CHAPTER 8

Social development, roads, parks, arts, culture and heritage

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My portfolio is one of diversity that ranges from the excitement of a project like Arts Alive, to building a road, establishing and developing a park, to the tragic situation of street children and poverty alleviation. It is a constant balancing act to make decisions and to prioritise in an attempt to fulfil the multitude of needs experienced by the citizens of Johannesburg. However, equity, redress and access to facilities form the basis of the strategies that have been implemented to achieve success.

In some areas, success is tangible and could be ceremoniously displayed or launched. Examples of tangible success, amongst others, include the top twenty art deco buildings that were identified, the prizes the City won in the Green and Clean campaign, the opening of a new dual carriageway and the opening and upgrading of a number of community centres. On the other hand, the impact of development like computerised literacy classes could probably only be measured in the long term. Socio-economic projects, because of their qualitative and developmental nature are difficult to evaluate in the short term, other than to indicate how many people were targeted and what the purpose of a particular project was.

In keeping with our obligation to Batho Pele, my portfolio has maintained an open door to the public, in particular individuals, organisations, community representatives, professionals and academic institutions. The City has a wealth of social capital and a body of people who are keen to make a contribution or require capacity building or linkages to effectively deliver the services they offer. Much of this type of work could not be quantified, but the City would be deprived if these activities were not supported.

Notwithstanding the challenges and diversities we're facing in the department, we're confident that a difference has been made to the lives of the citizens of Johannesburg. Social development, arts, culture and heritage, parks, cemeteries and roads are essential components of the vision to make Johannesburg a world-class African city.

SOCIAL DEVELOPMENT

ROLE OF SOCIAL DEVELOPMENT

Social development includes library services, sport and recreation and social services. Although the well-being of all citizens is taken into account, the specific target groups or prioritised beneficiaries are the youth, women, the aged and people with disabilities. The mission that underpins social development is to

create opportunities that impact positively on the citizens of Johannesburg to improve the quality of life through service provision, empowerment projects and initiatives and strategies to alleviate poverty. This is a comprehensive task, especially in light of the diverse nature of the concept of social development in the Johannesburg context.

Library facilities and programmes, to develop a reading culture, are important aspects of social development. Several communities only had limited access to these facilities and programmes in the past and steps have been taken to ensure that they are available in the City's different administrative regions. In some of the regions there is a specific need for literacy programmes and special attention has been given to ensure that computer-based literacy training is used, an example of a modern approach to literacy training.

The social services function covers a range of activities that focus primarily on poverty alleviation, support given in the form of social packages and training programmes to encourage sustainable ways in which people could support themselves. A Social Funding Policy, which determines when organisations are eligible for City funding, was also implemented during the financial year.

The City's interpretation of sport includes all forms of physical activity, which, through casual or organised participation, aim at the expression or improvement of physical fitness and mental well-being. It is also aimed at forming social relationships and obtaining results in competition at all levels, specifically including people with disabilities (PWDs). Sport is also seen as a nation-building activity and a significant social right that should be available and accessible to everyone.

PERFORMANCE 2002/03

Library services

Integration of three library IT systems

The massive task of integrating three different library IT systems is almost completed. This task also involved computerising the manual systems in some of the previously disadvantaged areas. An estimated 920 300 non-computerised books have been linked to a consolidated database. The bibliographic and membership data of the former Sandton, Randburg and Roodepoort libraries have been converted to URICA, the chosen library-specific software. Only two libraries and the book stock of seven libraries are as yet not linked to the consolidated database.



Encouraging children to read

One of the City's priorities is to promote a reading culture in disadvantaged areas. The City secured a grant of \$500 400 from the Carnegie Corporation of New York for the "Want to Read" project. The grant is used at selected libraries in previously disadvantaged areas to provide new books and to train staff to implement and manage reading programmes. The project's aim is to promote reading and the use of libraries among three to ten year old children. Since the implementation of the project, it has managed to touch the lives of 45 514 children, from 52 schools and 53 crèches, who visited and participated in the project.

