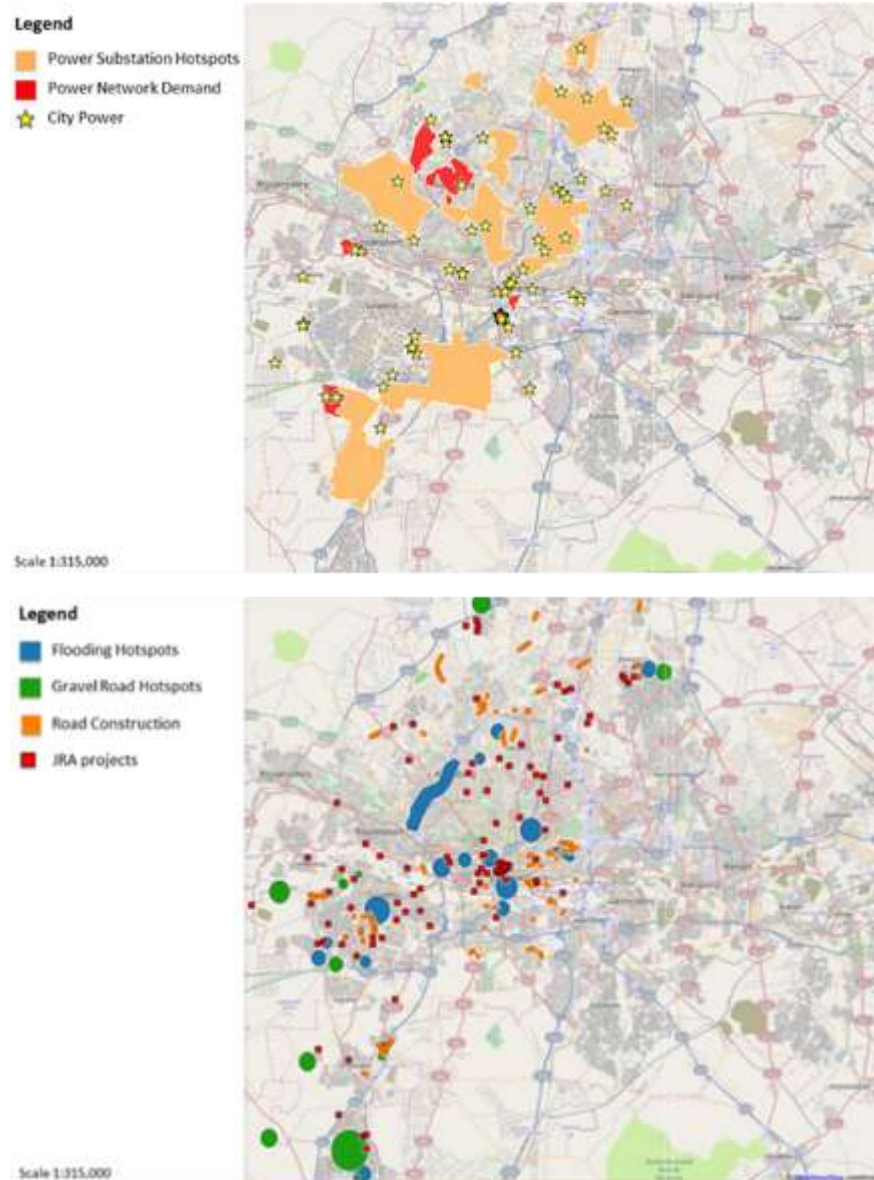


Figure 1: Priority Sewer and Water Upgrade Areas



*Figure 2: Priority Power and Road Upgrade Areas*

In priority development areas including the transformation zones, strategic economic nodes and deprivation areas, upgrading of existing infrastructure, (in addition to refurbishment and replacement), to create additional capacity for development will form part of the asset management investment where it contributes to the intended development outcomes of the SDF.

## 2. Infrastructure investment to deal with backlogs in deprivation areas

This investment focuses on servicing backlogs and deficiencies in engineering and social infrastructure in underserved, marginalised parts of the city. Investment in these areas also needs to address the structural and built form concerns that have been raised in the SDF. Infrastructure investment is therefore targeted at resolving backlogs and inequalities specifically related to the

deprivation areas towards creating more sustainable and liveable settlements with improved quality of life for residents.

