



Johannesburg on the Rise – Strengthening Finances, Systems and Service Delivery

As we bring 2025 to a close, it is important to reflect on the progress the City of Johannesburg has made—financially, operationally, and institutionally. This has been a year marked by growing stability, disciplined financial management, and renewed confidence, even amid a challenging economic environment.

Johannesburg has re-emerged on the national and global stage, hosting major events, attracting new visitors, and rebuilding the trust of residents, businesses, and partners. This momentum is supported by deliberate financial reforms, stronger governance, and a shared commitment across the City to delivering quality services.

FINANCIAL PERFORMANCE & IMPROVEMENTS IN 2025

Strengthened Revenue Collection

Revenue collection continued to improve throughout 2025/26, stabilising cash inflows and strengthening the City's financial footing. Property rates and billed services performed positively, supported by intensified credit control efforts and stronger customer engagement.

Expenditure Discipline & Cost Containment

Council departments demonstrated disciplined expenditure management, remaining within budget despite rising electricity, water and maintenance costs. Operational efficiencies improved, with better alignment between budget allocations and frontline service delivery priorities.

Capital Investment Progress

The City continued to invest in essential infrastructure—roads, water, electricity and community facilities. While implementation delays remain an area of focus for 2026, improved planning and tighter contract management have begun reducing backlogs and improving the quality of project delivery.

Enhanced Liquidity & Cash Position

Municipal entities reported improved liquidity as a result of disciplined cash

management, more accurate billing and strengthened revenue controls. This financial stability supported service continuity and laid a more reliable foundation for future capital investment.

Stable Credit Rating

The affirmation of the City's credit rating with a Stable Outlook reflects renewed external confidence in Johannesburg's governance, financial planning and resilience. It signals improved financial performance, stronger debt management and increased investor confidence—critical achievements in the current fiscal environment.

REBUILDING THE CITY: KEY INITIATIVES THAT DROVE PROGRESS

Project Lokisa – Improving Customer Experience

Project Lokisa played a significant role in improving revenue performance by strengthening the customer experience. Through faster query resolution, disciplined case management and improved accountability, long-standing backlogs have been cleared and trust in the City's processes is steadily being restored. Thousands of queries are now resolved monthly.

Presidential Initiatives & Operation Vulindlela – Strengthening Governance

The 2025/26 budget embraced new partnership models through the Presidential Initiative, supporting reforms aimed at revitalising municipal entities and aligning operations with the core mandate of local government. Stronger oversight, targeted interventions and improved governance structures are driving efficiency, stability and investment readiness.

Infrastructure & Inner-City Renewal

Inner-city revitalisation efforts—supported by programmes such as AMALI and the Presidential Task Team—continue to gain momentum. These initiatives focus on eliminating bad buildings, strengthening urban management, supporting low-income residential development and





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AMALI and the Presidential Task Team—continue to gain momentum. These initiatives focus on eliminating bad buildings, strengthening urban management, supporting low-income residential development and reclaiming critical economic hubs. Neighbourhood upgrades and improved service delivery are beginning to reshape the urban landscape.

Modernising Systems for Better Service Delivery

The City continues to modernise its financial, billing and metering systems to improve accuracy, strengthen internal controls and enhance customer experience.

Priority is being given to core municipal services, with a measured approach to sustaining non-core functions. The 2025/26 budget also enabled the successful hosting of the G20 Leaders' Summit, demonstrating the City's growing capability and operational readiness.



A WARM FESTIVE MESSAGE FROM THE GCFO

As we close this year, I extend my deepest appreciation to our residents, business community, municipal entities, and every team across Group Finance and the broader City administration.

2025 has tested our resilience, but it has also showcased our collective strength. Every improved process, every stabilised account, every successful audit response, every customer query resolved—each represents a step towards a better City. And each reflects your hard work.

To our residents: thank you for your patience and partnership as we strengthen systems and services.

To our business community: thank you for your ongoing investment and commitment to Johannesburg's future.

To our teams and colleagues: thank you for your professionalism, dedication and unwavering service.

As you rest and reconnect with your families this festive season, may your homes be filled with peace, warmth and renewed hope. May you return in 2026 inspired and energised as we continue to build a City that works better, serves better and delivers better.

Thank you for walking this journey with us. Johannesburg is rising—and we rise because of you.

Yours in service
Tebogo Moraka
Group Chief Financial Officer
City of Johannesburg Metropolitan Municipality

DEBT RELIEF PROGRAMME – SUPPORTING RESIDENTS THROUGH HARD TIMES

The launch of **Phase 4 of the Debt Relief Programme (1 November 2025 – 31 October 2026)** offers structured support to households and businesses struggling to regularise their municipal accounts. This programme underscores our commitment to building an inclusive, compassionate and accountable City that supports residents through economic hardship while strengthening long-term revenue sustainability