Extensive increase in children's books stock

A total of 10 842 books have been added to the children's books stock. The City continues to explore all possible donor opportunities and has received another 7 000 new books from Exclusive Books. These have been distributed to the regions.

Success of the family literacy project

The City has embarked on the family literacy project in partnership with the University of South Africa. It is a project that encourages parents to read to their children from a very early age. The reading exercises and quality time together is a valuable learning and bonding experience. This project has been very successful at the first three libraries where it was piloted. Between twenty to thirty parents are involved at each of the pilot libraries. The intention is to extend the project to a minimum of two libraries per region.

Ambitious targets for adult literacy

The City set an ambitious target of providing a minimum of two literacy classes per region. The project was initiated by establishing computer-based literacy centres at five libraries and traditional literacy-teaching facilities at four other libraries. The target of two classes per region has been achieved and in some cases exceeded expectations. In Region 6, for example, three classes of between fifteen to twenty learners are receiving computer-based tuition twice a week.

In Region 10 a combination of computer-based and traditional literacy classes are being offered on a daily basis. The learners were referred by social workers to enable them to develop some skills. This working relationship between libraries and social services will be extended to other regions as well. All the centres have been very successful with a pass rate of between eighty and a hundred percent per centre. In 2003 two additional computer-based centres were established. Many of the libraries have also established partnerships with NGOs who are involved in the promotion of literacy and eager to use every opportunity to promote literacy. On average each region has at least two facilities offering literacy courses.



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Facilities upgraded

Several libraries have been upgraded and/or extended. Some have specifically been extended to accommodate children's services. Additional furniture was also provided to three libraries and to the Alexandra children's library. Toilet facilities, equipped for people with disabilities, were made available at fourteen libraries and a computer room was added to the lvor Park library.

Increased security in libraries

The City has implemented comprehensive security systems at all the libraries that previously had no security systems in place to protect the library staff, the users and the assets in the facilities.

Effective implementation of book loss strategies

Book losses at libraries are a serious problem that depletes the new stock and makes it difficult for librarians to assist members with the provision of information. Book loss strategies have therefore been implemented and at one library 247 books have already been recovered within a very short period of time.

Support to school libraries

Some public librarians have provided assistance to schools in setting up and managing school libraries. The Rabie Ridge library provided support to two schools to assist them in setting up their own libraries. They also played an active role in facilitating the distribution of 14 000 textbooks, from overseas donors, to schools in the Diepsloot area. The Orlando East library assisted the AB Xuma School with the establishment of a school library through the use of a grant that was obtained from the Swedish Library Institution. The success of this project was so impressive that the staff member involved has been offered a scholarship in project management at the Gothenburg University in Sweden.

Social services

Targeted programmes

The delivery of social services has been decentralised to the City's regional administrations. The regions are fully equipped to manage social services and have initiated programmes to address the needs of vulnerable groups such as the poor and people living with HIV/AIDS. The programmes include economic empowerment training, training of childcare workers, victim empowerment and physical and substance abuse programmes, as well as HIV/AIDS training and awareness.

Training was provided to care givers at crèches in the city on hygiene, HIV/AIDS and food handling. A number of training courses in baking developed into catering projects. Region 7 was successful in training twenty women in small-scale farming.

Nine programmes, targeting vulnerable groups, were concluded in partnership with NGOs. The programmes focused on HIV/AIDS orphans, street children and women living on the streets. In some of these programmes community participation is very strong and various community forums have been established as a result thereof.

Regional projects

At Diepsloot House in Region 10, provincial social workers and pension officials are available to provide assistance with pension and social service grant applications. In Region 11, a victim empowerment and a HIV/AIDS centre were established in partnership with the provincial government. The establishment of a development centre has been launched in collaboration with provincial government in Region 10.