A number of deprivation area programmes are already in place (previously referred to as marginalised area programmes) including in Orange Farm, Diepsloot, Ivory Park/Kaalfontein and Alexandra. These programmes will be supplemented by similar programmes focused on the Zandspruit area and the general area of the Southern Deprivation areas.



Figure 3 Deprivation Areas and Informal Settlements

These areas are classified as high priority investment areas with clear envisaged outcomes and spatial opportunities as expressed in the SDF (section **Error! Reference source not found.**) as well as detailed frameworks and development strategies for the individual areas. The Formalisation of Informal Settlements Programme is an integral part of the deprivation areas investment plan. A large number of housing projects are currently addressing demand in these areas. The development strategy is to conclude existing projects already underway and to align new in-situ development projects to the SDF policy imperatives for integrated and sustainable human settlements before new capital investment is allocated.

### **3. Increasing infrastructure capacity for development in strategic growth areas**

This investment targets the transformation zone and strategic economic and ToD nodes to provide adequate capacity for higher intensity development promoted throughout the SDF. This growth is aimed at accommodating urbanisation and economic growth, in line with the compact polycentric model defined. Development programmes in these areas require pre-emptive capacity upgrades both to allow for the densities proposed, and to attract private investment towards building a more compact, efficient and ultimately liveable city.



*Figure 4 Urban Transformation and Integration Zones*

The transformation areas are the main focus for future development through urban intensification and growth and thus are high priority areas for growth enabling capital investment. Each programme that makes up the transformation zone already has detailed development frameworks and precinct plans to guide capital investment. Investment in these areas covers all infrastructure requirements, including engineering infrastructure, social infrastructure and public facilities. The Transit Oriented Development and Inner City have clear investment programmes, with funding allocations in the MTEF, that will ensure the desired urban structure and developmental outcomes are achieved.

Another priority for intensification and expansion is investment to support economic growth centres in terms of the Johannesburg Economic Strategy. Investment in economic infrastructure will support and safeguard the current economic mainstay of the city and ensure growth opportunities and job creation. The investment focus on the nodes is also of strategic importance for the deprivation

area programme to ensure more economic growth and job opportunities in close proximity of economically marginalised areas. Where economic nodes form part of the transformation zone such investment is already integrated in the respective development programmes.

