



Financial Discipline and a Better Year Ahead

Dear colleagues,

Welcome to the very first edition of Joburg Journal. This is our new platform to share the story of Johannesburg's finances, not just in numbers, but in the progress, challenges, and people behind them.

Each edition will give you an honest look at where we stand, what we are doing to strengthen the City's finances, and how these efforts translate into better services for residents and businesses.

As we open this first edition, I want to set out a clear message: financial discipline, innovation, and partnerships will guide us through the year ahead. Admittedly, the last few years have been quite challenging, but together we are building momentum, and I believe we can make 2025/26 a year of recovery and stability for Johannesburg.

Progress in Collections

One of the achievements I am most proud of from the last financial year was the improvement in our collection rate. At the end of March, we were collecting around 85%, but by June this had risen to 87.6%. This lifted our year-to-date average to 86.3%.

While we have not yet reached our 90% target, this upward trend is an encouraging sign. Even more importantly, the improvement has continued into July and August of the new financial year. Each step forward strengthens our ability to deliver the services that our residents depend on.

Stability in Our Foundations

The economic environment remains tough. National growth is slow, unemployment is high, and our residents and businesses are under strain. Yet there are important signs of stability that we must acknowledge and build upon.

For several months now, Eskom has stabilised the grid, giving us uninterrupted power supply. This is significant because electricity revenues form a major part of the City's income. Stability here means a stronger foundation for the rest of our finances.

Moreover, reforms from National Treasury are opening the door for us to invest more into our key entities – Joburg Water, City Power, and Pikitup. These investments will strengthen the services that residents depend on most and ensure that our financial planning directly supports service delivery.

Engaging With Communities and Practitioners

Our work is not only about systems and numbers, but also about people. That is why we continue to host Open Days in the regions, giving residents a direct platform to resolve billing queries and raise issues with us.



This year we also introduced Legal Open Days; a new platform designed specifically for legal practitioners. Many of the City's revenue-related disputes involve attorneys, whether through court processes or negotiations. By engaging directly with them, we are addressing disputes faster, normalising relationships, and reducing backlogs. It is a practical way to strengthen confidence in our processes and to show that dignity and fairness guide our work.



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A message brought to you by: City of Johannesburg

Group Finance: Communications and Stakeholder Management

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Innovation and Partnerships

One of the biggest shifts we have made is in how we manage revenue. Billing has now moved to the entities, so that accountability and accuracy sit closer to where services are delivered. However, collections remain centralised in Group Finance, giving us one clear picture of revenue and ensuring tighter oversight. Together, this balance allows us to push towards the Executive Mayor's collection target of R200 million per day.

We are also rolling out e-procurement across the City after years of preparation. This is more than a system upgrade. It is about bringing speed, fairness, and transparency into the way we procure goods and services. For our staff, it means less red tape and more efficiency. For residents, it means more trust in how their money is spent.

And finally, as part of our multipronged approach in addressing the City's challenges, we are building partnerships with development finance institutions (DFIs) who can bring funding and expertise. These partnerships are not just about money, they are also about ensuring that the City can deliver real, lasting improvements in people's daily lives.

Leadership Focus

On a more personal leadership note, this year is about financial discipline – not only in spending, but also in reporting and accountability. But discipline alone is not enough. I want to inspire you to remember why we are all here: to be public servants. This means every role matters. Whether you are processing accounts, resolving a query, or leading a team, you are part of the foundation of service delivery.

Project Lokisa – Fixing Finance at the Source

This year we launched Project Lokisa, and its success depends on all of us. Lokisa is about fixing finance at the source; making sure that bills are accurate, queries are resolved quickly, disputes are managed fairly, and our systems are modernised. It also means using our panel of attorneys more effectively to support collections.

But Lokisa is not just a project run from the top. Its strength lies in the work you do every day. When you capture information correctly, when you treat customers with dignity, when you escalate issues on time, you are living out the spirit of Lokisa.

This is about more than systems. It is about rebuilding trust with residents and businesses and showing them that Group Finance is serious about fairness, accuracy, and accountability. Lokisa is our collective opportunity to demonstrate pride in our work and to prove that finance has a human face.



Closing Thoughts

As we look ahead into the new financial year, it is expected that it will not be without challenges. We know the economic climate is difficult, and we know the expectations on us are high. But we also have stability, opportunities, and the tools we need to deliver. With financial discipline, innovation, and collective commitment, we can make this year one where Johannesburg takes important steps forward.

Every rand collected, every process improved, and every act of accountability strengthens the City's ability to deliver for its residents. That is why we must approach our work with pride and discipline.

Yours in service,

Tebogo Moraka
Group Chief Financial Officer
City of Johannesburg

Project Lokisa – Key Highlights (Aug 2025)

- Weekly CRM Query Resolution improved by 12% compared to the previous week.
- Overall Monthly Resolution Rate: 42.2% (15,162 queries resolved out of 35,931).

Biggest Gains:

- Refunds: 75.3% resolution rate (2,125 resolved).
- CC Legal: 88.2% resolution rate, major backlog cleared.
- Assessment Rates: 62.1% resolution rate.

Areas Needing Attention:

- CC Logistics: <1% resolution (only 10 resolved).
- Valuations & CM Legal: <1% resolution.
- Clearance: 42% resolution – improvement still needed.

Ageing Queries:

- Queries over 90 days reduced from 19,491 to 10,737 – a major backlog reduction.
- Water, Power, and Revenue Back Office remain the largest contributors to outstanding queries.

VIP & Black Account Queries:

- Total 3,477 open; most over 180 days. Priority resolution recommended.