Multipurpose centres

Senior citizen clubs have been established in Region 1 and 2 and four multipurpose centres, including youth and skills training facilities, are currently under construction in Diepsloot, Orange Farm, Tshepisong and Poortje. The centres are particularly important for development activities aimed at the youth.

Social funding policy

The City has recently approved a Social Funding Policy, which defines three categories under which organisations could apply for funding:

• The social responsibility category includes funding for City services for which the organisation must make payment such as charges for water, electricity, sewerage, refuse or sanitation.



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- The social programmes and services category includes payment for services, materials and logistics sourced from external providers. Funding may be utilised for establishment or capacitation costs, material and equipment, feasibility studies, professional fees, skills development, etc.
- The mayoral support category provides for requests to the Executive Mayor or the Mayoral Committee for funding for emergency assistance.
 Applications must be submitted annually.

Providing social packages to the needy

The City also provides and administers social packages aimed at alleviating poverty. These packages have four components that include a subsidy of six kilolitres of free water and fifty kilowatts of free electricity (excluding Eskom supply areas) provided to all the residents. The City does not charge rates on properties below R20 001 to alleviate this burden on poor households. The final component consists of a subsidy to cover refuse and sanitation charges. This subsidy is only granted after an application has been approved and it is currently given to 8 500 households.

Sport and recreation

Activities at community centres

Community centres provide several opportunities for participation in programmes such as dancing and gymnastics. Community groups work collaboratively to maximise the use of these facilities and resources. Physical training educators and recreation specialists join hands with sport leaders in the community and the municipality to provide a range of quality sport experiences.

Sport development

Sport development is focused on community leaders in areas such as facility management, maintenance and upkeep and events management. Community recreation is emphasised and different clinics in various sports, e.g. soccer, netball, tennis and indigenous games are held. Many of the sports clinics are aimed at providing improved access to all citizens to the wide variety of sport activities available in the city.

Promoting indigenous games

Many indigenous games are being revived. Over the years these games have been neglected because of acculturation and other influences. In some of the games associations were formed such as those related to dibeke and morabaraba. Other indigenous games that receive attention are dibeke/skununu, morabaraba, ntimo/kgati/ugqaphu, diketo/magave/uphuca, jukskei, ncuva/morula, and khokho.



Improved facilities

A major portion of the capital budget for sport, aquatics and recreation has been used to make sport facilities available and/or to upgrade these facilities, specifically in previously disadvantaged areas. Multipurpose facilities have also been refurbished and upgraded. The regions in the city also made a concerted effort to ensure that facilities are accessible to people with disabilities. As a result many of the current facilities have been upgraded in this respect and new facilities have been planned to include catering for people with disabilities.

Sport facilities that have been upgraded are the Slovoville community hall, the Westbury community hall and Dobsonville rugby stadium and change rooms. In addition a number of multipurpose facilities were refurbished and upgraded, namely at Bertha Solomon, Eldorado Park, Jabavu, Protea, Protea Glen, Yeoville, Dobsonville, Phiri, End Street and Naledi. More recent upgrading of sport and recreation facilities include Bapedi Hall, Naledi sports fields and ablutions, Mofolo, Ennerdale community hall, Kanana centre, Rabie Ridge and Ruimsig stadium. A new swimming pool is currently under construction at Orange Farm.

Hosting events

The development of facilities is a major factor in attracting international, national, regional and local sports events. There are major economic benefits for the City when major sports events are hosted and some of these recent events include the international women's hockey tournament, SA Swimming, ABSA Relay, Cosafa Tournament, Johannesburg Company Relay and the Engen Athletics at Roodepoort. One of the other advantages is that local residents continue to benefit after the event. The Cricket World Cup, for example, required the upgrading of streets, streetlights and signage in and around the Wanderers stadium.

ARTS, CULTURE AND HERITAGE

ROLE OF ARTS, CULTURE AND HERITAGE

The arts, culture and heritage department is responsible for the city's museums, historic sites and buildings and the coordination and presentation of arts, cultural events and festival programmes. The promotion of facilities that are accessible and dynamic in their approach is also part of the aim to create a cultural life in the city that is enriching and stimulating.