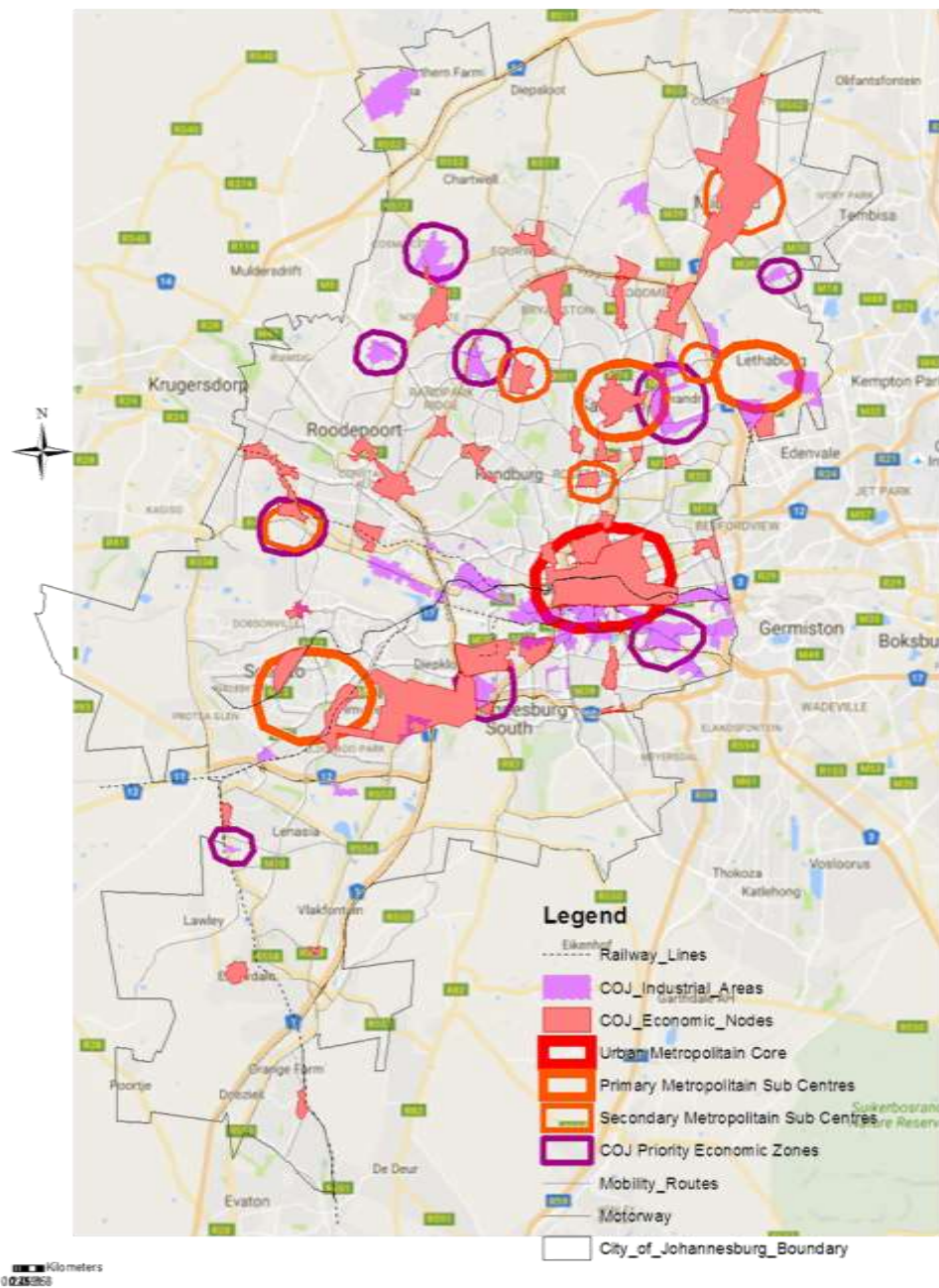


Figure 5 Investment Priority Economic Nodes

With so many competing infrastructure and development needs across the city, and a finite capital budget, it is inevitable that trade-offs through prioritisation have to be made. The JSIP and the associated capital investment planning process assist the city to find an optimal balance in

infrastructure delivery to secure and improve the current asset base, achieve the objectives for upgrading and development in deprived areas and accommodate the future development aspirations and needs of the city.

While broad priority areas for investment have been identified, funding availability, economic growth rates and other practical considerations require that development and growth have to be managed. The concept of growth management firstly requires that growth and investment have an area based focus in order to consolidate a range of investments that will have a catalytic, multiplier effect on returns (social, environmental and financial). The second implication of growth management is the phasing of growth and the timing of investment that will release new growth opportunities. It is therefore important that growth trends be monitored and interpreted continually to influence policy and investment decisions. Growth management is thus linked to the SDF development indicators that will provide a measure of the success in relation to the intended development outcomes and targets. This would then allow for future adjustments of investment policy to be more responsive to prevailing conditions and development objectives.

The CIF seeks to integrate all urban components of infrastructure, transport, housing, the environment and economic development to provide the basis for targeted capital investment to achieve future development outcomes and targets.

In order to increase coordination within the City, departments and municipal entities are grouped into clusters. There are four clusters: the Sustainable Services Cluster; the Economic Growth Cluster, the Human and Social Development Cluster and the Good Governance Cluster.

## **2018/19 City Priorities**

The City has aligned itself to the strategic objectives of the National Government within the context of the Gauteng City Region (GCR). The City priorities are supported by the strategic objective which aims to establish the City *as a leading metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive GCR.*

The City's capital budget planning is directly aligned to the City's development strategy and priorities referred to in the Joburg 2040 Growth and Development Strategy, the Integrated Development Plan (IDP) and the Spatial Development Framework 2040 (SDF).

The SDF outlines the City's spatial developmental strategy and provides the basis for Spatially Targeted Investment Areas (STIAs).

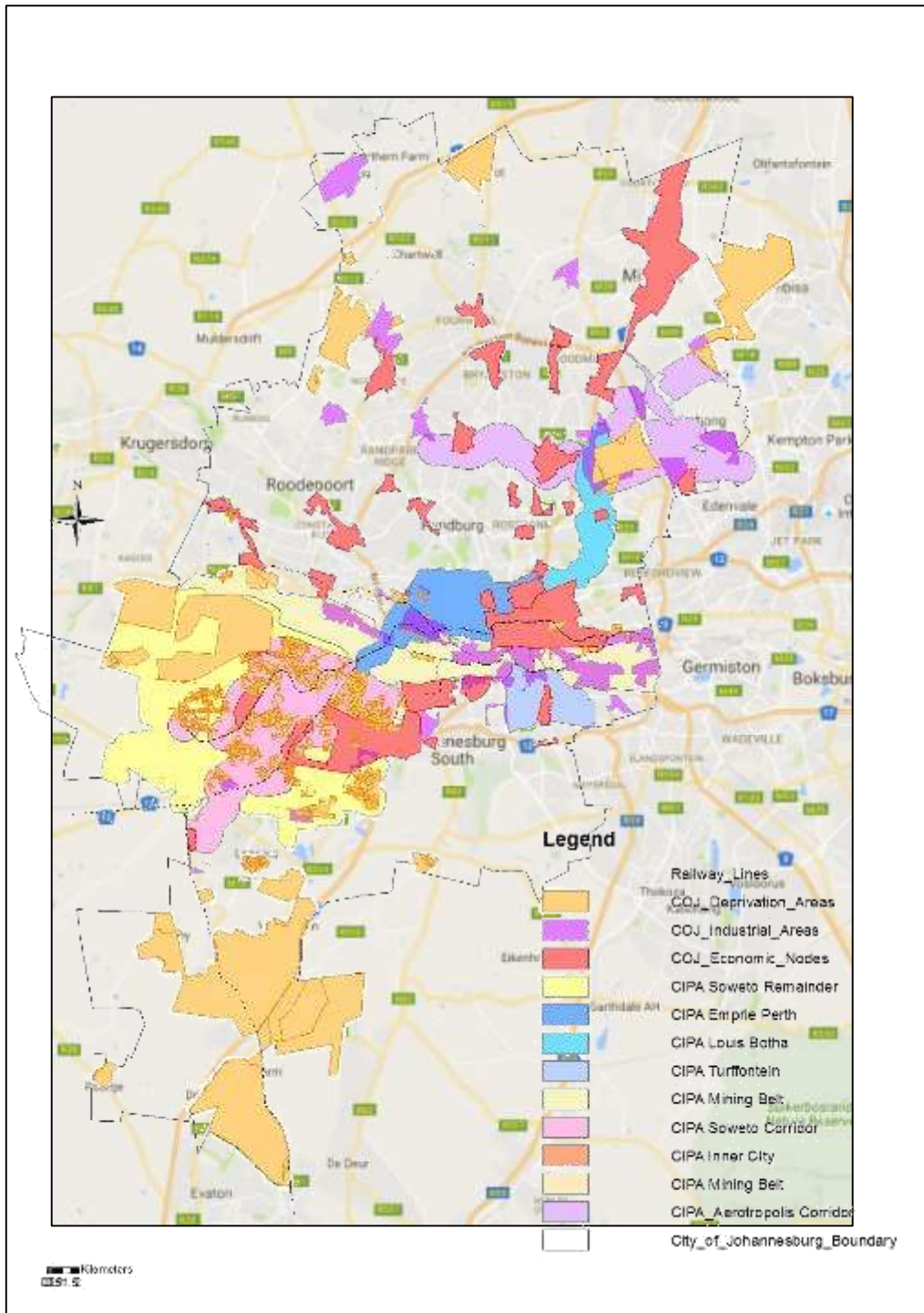


Figure 6: Spatially Targeted Investment Areas – SDF 2040 areas and key public transport corridors

The focus for capital investment in the 2018/19 MTEF is balanced between firstly, ensuring that the current infrastructure and facilities are properly maintained and functional, and secondly, to ensure adequate investment to respond to urbanisation and growth needs.

1. Refurbishment and upgrading of existing infrastructure are prioritised in terms of the asset management plans and life cycle cost of infrastructure. The Consolidated Infrastructure Plan, (CIP), provides guidance and quantifies the need for investment in order to maintain functionality of the existing networks.
2. The focus for investment in Spatially Targeted Investment Areas, (STIAs), are as follows:
  - I. Inner City
  - II. Transit Oriented Development
  - III. Deprivation and Informal Settlement areas
  - IV. Secondary Economic Nodes