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Johannesburg heritage register

The heritage staff embarked on a survey to document heritage buildings in the Johannesburg central business district and phase 1 has been completed. The



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purpose is to compile a heritage register for Johannesburg. Over 80 buildings/spaces has been surveyed so far. Phase 2 of this survey covering a further 120 buildings, started in July 2003. The Johannesburg Heritage Register will be an official listing of properties identified by the City as availing of heritage value. This will allow for certainty within the heritage and development communities as to what constitutes the sites and developments with heritage value.

Building partnerships

Partnerships are formed with local and international organisations to support cultural exchange and awareness. In this respect partnerships have been formed between the Roodepoort Museum, SA Egyptology Association and the Egyptian Embassy who jointly agreed on an exhibition of replicas of Egyptian artefacts at Roodepoort Museum. This exhibition was a first for Johannesburg. It was well attended and both the museum and the exhibition received good media coverage.

The Johannesburg Art Gallery and the Tate Gallery in London are still maintaining a programme of exchange that involves the exchange of a range of contemporary and classic South African and international works of art.

Plaques for top twenty Art Deco buildings

Johannesburg's top twenty Art Deco buildings, typical of the architectural style used in the 1920s and 1930s, have received plaques. The plaques were developed in cooperation with a local heritage organisation. The purpose of the exercise was to raise public awareness and interest in Johannesburg's architectural heritage.

Memorial sites

Memorial sites are important in depicting the history of the City. The National Anglo-Boer War Memorial in Saxonwold required refurbishment and extensive work was done in this regard.

Anglo-Boer War Memorial, Saxonwold

Extensive remedial work was carried out on the National Anglo-Boer War Memorial. Due to problems of subsidence caused by excessive soil moisture, the stone blocks had, over the years, moved our of alignment. This was corrected as part of the restoration process, the monument was stablised, and stormwater drainage was introduced.

The Diepkloof Memorial (Vuyani Mabaxa Memorial), one of the more recent struggle sites, required re-development. After extensive community consultation and participation the process was initiated. Local labour was used to contribute to job creation in the area. The intention is to launch the site before the end of 2003. Gauteng's provincial government is the collaborating partner in this initiative.



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Exhibitions at WSSD

The department is proud of its involvement in the cultural programme that was related to the World Summit on Sustainable Development (WSSD). The Johannesburg Art Gallery hosted seven exhibitions during the WSSD that included Amaba'lengwe (traditional garments of the Southern African region), New Strategies (contemporary art from the gallery's African collection) and Boipelo Ka Setso (treasures from the Southern African region). Further exhibitions that were held included Bonani Africa, a photographic exhibition of South African photography in MuseumAfrica and the FNB VITA Craft Awards.

Arts Alive

The department also hosted the annual Arts Alive Festival that was part of the WSSD activities. The purpose of this festival was to showcase South African music and dance talent and other cultural activities. The highlight of the two-week event was the jazz-on-the-lake festival, attended by approximately 45 000 people.

Remembrance Day

Remembrance Day is an annual event held in November to commemorate and honour those who took part in wars or died fighting for the country. This event has now become all-inclusive and in memory of the various military units that have fought for South Africa over the years. The Executive Major hosts this annual wreath-laying event at the Cenotaph in the city centre.

Increased attendance at museums, galleries and exhibitions

Attendance at museums, galleries and exhibitions is on the increase. A target of 44 000 people was set with a view to people visiting these facilities and more than 186 000 visitors were recorded during 2002/03. Some of the key attractions include the Johannesburg Art Gallery, the Hector Pieterson Museum and the James Hall Museum of Transport.

Visitors to the Johannesburg Art Gallery increased to 51 732 compared to the previous year. This can be ascribed to an intensive exhibition programme and special projects, such as the Fair Lady and L'oreal Fashion Awards, the retrospective exhibition by Gladys Mgudlandlu and key speakers at exhibitions such as Bridget Mbandla, Deputy Minister of Arts, Culture, Science and Technology. The gallery is also increasingly attracting school learners due to the inclusion of arts and culture into school syllabi.