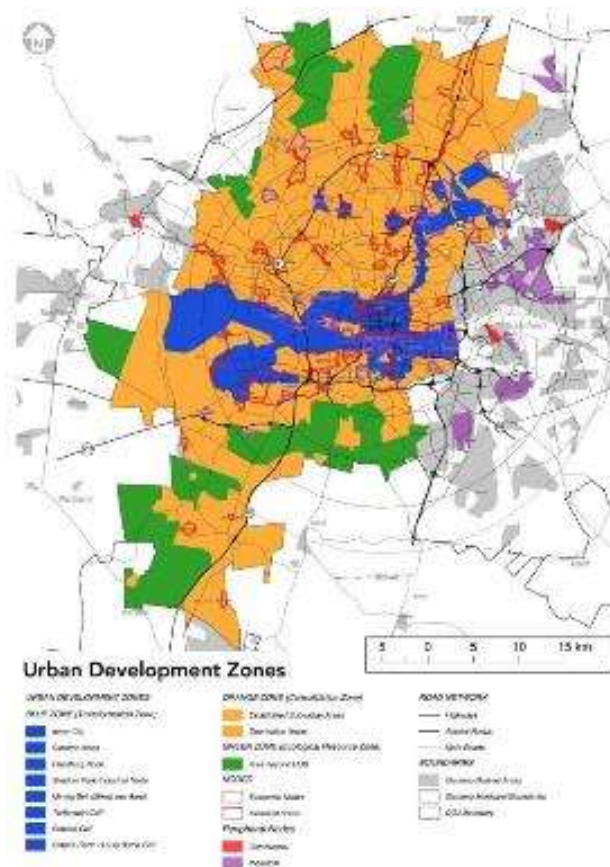


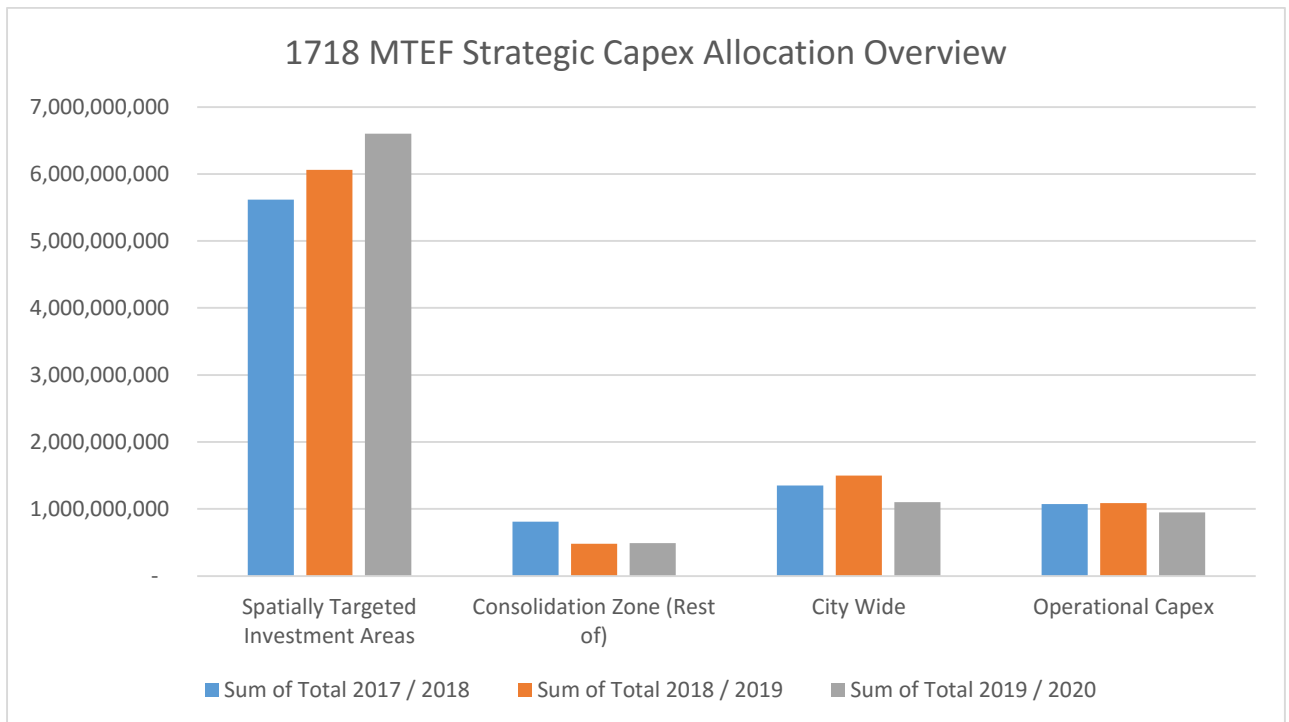
Figure 7 Capex Allocation per SDF Development Zone

The capital investment over the MTEF is almost evenly balanced between the Transformation / Integration Zone (Blue) and the Consolidation Zone (Orange). This implies that there a fairly even investment split between investing for new capacity for growth and intensification in the Blue zone

with a slight bias towards refurbishment, investment in Deprivation Areas and Informal Settlements in the Orange Consolidation zone.

### Spatially Targeted Investment Areas (STIAs) vs Other Capital

STIAs receives 67% of the total MTEF capex. There is therefore a strong alignment to the strategic areas identified for development and investment, mainly the Inner City, Transit Oriented Development, Informal and Deprivation Areas and secondary economic nodes. Investment in these areas includes both refurbishment and replacement of existing infrastructure and new infrastructure.



*Figure 8 High Level Strategic Capex Allocation*

City wide capex investment comprise 15% of the total budget and refer to those projects that have a city wide or regional impact such as general emergency work, landfill sites, sewer works and bulk electricity intake points such as Sebenza. The 7% of the budget that is earmarked for the consolidation zone but is not part of a STIA is mainly focussed refurbishment and replacement of aging infrastructure.

ICT and fleet are the main cost items under the operational capital budget that comprise of 11% of the total budget.

The general spatial distribution of capital projects clearly indicate alignment with the spatial development strategy of the City. (Figure 9)

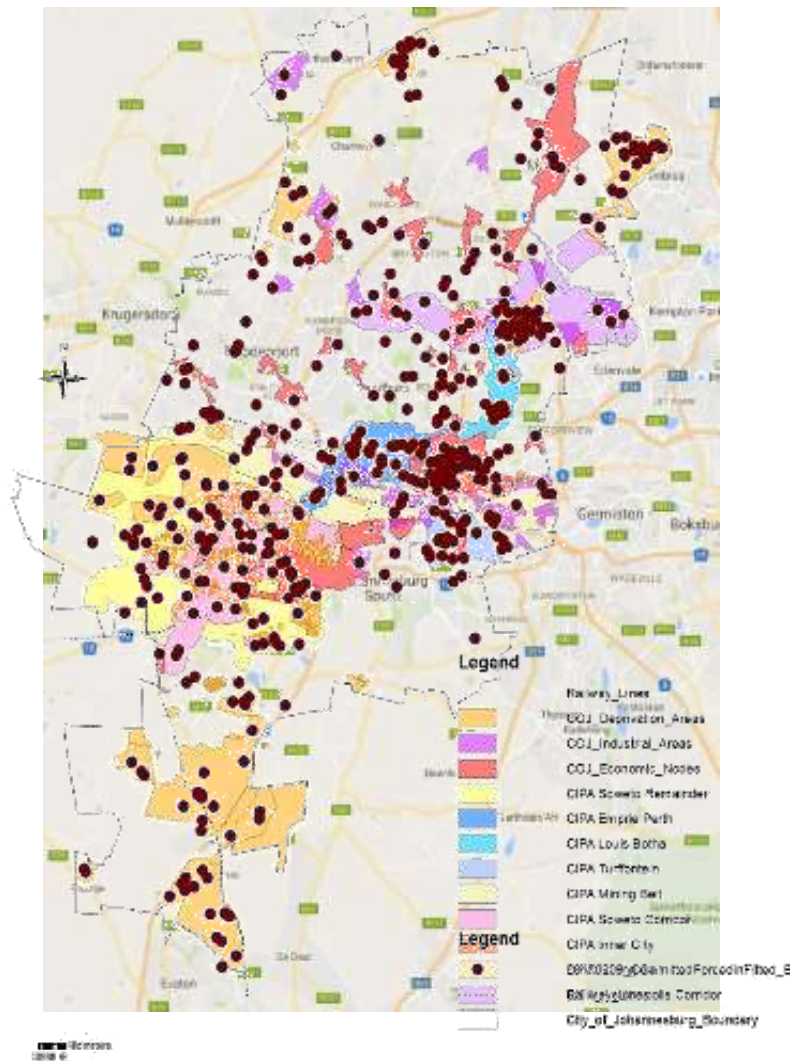


Figure 9: 2017/18 MTEF Capex Distribution

The infrastructure investment in Informal settlements and marginalised areas focus mainly on housing, bulk water, sewer and electricity infrastructure as well as the upgrading of gravel roads and improvement of the road network.