The Hector Pieterson Memorial and Museum also experienced a phenomenal growth in visitor numbers. During 2002/03, this heritage site was visited by 78 104 visitors. A memorial to Hector Pieterson was erected in the early 1990s



and a new museum, housing photographic and audio-visual displays of the struggle of the youth against the injustices of apartheid, was opened in 2002.

The James Hall Museum of Transport is the largest and most comprehensive museum of land transport in South Africa. Visitors to the museum is still increasing and during 2002/03 a total of 29 943 people visited the museum. In addition, 2 110 outreach projects were arranged by the museum.

The increased awareness and interest in heritage, arts and culture in the city among tourists, residents and especially school learners, is encouraging and the City will endeavour to sustain this momentum.

JOHANNESBURG ROADS AGENCY

ROLE OF THE JOHANNESBURG ROADS AGENCY

The Johannesburg Roads Agency (JRA) is a self-contained company owned by the City of Johannesburg. It was established in January 2001 and is responsible for the design, maintenance, repair and development of Johannesburg's road network and stormwater infrastructure. The JRA is also responsible for traffic signals (which previously fell under the electricity department) and road markings (previously in the care of the traffic department).

The scope of the JRA's responsibility currently extends to 9 247 km of surfaced roads, approximately 1 040 km of gravel roads, 3 943 km of stormwater drains, 1 861 traffic signal controlled intersections and some 450 road bridge structures. The maintenance of the infrastructure and provisioning for future developments is extremely important in light of the fact that 49% of road trips are made in private cars, 29% by taxis and 13% by buses.

PERFORMANCE 2002/03

Roads upgrading programme

During 2002/03 the JRA implemented approximately 45 capital projects. The main focus was the upgrading of gravel roads to surfaced roads. Upgrading was undertaken on the basis of an agreed prioritised list, in various areas across the city. Construction of roads took place in Ivory Park, Braamfisherville, Doornkop, Soweto, Vlakfontein and Orange Farm. Approximately 65 km of gravel roads were upgraded to a full service tar standard with stormwater drainage facilities.

Another major upgrading project was the reconstruction of Modise, Vincent and Van Onselen Roads from single roads to a dual carriageway in the section between Meadowlands West Circle to Roodepoort Road. This phase has been completed with a Gautrans subsidy that amounted to fifty percent of the project cost.



Construction of roads took place in Ivory Park, Braamfisherville, Doornkop, Soweto, Vlakfontein and Orange Farm.

The JRA also played a key role in the road-upgrading programme for the WSSD. This entailed the upgrading of roads for the enhancement of economic opportunities in the northern areas of the city. The WSSD was used as a catalyst to fast track the project. Intersection improvements, roads widening, relocation of services and new traffic signal installations were the key areas of the project to improve mobility during the WSSD and beyond.

The Moroka Dam development, at a cost of R21 million, was completed by the JRA in a record time that took only six months from the design to commissioning stages. The aim was to improve the leisure facilities and surface water management in Greater Soweto. The project consisted of the rehabilitation of the bulk water pond into an engineered dam with a proper spillway and a retention structure.

Construction of new roads

Road construction included major projects such as the K43 that is a new north/south metropolitan route and a major transportation corridor serving the Greater Soweto area. Construction included a road-over-rail bridge over the New Canada rail lines and road works in the vicinity of the Freedom Charter Square. Additional funding will be required to complete the link through Lenasia and to unlock the vacant land in the Kliptown area. The Comaro/Mooi link is also a new major arterial route from the rapidly developing southeastern suburbs to the inner city area, which is being constructed in a number of phases. A dual carriageway section in Rosettenville has recently been completed. The route is now continuous from Glenvista to the Johannesburg CBD.

Major stormwater upgrades

Regular flooding of the properties down stream of the MTN Dome necessitated the construction of a bulk stormwater system. The developer, Sasol Pension Fund, contributed R1,5 million towards the construction and the work was completed in January 2003. A similar stormwater drainage problem in the Linksfield Ridge area was also addressed as a partnership project between the JRA and the Ekurhuleni Metropolitan Council. The ageing stormwater system between the CBD and Bruma/Kensington was also upgraded.

Traffic signal upgrades

Despite the installation of 200 new overhead signal heads at intersections where there were none previously, there is still a traffic signals backlog. However, the bigger challenge is the replacement of obsolete traffic controllers' equipment to ensure that proper synchronisation, fewer outages and a higher network performance can be achieved. Signal phasing had to be done for 254 controllers with due regard to traffic volumes on the respective corridors. A total of 1 230 signal upgrades have also been completed.



Road maintenance

The resurfacing of city roads was satisfactorily executed, resulting in R11 million overlays that were done across the City. In addition the re-profiling of the double-decker section of the M1 has improved the riding quality on the 35-year old bridge that was suffering from "concrete creep".

JOHANNESBURG CITY PARKS

ROLE OF JOHANNESBURG CITY PARKS

Johannesburg City Parks (JCP) manages and maintains 6 144 hectares of developed parks, 4 443 hectares of undeveloped parks, 984 hectares of nature reserves, 2 578 hectares of street verges, 73 hectares of water surfaces, and 1,2 million street trees.

JCP is also responsible for maintaining the City's 27 cemeteries and two crematoria. The higher mortality rates in Johannesburg have resulted in an urgent need for additional burial space. In response to this need sites for new regional cemeteries have been identified in Midrand and Diepsloot. Geotechnical and environmental requirements for the development of cemeteries on these sites have already been addressed and the cemeteries will be developed during the 2003/04 financial year.

City Parks focuses specifically on greening the south of the city and as a result more than 17 000 trees were planted in the last two years. This is in line with the City's greening strategy, which provides guidelines for the management of public open spaces. The strategy also aims to preserve, develop and ensure access to public spaces.

PERFORMANCE 2002/03

Capital spending in historically disadvantaged areas

Capital spending in historically disadvantaged areas was prioritised. During 2002/03 nine new parks were developed in Noordgesig, Jabulani, Lenasia, Tshepisong, Diepkloof, Phiri, Kaalfontein, Midrand central business district and Domemo Park. Sixteen parks were also upgraded.

Success of partnership projects

JCP engaged in various partnership projects in the development of parks and open spaces. These major partnerships included one with Excel who sponsored the landscaping at Regina Mundi Park. JCP in partnership with Johannesburg Water restored the water fountain at Zoo Lake at an approximate cost of R350 000. A partnership with Smartstone resulted in the donation of approximately



R515 000 for paving at Noordgesig. A partnership project with Clear Channel provided approximately R240 000 for the establishment of the Bird Sanctuary in Hurlingham and Rand Water contributed over R500 000 for the fountain, signage and bins at Moroka Dam.

Fencing and upgrading nature reserves

Kloofendal Nature Reserve has been re-fenced to make it safe and secure to introduce small game wildlife. Drinking holes are in the process of being built at both Klipriviersberg and Kloofendal nature reserves. Melville Koppies has also been re-fenced.

Five-year master plan for the Johannesburg Botanic Gardens

The new five-year master plan for the revamping and upgrading of the Johannesburg Botanic Gardens has been finalised and implementation of the first phase is in process. Plans and designs of all the proposed projects have been completed and pre-approved. A tender notice has been released for the development of the waterfront area. A contractor has been appointed to do a traffic study around the Botanic Gardens and to determine the capacity to cater for an increase in the number of cars and buses transporting people that will be visiting the gardens.