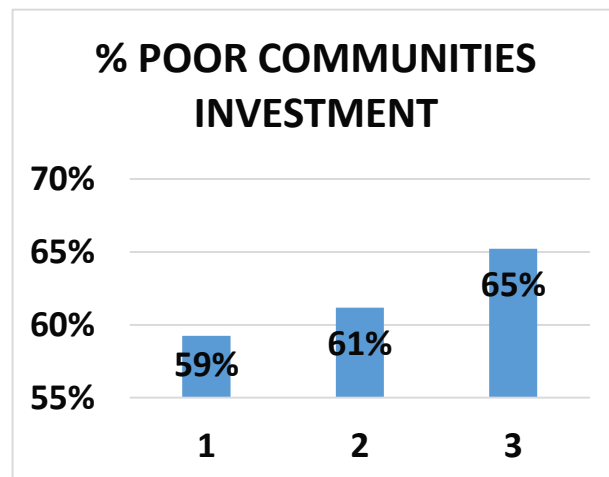
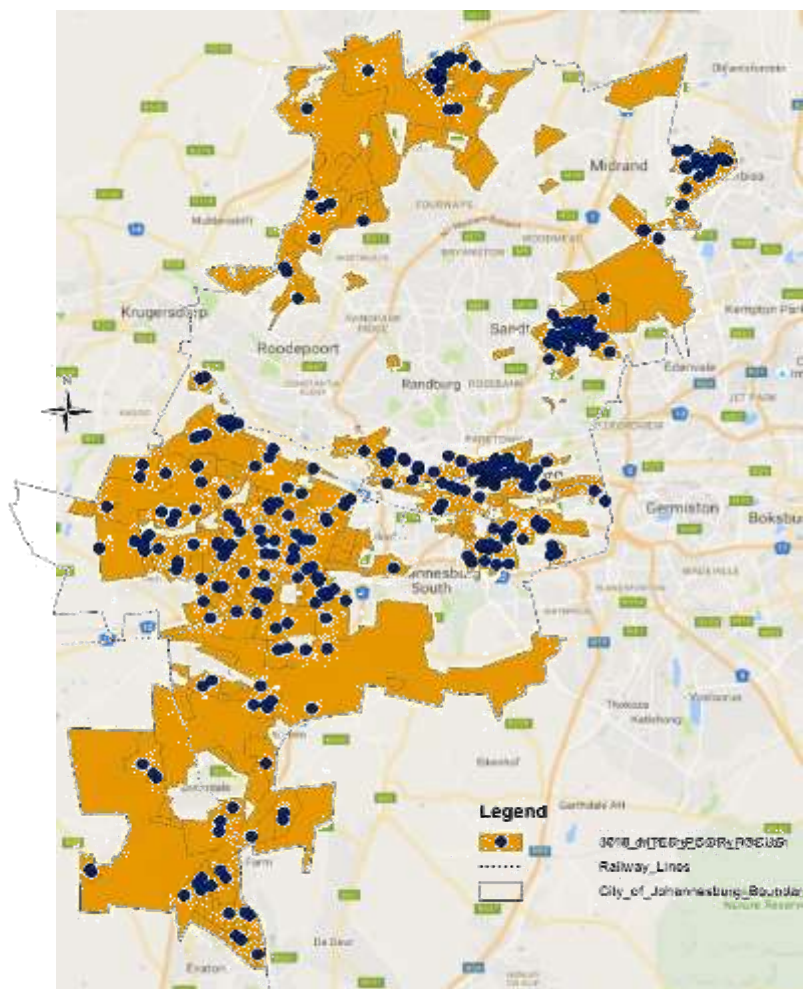


Figure 11: Investment in Poor Communities

### Summary

The Capital Investment Framework provides an overview of the policy and processes that the City uses to identify and prioritise capital projects within the City. It highlights the City's commitment to providing services to the City's deprived and informal areas and to address upgrading requirements of existing infrastructure and facilities. The budget reflects the priority to achieve economic growth and provide infrastructure to accommodate urbanisation and urban growth. The proposed budget is well aligned with the overall development strategy and will achieve the outcomes envisaged in the SDF and IDP.