Effective management of street trees

Street trees contribute to the greatest number of complaints, and unlike grass related complaints, street tree complaints do not decrease during winter. A general manager to oversee street trees was appointed in May 2003. A new business unit was started to attend to increasing street tree complaints and requests and to generate revenue. As a result street tree activities doubled and a total amount of R1,66 million was received from City Power for pruning trees away from overhead power lines ahead of the windy season. A further revenue potential of R3,5 million is envisaged in this regard. There are currently ten teams for pruning, three teams for removal and three teams for general tree maintenance and planting.

Management of cemeteries and crematoria

Avalon cemetery is the busiest cemetery in Africa because of low tariffs, its heritage value, geographic location and demographics. Due to congestion problems at the cemetery, funeral undertakers have been allocated times for burials as well as specific burial sections, to prevent overlapping of funerals. Seventeen additional sections inside the cemetery have been opened to reduce service congestion.



Seventeen additional sections inside the Avalon cemetery have been opened to reduce service congestion.



Burial trends

Burial trends have shown a reduction of 19 125 burials in 1999 to 18 106 in 2003. The figure for 2003 is, however, higher than the 17 061 burials in 2002, when the lowest number of burials was recorded. In 2000 and 2001 the respective number of burials were 17 980 and 17 309. The drastic reduction of burial activities, in 2001/02 specifically, was due to the closure of the Braamfontein crematorium for renovations and the closure of the Alexandra cemetery. This has influenced people to utilise facilities outside the Johannesburg area. The revamped Braamfontein crematorium will re-open in July 2003. Pauper and indigent burials increased during 2002/03 from 500 to approximately 750.

Value of campaigns

City Parks co-managed the promotion of the provincial Green and Clean Campaign, entitled "Bontle ke Botho" (being human is being beautiful). The objectives of the campaign were to encourage local authorities, wards and schools to suggest a project that would improve management of environmental resources, to focus on greening initiatives and to conduct public awareness and education on the environment. A total of 88 of the 109 wards in the City participated in the competition. The City of Johannesburg had the highest number of participants. Ward 64 (Inner City) won the first prize of R50 000 and Cluster 3 (Regions 7, 8 and 9) won second prize at provincial level. The total of prizes won by the City was subsequently R100 000.

National Environment Week

JCP was responsible for the coordination of community celebrations undertaken during the National Environment Week in Soweto where 150 trees were planted. In Orange Farm a new concept concerning a tree-planting programme was developed, which will be implemented in 2003/04. This new initiative will focus on the culture of community involvement that was established in JCP's greening projects.

Siyathuthuka and other educational programmes

An educational programme involving sixty learners was conducted at the Johannesburg Botanic Gardens. As a result of this programme's success, similar programmes will be developed in future to cater for a variety of educational needs. The Siyathuthuka Project involved six primary schools in the Soweto area and partnerships with Food and Trees for Africa and Mulbry Bear. Forty trees were planted and two parks were upgraded with the assistance of community members, who were also involved in the project. The schools that participated committed themselves to the development and management of food gardens.

Utilisation of nature reserves

Nature reserves are visited by a wide spectrum of people that range from school groups, university students doing practical work, the public, interest groups and international tourists. The total number of visitors in 2002/03 to Melville Koppies, Klipriviersberg and Rietfontein was 3 604, 2 969 and 3 147 respectively.

Effectively dealing with complaints and requests

JCP's call centre is electronically linked to Joburg Connect. Operators at City Parks process the data and transfer them electronically to the responsible operational functions. JCP made an effort to clear all backlogs related to complaints and tried to improve the response time for complaints in general. Numerous initiatives had been implemented in order to achieve this and statistics at the end of the financial year proved that these initiatives were successful. A total of 9 536 complaints were logged, of which only sixteen were still outstanding at the time of publication.

Operation Masibambisane to instil a work ethos

Operation Masibambisane was an exercise to standardise and instil discipline in time keeping, absenteeism and down time. This project has been successful and has instilled a work ethos throughout the seventeen operational depots. Operations like Operation Masibambisane will further contribute towards service delivery excellence.